

To: [REDACTED] 5.1.2e [REDACTED] 5.1.2e @minvws.nl; [REDACTED] 5.1.2e [REDACTED] 5.1.2e @minvws.nl]
 From: [REDACTED] 5.1.2e)
 Sent: Tue 5/12/2020 10:39:46 AM
 Subject: FW: Vaccines in the press
 Received: Tue 5/12/2020 10:39:46 AM

Obv contact met [REDACTED] 5.1.2e (die nog enkele naamsuggestie gaf tav inschatting eigen kennis) hakken we knoop over inzet Mck (hoe groot precies), ik interpreteer onderstaande even als informatie voor gezant voorbereiden, in verlengde daarvan onderstaande tkn groet

Van: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @dsm.com>
 Verzonden: maandag 11 mei 2020 22:51
 Aan: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @dsm.com>; [REDACTED] 5.1.2e [REDACTED] 5.1.2e @minvws.nl>
 CC: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>
 Onderwerp: RE: Vaccines in the press

Yes!

Txs!

From: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>
 Sent: Monday, May 11, 2020 10:50 PM
 To: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @dsm.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @dsm.com>; [REDACTED] 5.1.2e ([REDACTED] 5.1.2e @minvws.nl)
 <[REDACTED] 5.1.2e @minvws.nl>
 Cc: [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>; [REDACTED] 5.1.2e <[REDACTED] 5.1.2e @mckinsey.com>
 Subject: Vaccines in the press

CAUTION - This email originated from outside DSM
 Please forward suspicious emails as attachments to [REDACTED] 5.1.2e @dsm.com

Dear [REDACTED] 5.1.2e

Following up on our discussion, I thought it was interesting to see how major Vaccine manufacturers are preparing themselves, the past week saw 2 major articles on fiercepharma that explained a lot of their plans. See the links below for the original articles.

We have incorporated this into our documents of course.

Kind regards,

[REDACTED] 5.1.2e
 [REDACTED] 5.1.2e
 Tel: +31 (0)6 [REDACTED] 5.1.2e
 Email: [REDACTED] 5.1.2e @mckinsey.com
 [REDACTED] 5.1.2e [REDACTED] 5.1.2e | Tel: +31 (0)20 [REDACTED] 5.1.2e | E-mail: [REDACTED] 5.1.2e @mckinsey.com
 McKinsey & Company, Amstel 344, 1017 AS Amsterdam, the Netherlands

<https://www.fiercepharma.com/manufacturing/johnson-johnson-sets-stage-for-covid-19-vaccine-rollout-emergent-manufacturing-tie-up>

<https://www.fiercepharma.com/manufacturing/pfizer-to-incorporate-3-u-s-sites-for-possible-covid-19-vaccine-launch>

Pfizer has dedicated enormous resources to churning out hundreds of millions of doses of a possible COVID-19 vaccine. But that massive effort requires a trade-off: Pfizer will have a hard time meeting production goals for its existing meds and will look to its contractor network to help keep up.

Pfizer plans to outsource production of some of its drug portfolio to make way for a rapidly growing vaccine manufacturing effort, the company said Monday.

The drugmaker will lean on its 200-strong network of contractors as part of a plan to "build a robust U.S.-based supply chain as well as one based in Europe," a Pfizer spokesperson said.

A well-developed crystallization process can produce suitable particles that can facilitate consistent filtration, drying and formulation of the API and allow confident and reliable manufacturing of the final drug product, while avoiding unnecessary cost, risk and development delays.

Pfizer said it came to the outsourcing decision after determining that its COVID-19 shot rollout would heavily tax its ability to produce 1.5 billion doses of sterile injectables each year.

"We determined that producing the volume of doses that we have committed to, in addition to our existing medicines and vaccines, will make significant demands on our network," the spokesperson said.

Pfizer's contracting network includes major players Lonza, Catalent and Thermo Fisher Scientific, among others, Pfizer's [REDACTED] told [REDACTED] last week. The drugmaker didn't specify which of its contractors would be tapped in the effort, [REDACTED] said.

In parallel with its outsourcing push, Pfizer is also working to build up inventory for its sterile injectables before manufacturing of the potential vaccine launches at scale.

Pfizer tags 3 U.S. manufacturing sites for possible COVID-19 vaccine launch

Last week, Pfizer designated three U.S. sites and a fourth in Belgium for its planned COVID-19 mRNA shot rollout, if the vaccine churns out promising data and passes regulatory scrutiny in the coming months.

Pfizer plans to draw on sites in Kalamazoo, Michigan, and Andover, Massachusetts, as well as St. Louis for the early stages of its vaccine ramp-up. The company is in human testing with four candidates alongside partner BioNTech, which will supply doses for clinical testing.

The company plans raw material manufacturing in St. Louis and drug substance manufacturing in Andover. The Kalamazoo site is slated to handle formulation and filling.

Aside from Pfizer's U.S. sites, the drugmaker has identified a plant in Puurs, Belgium, as a manufacturing center. The company plans to select other sites as well. For its part, BioNTech intends to add capacity at two of its facilities in Germany.

Pfizer believes it can deliver millions of doses by the end of 2020 and then deliver hundreds of millions in 2021.

Moderna aims for a billion COVID-19 shots a year with Lonza manufacturing tie-up

Pfizer is among a growing group of drugmakers rapidly expanding manufacturing capacity for their own potential COVID-19 vaccines.

Earlier this month, Moderna and Lonza struck a deal to flesh out manufacturing suites at two Lonza facilities to boost production of Moderna's mRNA vaccine candidate, dubbed mRNA-1273, which just won FDA approval to enter phase 2 human trials.

Moderna said the Lonza tie-up could help it produce 1 billion shots a year if its candidate is approved.

Johnson & Johnson, meanwhile, struck multiple manufacturing deals to hit its own billion-dose goal, including with Emergent BioSolutions and Catalent. AstraZeneca, in parallel, has signed on to produce and distribute vaccines for the University of Oxford's promising program, which is speeding ahead.

+=====+

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+=====+

DISCLAIMER:

This e-mail is for the intended recipient only.

If you have received it by mistake please let us know by reply and then delete it from your system; access, disclosure, copying, distribution or reliance on any of it by anyone else is prohibited.

If you as intended recipient have received this e-mail incorrectly, please notify the sender (via e-mail) immediately.