

Pathways to Value: Options for Global Expansion

October 20, 2020

Goals for Today



Explore the Options:

Highlight the potential “pathways” to maximizing value in ex-US markets.



Check the Facts:

Look at companies’ paths to maximize their value.



Outline a Plan:

Share a framework for evaluating different pathways and making decisions.



Hear from the Experts:

Hear two industry veterans describe the pros and cons of various pathways...and share their own experiences and insights.

Speaker Introductions



Theofanis Manolikas

Principal, Blue Matter Consulting

- Based in Zurich
- 15 years in the life sciences
- Experience spans from bench to business strategy (10 years in strategic consulting)
- Leads Blue Matter's PathfinderSM business line, specializing in helping biopharma companies enter and succeed in Europe
- Dr. sc. in Physical Chemistry from ETH Zürich; MBA from IMD Business School



Michelle Lock

Former Senior Vice President, Head of Europe, Sage Therapeutics

- 27 years in the life sciences
- Experience spans multiple continents, with roles in Australia, the United Kingdom, Switzerland, Japan, and the US
- Leadership roles include Sage Therapeutics, Bristol-Myers Squibb, and multiple Boards of Directors
- Honorary Ambassador for the Greater Zurich Area
- Degree in Management from INSEAD, France; Science/Nursing degree from the University of Melbourne

