Michael Kubischik – Country Lead & General Manager Specialty Care, Sanofi Switzerland



***Knowing we’re on the path to delivering transformative treatments quickly and widely sustains my passion and commitment*"**

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Michael Kubischik shares his career journey and Sanofi’s strategic focus in Switzerland. He highlights Sanofi’s dedication to become the world´s leading immunology company, supported by initiatives like AI integration and efficient regulatory processes to improve patient access, as well as the benefits of working for a company with such a deeply-embedded collaborative culture.

Could you share some background on your career and the scope of your current role at Sanofi?

I began my career at Sanofi in 2003 in Germany, following my PhD in neurobiology. Throughout my time with the company, I’ve held a range of commercial roles and developed a focus on specialty care, particularly in neurology, immunology, and oncology. Alongside these roles, I’ve had the chance to work on cross-functional projects, which helped me build a well-rounded perspective on strategic development and implementation—an area I’m particularly passionate about. Addressing patient needs has been central to my approach, even though it’s often a challenging task.

In January 2022, I took on the role of General Manager for Specialty Care in Switzerland. Later, in November 2022, I was appointed as Country Lead, representing Sanofi across all divisions here. Being part of Switzerland’s healthcare ecosystem has been a deeply rewarding experience. The country has a highly skilled and motivated workforce that operates at an exceptional level, yet with

a balanced approach that I find unique to Switzerland.

Personally, I’m married and have three daughters who are now young adults. My work-life balance includes staying active—I’m passionate about beach volleyball—and enjoying time in nature, as well as music. Switzerland offers an environment that truly complements both my professional and personal pursuits, which is something I value highly.

What is Sanofi’s primary focus and operational scope in Switzerland?

Sanofi’s operations in Switzerland are focused on bringing our innovations to all patients in need as soon as possible. As an important commitment to Switzerland, we also try to maximize the incorporation of Swiss clinical study centres into our global research initiatives. Unlike some other regions, we don’t have dedicated development, research, or manufacturing facilities here.

Our activities are organized across four Global Business Units (GBUs). The first, Specialty Care, leads much of Sanofi’s innovative work in rare diseases, immunology, neurology, and oncology. The second GBU, General Medicine, covers our extensive history in diabetes and cardiovascular treatments, alongside new innovative developments in these areas. Vaccines represent our third GBU, with a focus on both pediatric and adult immunizations. Lastly, Opella in Consumer Healthcare. To support Opella’s ambitions, Sanofi entered into exclusive negotiations with CD&R for the transfer of a 50% controlling stake in Opella.

How has Sanofi’s ‘Play to Win’ strategy, introduced by CEO Paul Hudson, shaped your focus and operations in Switzerland?

Sanofi’s ‘Play to Win’ strategy has driven a transformative shift, positioning us as a specialized biopharmaceutical company focused on first and/or best-in-class high-potential assets, with a particular emphasis on immunology. Since I stepped into my role in 2022, I’ve witnessed this transformation progress into its second phase, where we refine our structure and define key regions. Switzerland has been identified as a key market for its substantial growth potential and contributions, and we operate here within a GSA (Germany, Switzerland, Austria) framework, which allows us to achieve efficiencies across these regions.

Switzerland’s regulatory environment, distinct from the EU, poses unique challenges; however, we also benefit from synergies within the GSA structure, particularly through collaborations in medical

associations, academic partnerships, and regional conferences like the DGHO Congress in oncology and haematology. These partnerships enhance our shared knowledge and allow us to address challenges with innovative approaches.

Our transformation also emphasizes standardization and verticalization of business support functions, creating scalable, globally aligned solutions that can be tailored to local needs. This approach strengthens our operational support across key regions, enabling a sharp focus on customer needs and efficient product implementation, benefiting both patients and healthcare providers.

How do standardization and verticalization contribute to Sanofi's commercial strategy, and have these changes influenced your market approach?

Our focus on standardization and verticalization is aimed primarily at enhancing our business support functions, without major changes to the commercial structure itself. Like most global companies, Sanofi develops product strategies centrally, with valuable local insights incorporated to guide a unified approach for each product. Through standardized business services, we eliminate redundant efforts across regions, creating adaptable, high-quality solutions for each market. Additionally, we increasingly use data-driven technologies to make faster, more informed decisions.

Our customer-facing teams have undergone slight adaptations to best meet the highly segmented nature of our markets. Beside this, we are strengthening synergies within the GSA framework to optimize resources across Germany, Switzerland, and Austria. By sharing expertise and resources, we can develop solutions that benefit all three countries, enabling us to respond more effectively to both customer and patient needs throughout the region.

Tell us about Sanofi's experience in the immunology field and the unique dynamics Sanofi faces there?

