

# Medicines shortages: causes and solutions *A perspective from industry*

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◦ SANOFI AT A GLANCE  
**OUR GROUP**

- We are a **global healthcare company** engaged in the research, development, manufacturing and marketing of healthcare solutions.
- **€33 bn\***  
In sales in 2013  
\* €32,951 M
- **R&D**  
A major biopharmacy player
  - **45%** of revenues generated by biologics
  - **80%** of development projects are biologics
- present in more than **100** countries
- **112** Industrial sites in 41 countries
- more than **110 000** employees

Information of December 31<sup>st</sup> 2013



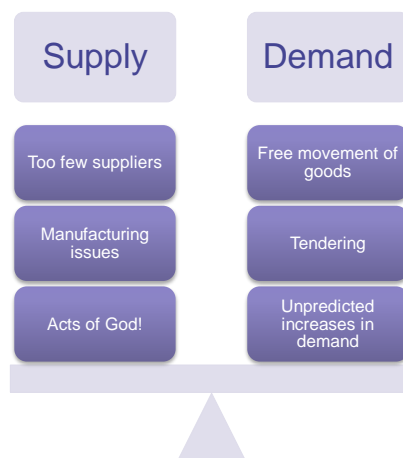
## Shortages make headlines because they matter



## Medicines shortages can occur at any point in the supply chain and hurt us all



## So why can medicines shortages happen?



## Sanofi Industrial Affairs



## Manufacturing – it's complicated!



	FAWDON generics, mature, OTCs	HAVERRHILL Renal, biologics	DAGENHAM chemo agents	WATERFORD biologics
<b>countries</b>	>50	100	100	77
<b>planning</b>	Global demand management system; project shortages	Weekly calls on variation; 3 monthly reviews	1 and 3 yrs; Demand v capacity; back up sites,	LRP and in-country estimates
<b>risks</b>	Seasonal peaks; API supply constraints	FDA constant decree; bulk manufacturing challenge; production process failure	Unexpected quality deviation;; shortage of packaging material; sole global supplier	Chinese FDA; US FDA reject new production line; compound instability means bulk manufacture challenging
<b>solutions</b>	Dual sourcing APIs	10 to 12 month stock; Genzyme to Sanofi; new plant	Dual sourcing componentry; fast track contingency plans	Partnership agreements with suppliers; manu/commercial collaboration
<b>examples</b>	fexofenadine codeine; sodium	none	docetaxel	None though 'continuous risk'

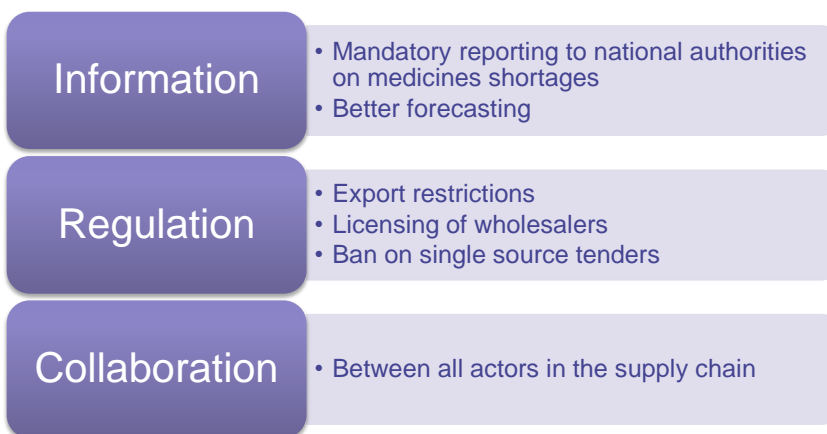
## Demand driven shortages



## Industry responses



## Other solutions





Thank you!