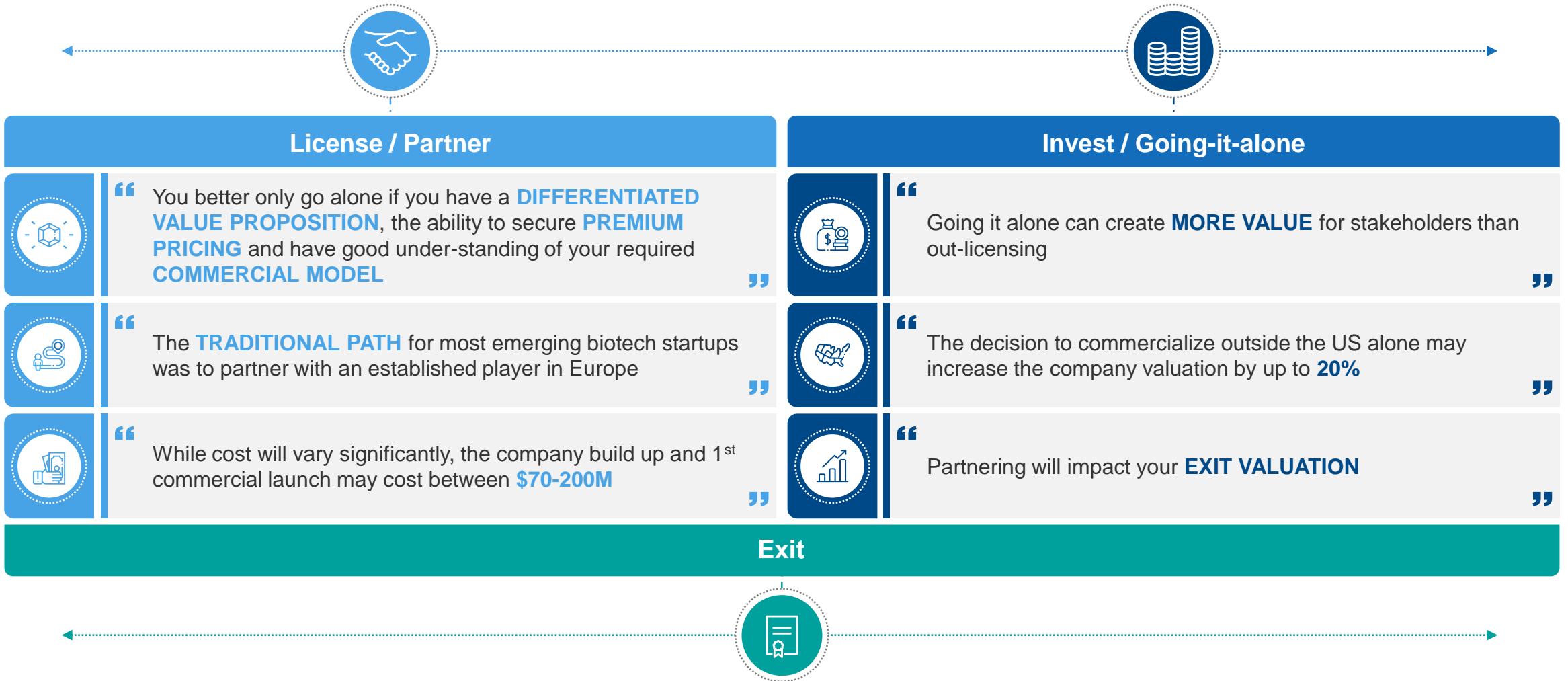


Thomas Lackner

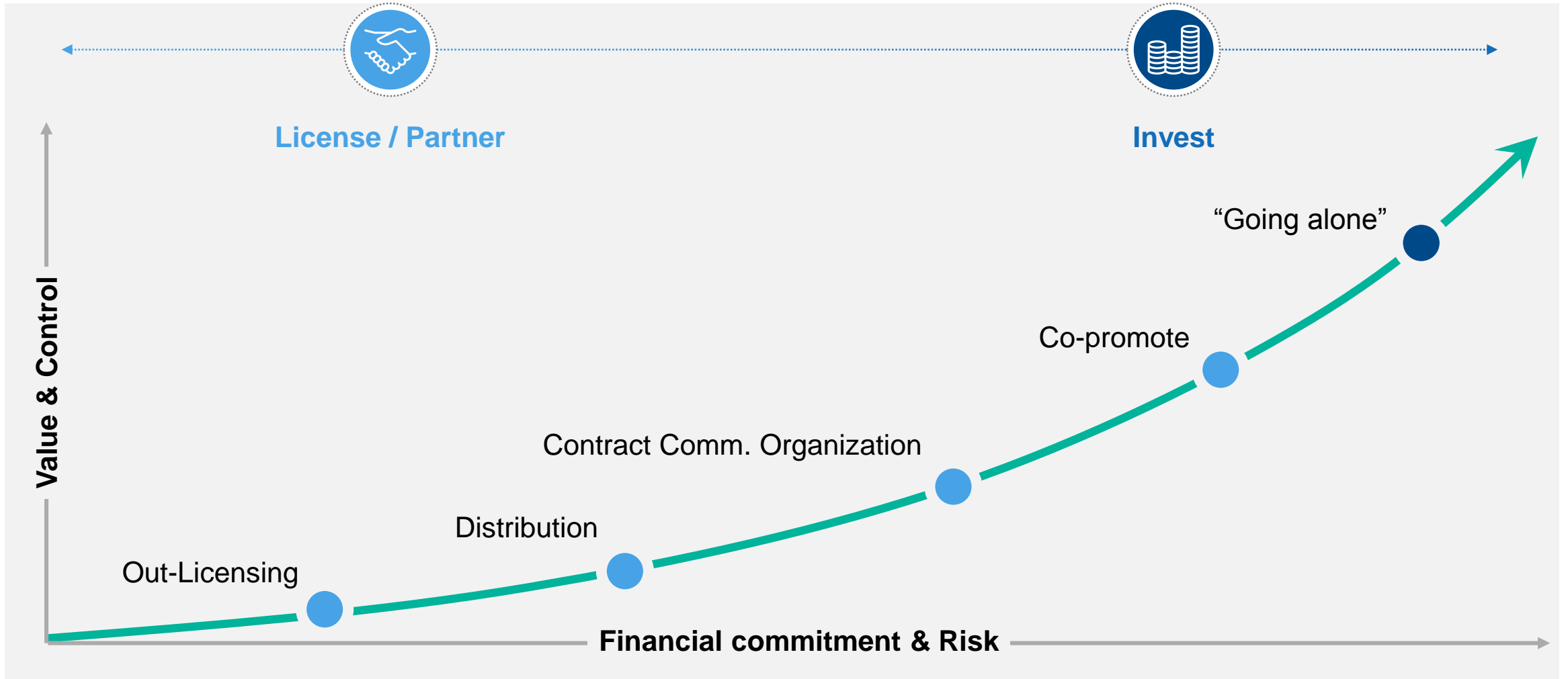
Senior Vice President, Head of Europe, Apellis Pharmaceuticals

- Based in Zug
- 27 years in the life sciences
- Experience spans leadership roles with Eli Lilly, Wyeth (now Pfizer), Biogen, and others
- Prior to joining Apellis, was Head of European Commercial Operations for Prothena Corporation
- MBA from Texas A&M University