Our ambition is to become the world's leading immunology company, a vision in line with innovation and the demand for advanced treatments. Essentially, our aim remains to extend our reach and make a positive difference to patients' lives. Our experience in immunology is growing every day. Our approach builds on an in-depth scientific understanding of the immunological basis of diseases, and developing and delivering treatments that target those mechanisms. We are well

on the way to transforming the practice of medicine through scientific advances, and to having a positive impact on the people and communities we serve. We want to be major contributors to the evolution of the healthcare ecosystem, and this prevails in Switzerland too.

What is Sanofi's experience with the regulatory process in Switzerland, particularly with Swissmedic, in terms of providing timely access to innovations?

Swissmedic has made commendable progress in recent years by implementing innovative pathways and prioritizing efficient approval processes, all of which we appreciate. Both Sanofi and Swissmedic share the ambition of keeping Switzerland a "first wave" country for new therapies, enabling Swiss patients to access innovative treatments as soon as possible. Key initiatives, such as Swissmedic's strong engagement in international cooperations and for example the ACCESS Promise pilot—part of the broader Access Consortium which is designed to—to expedite access to critical treatments by streamlining the review process and fostering greater collaboration with other regulatory bodies.

Despite these advances, there are still challenges, primarily related to what we call the "Swiss finish." This refers to additional requirements unique to Switzerland, for example, requests for supplementary data that aren't required by other agencies, which can delay the approval timeline. As a global company, balancing these requirements with international schedules is complex, as we aim to meet patient needs worldwide. Nonetheless, Swissmedic's approval timelines have become comparable to the EMA's, especially for high-need treatments and within international cooperation procedures. Together with Interpharma, Sanofi remains committed to working closely with Swissmedic to further streamline this process, continually aiming to provide Swiss patients with rapid and broad access to cutting-edge medicines as we sharpen our focus on innovation.

What other therapeutic areas are strategic priorities for Sanofi in Switzerland, and where do you see growth potential?

In Switzerland, Sanofi has a longstanding commitment to addressing rare diseases—a dedication that intensified following our acquisition of Genzyme in 2011. Rare diseases represent a unique model in healthcare; they affect a small number of patients but require highly specialized treatments. For Sanofi, addressing these conditions remains a priority, given the immense medical need and the significant impact our treatments can have on patient outcomes.

On a global scale, Sanofi's 'Play to Win' strategy places immunology at the center, with an overarching goal to become the world's leading company in this field. Immunology has wide-ranging applications, from oncology to autoimmune conditions, as seen in our recent advances in treatments for multiple sclerosis (MS). Our current pipeline reflects this focus, featuring 12 prioritized immunology and vaccine products, each anticipated to meet significant patient needs and shape the future of Sanofi's portfolio. These products underscore our commitment to advancing care across diverse therapeutic areas, particularly where unmet needs are greatest.

How does Sanofi approach adult vaccination as an area of unmet need in Switzerland, and what steps are being taken to address it?

In Switzerland, pediatric vaccination is well integrated into healthcare, with high vaccination rates achieved through standardized pediatric assessments. However, adult vaccination, particularly among individuals over 65, remains low compared to other European countries. At Sanofi, we view this as a crucial opportunity to improve public health. Our strategy focuses on both the development of new vaccines and on raising awareness of the preventive benefits of vaccination. This requires collaboration across the healthcare sector, as increasing adult vaccination rates can reduce future healthcare costs and prevent hospitalizations in the elderly population. By promoting vaccination as a key component of healthy aging, we aim to help individuals maintain their health and independence as they grow older.

Promoting preventive care, including vaccination, can be challenging, as its benefits are less immediate than those of urgent treatments like oncology. Prevention requires education and long-term commitment from patients, healthcare providers, and payers alike, emphasizing the value of addressing health proactively. Sanofi is committed to advancing public understanding and acceptance of vaccination's role in maintaining long-term health, particularly for aging populations. Our focus on healthy aging underscores the importance of preventive care in ensuring a higher quality of life for the elderly. This focus on prevention is a mutually beneficial mission—one that protects patients, strengthens healthcare systems, and ultimately supports a healthier society.

How is Sanofi implementing artificial intelligence (AI) across its operations, and what tangible impact has it had, particularly in Switzerland?

At Sanofi, AI has evolved from a buzzword into a transformative force across our global operations, delivering concrete results in key areas. Internationally, AI plays a crucial role in supply chain management and research and development (R&D). In supply chain management, it enables us to optimize inventory, reduce waste, accelerate production, and ensure efficient global distribution. In R&D, AI helps us speed up drug development, using data simulations to streamline clinical trials and even substitute certain studies where AI-generated data meets regulatory standards—significantly reducing the time required to bring innovative treatments to patients.