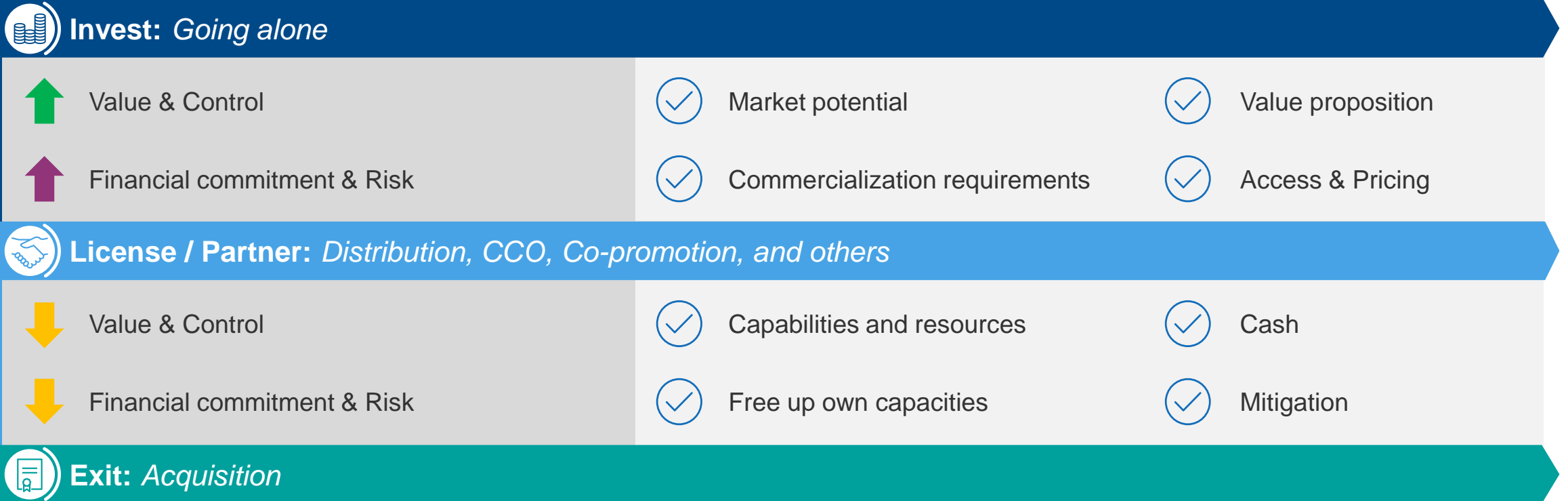
Choosing the right path is critical, but not always obvious



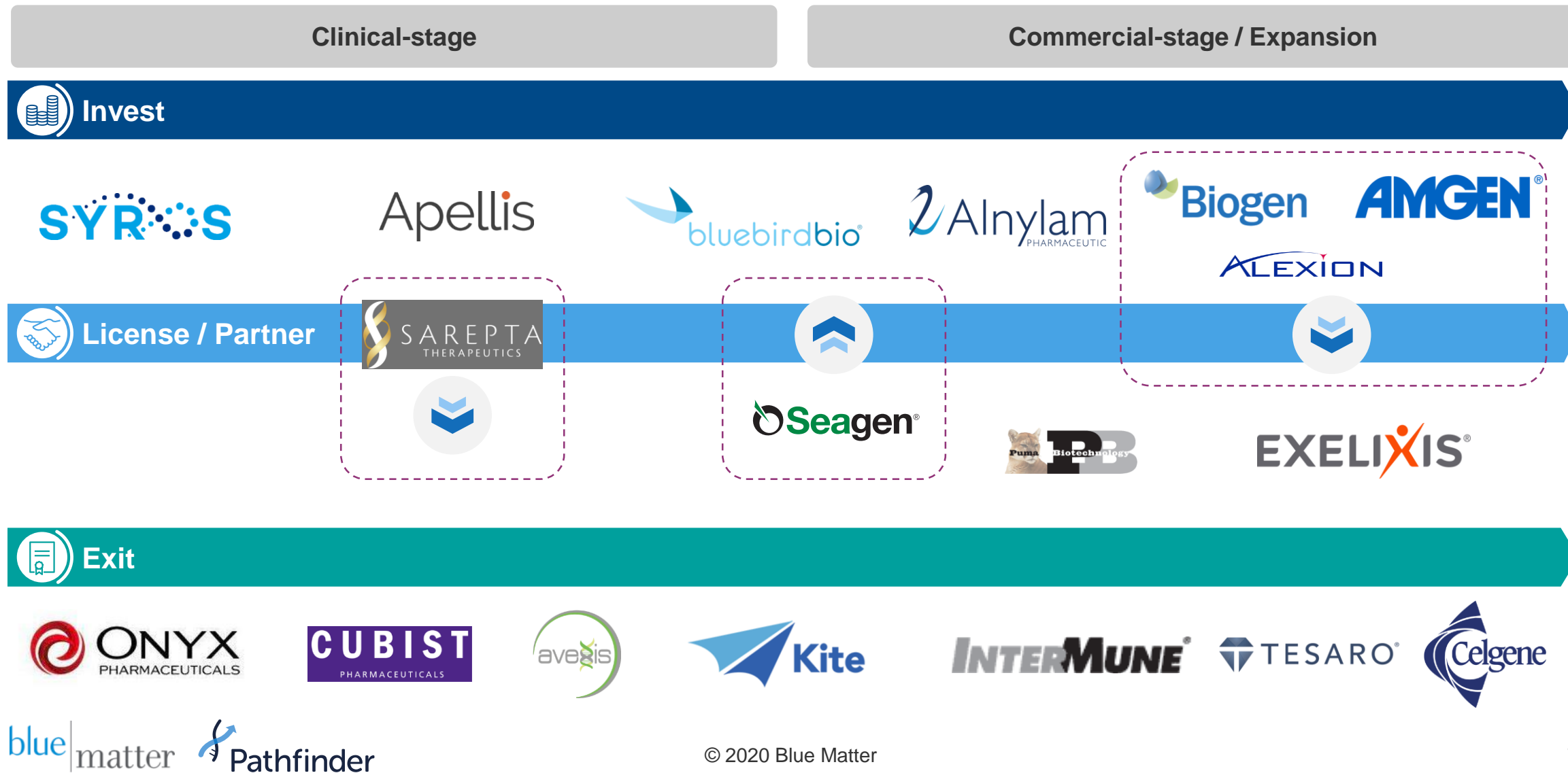
Paths will differ in value, control, risk and financial commitment