In Switzerland, where our operations are commercially focused, AI enhances decision-making through advanced data analytics. We've made substantial investments in AI-driven financial and data systems, allowing us to assess market opportunities, optimize resources, and make strategic decisions with precision. By connecting and analyzing data from various sources into a unified view, AI helps us uncover new market insights and opportunities, guiding our commercial strategies.

While AI brings new possibilities, Sanofi views it as a complement to human expertise, not a replacement. We have strict governance measures in place to ensure AI is used responsibly, with an emphasis on data security and ethical practices. AI empowers our teams to make well-informed, strategic choices that improve our ability to deliver the right solutions to patients efficiently while supporting our business goals. Ultimately, AI enhances decision-making across Sanofi, but human insight and judgment remain at the core of our growth and mission.

Given Switzerland's strengths in innovation and quality, how does Sanofi view the country's role within its broader European strategy?

Switzerland is highly regarded for its standards in education, technological innovation, and manufacturing quality, making it a strong environment for high-skill industries. However, Sanofi's primary European investments have historically focused on France and some other big European countries like Germany. France, as our home base, remains central to our R&D and manufacturing operations, while our legacy Aventis site in Höchst, Germany, continues to play a pivotal role in both research and production.

As global manufacturing shifts from traditional small-molecule drugs to complex biopharmaceuticals and novel therapies, production site decisions increasingly hinge on specialized expertise rather than geography alone. Switzerland's reputation aligns well with these evolving demands, and in the future, its advanced capabilities could position it as a key hub for certain high-

skill manufacturing.

Moreover, as a European company, Sanofi prioritizes a secure, stable production base within Europe, ensuring that patients across the continent, including in Switzerland, have consistent access to essential medicines. Recent initiatives, such as our €1.3 billion investment in an R&D facility in Frankfurt and further expansion in France, underscore this commitment to supporting local healthcare ecosystems. By maintaining a strong presence within Europe, Sanofi not only safeguards its supply chain but also upholds its responsibility to the European healthcare landscape. Switzerland's strengths remain integral to this vision, reinforcing its role in our broader European operations.

In a competitive market like Switzerland, how does Sanofi attract and retain top talent, and what elements of the company culture foster long-term commitment?

Switzerland's pharmaceutical landscape is both competitive and rich with opportunities. It attracts highly qualified professionals but also presents the challenge of retaining them, as other companies are constantly seeking talent. For me, having spent over 20 years with Sanofi, the culture of trust, collaboration, and continuous development has been the foundation of my commitment. Sanofi provides an environment where employees who demonstrate initiative, deliver strong performance, and are eager to take on more responsibility are consistently supported and encouraged to grow.

In Switzerland, we blend the structure of a large organization with a uniquely pragmatic and open-minded culture. We cultivate a "speak-up" environment, inviting all employees, regardless of experience level, to contribute their ideas and perspectives. This inclusivity builds mutual respect and a sense of belonging, essential in a company where diverse viewpoints drive innovation. At the heart of our culture is a concept we call "One Sanofi," where, although individual teams focus on specific products and franchises, everyone works toward a common purpose. We often prioritize the greater good of Sanofi over individual objectives, creating a collective commitment to both patient care and company goals.

Another vital aspect is Sanofi's emphasis on teamwork and support. Employees know they aren't tackling challenges alone; there's always someone ready to lend a hand. This supportive culture fosters resilience and a strong sense of community, especially during demanding times. Sanofi's focus is results-oriented, and we are driven by the impact we make. For those passionate about solving problems and achieving meaningful outcomes, Sanofi is an incredibly rewarding place to

build a career. It’s this unique blend of purpose, growth opportunities, and a supportive culture that keeps our people engaged and committed for the long term.

As you look ahead, what are your aspirations for Sanofi’s future, and what personally drives you in this role?

Working in healthcare is immensely fulfilling and remains a powerful motivator for me. At Sanofi, we’re at a transformative stage—what we call the “Now and Ever” phase—as we fully commit to becoming a biopharmaceutical innovation leader, with a distinct focus on excellence in immunology. We have an extraordinary pipeline, with 12 priority assets. This provides a remarkable opportunity to make a substantial difference in patients’ lives globally.

My own drive to help others is rooted in my background; both of my parents were physicians, and while I chose a different path, the commitment to improving lives has always been at the core of my career. In my role, I aim to foster an environment where our teams can thrive, bringing their best to work each day. This means not only advancing groundbreaking therapies but also ensuring they are accessible, with supportive systems in place for effective delivery and reimbursement.

There’s still much work to do, and this potential to create real impact drives me daily. Knowing we are on the path to delivering transformative treatments quickly and widely sustains my passion and commitment. It’s this purpose that has fueled my journey and continues to inspire me as we work toward our shared goals.

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