The “right” path will depend on a variety of factors

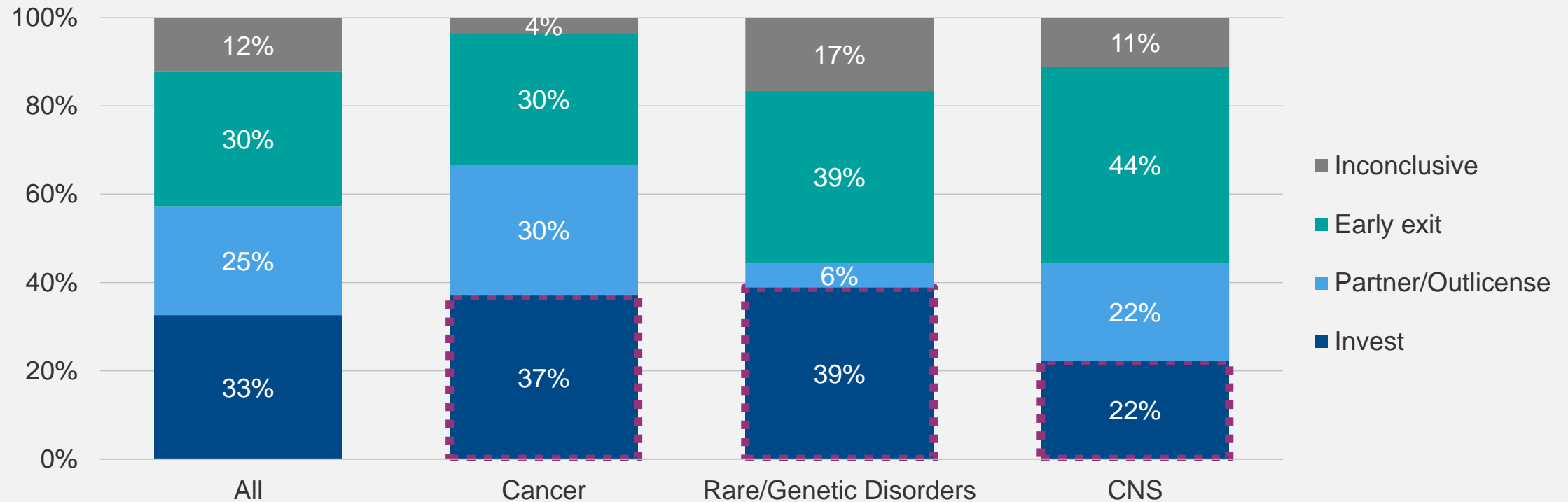


Things can change - As events unfold or more knowledge is acquired, the optimum pathway may likewise shift



Across novel drug approvals originating from emerging biotech companies, high innovation areas were more likely to “go-it-alone”

Initial paths at launch



2010-20 FDA novel product approvals originated from emerging companies

How to enable decision making



Vision, Strategy, Culture, Opportunity & Cost



Approval



Access



Adoption



People



Infrastructure

Thank you!



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Head of Europe

Sage Therapeutics



Thomas Lackner

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Apellis Pharmaceuticals

Learn more about how biopharma companies enter and succeed in Europe:

- **7 Keys to Success in Europe:** <https://bluematterconsulting.com/pathfinder/>
- **Articles and Resources:** <https://bluematterconsulting.com/resources/?topic=eu-market-entry-pathfinder>
- **Download a copy of this presentation:** <https://bluematterconsulting.com/resources/pathways-to-value-webinar-presentation>

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