

LifeArc

Making life science life changing

LifeArc Strategy Review

JANUARY 2024





Purpose

To bridge the gap between academic research and clinical development, by catalysing early scientific discoveries into the next generation of prevention, diagnostics, devices, treatments and cure.

Shorter version: To bridge the gap between academic research and unmet patient need.

Vision

To enhance human health and wellbeing across the globe, by developing and supporting the ecosystem committed to removing the barriers that prevent discoveries becoming rapidly available to patients.

Shorter version: To identify innovative discoveries and driving delivery of new therapies to patients.

Mission

Informed by patients and guided by experts, our mission is to make an impact for patients with under-served healthcare needs, by convening the ecosystem to translate scientific discoveries into treatments and therapies, through innovative science, expert advice, contribution to public policy, and access to funding.

Shorter version: To improve the lives of patients with unmet medical need.

Executive summary

LifeArc aims to accelerate the availability of novel solutions and treatments to patients in areas of unmet healthcare need. Our strong financial position and not-for-profit status allows us to focus on medical challenges that are often overlooked by others, either because they require a longer-term commitment, are highly multidisciplinary, present a high risk of failure in early stage, or present commercial feasibility challenges.

To achieve our goals, we collaborate with scientists and organisations to identify scientific discoveries that have the potential to transform the lives of underserved patients. Using the broad expertise of our people and collaborators, and working with other organisations in the ecosystem, we offer funding, science and advice to accelerate these discoveries towards

clinical trials. This early 'translation' is a crucial stage in the development of new breakthroughs, and we harness the power of interdisciplinary innovation to realise life-changing solutions that address these unmet medical needs.

LifeArc is a people led organisation, each required to bring their best selves to work on behalf of the patients we wish to help. As well as being multi-disciplinary we thrive on a diversity of talent and an inclusive, collaborative culture. Our Board of Trustees also bring a breadth of expertise which will continue to drive the organisation and the delivery of the strategy.

Elevator pitch

We're a multidisciplinary team of scientists. LifeArc is a self-funded, not-for-profit organisation, focusing on treatments and cures for patients. We use expertise, science platforms and financial resources to develop solutions for underserved diseases, where patients tell us new solutions are sorely needed. We break down the barriers in early translation to stimulate the ecosystem in the UK and beyond and partner with academics, charities, patients, Pharma & Biotech to "make life science life changing".

LifeArc 'Translational' Challenges: Accelerating scientific discoveries

LifeArc funds a wide range of innovative early translational research across five focus areas where patients are in desperate need of new treatments or diagnostic options.

Focus areas:



Neuro-
degeneration



Respiratory
Health



Rare
Disease



Childhood
Cancer



Global
Health

Within these five focus areas, we have chosen 'Translational Challenges' - specific initiatives in which we will invest, to bring significant patient impact. Each Challenge is organised around a specific disease area, theme or societal need and considers interventions across the whole patient pathway from prevention through to diagnosis, treatment, and lifestyle support.

Each Challenge is made up of multiple projects, each focused on delivering a specific solution which may be a transformative new drug, diagnostic, device, or digital solution - all underpinned by data. In most cases, LifeArc will work in collaboration with multiple academic, commercial and not-for-profit partners to deliver these solutions to patients.

Challenges will invest in projects over five to seven years. This investment will be predicated on sound analysis

before research process begins, and any material investment will be considered on known market success and failure, and its potential for patient impact. LifeArc will provide translational insight, spanning across our core offerings of science, funding, and advice. We anticipate the external network involved will expand over that time, including organisations with the industrial capabilities to deliver the final products to the patients.

Our people work closely with our partners who will contribute their expertise and capabilities, which may include technology, assets, matched funding to our own, routes to further asset progression, delivery to patients and commercialisation. Through the successful delivery of these challenges, we aim to accelerate scientific discoveries to create medical breakthroughs that improve patients' lives.

Our first Translational Challenges are:

- █ Chronic Respiratory Infection (CRI) within Respiratory Health
- █ Motor Neuron Disease (MND) within Neurodegeneration
- █ Antimicrobial Resistance (AMR) within Global Health
- █ Neglected Tropical Diseases (NTD)
- █ Emerging Viral Threats (EVT) within Global Health.

Our efforts in Rare Disease and Childhood Cancer don't target specific diseases but aim to drive translation that will generate broad impact in these areas.

Key to our delivery of the Translational Challenges is the continued focus on our areas of expertise:

Translational research excellence

With an impressive track record in delivering translational research, we can transform scientific discoveries into practical applications. This serves as the foundation of our organisation, and we are dedicated to continuously enhancing our unique expertise and investing in new technology platforms that can support the next generation of Translational Challenges. These have already generated five approved products impacting patients around the world: Leqimbi (Iecanemab), Keytruda (pembrolizumab), Tysabri (natalizumab), Actemra (tocilizumab) and Entyvio (vedolizumab).

Patient-led, not profit-led

Critically, as an independent, self-funded, non-profit organisation, we can focus on finding solutions to medical challenges which other organisations may overlook due to their complexity, high risk nature or commercial uncertainty. We will continue to listen to patients and their families who are currently underserved, understand their needs and focus our expertise on the areas which will deliver the most significant impact for them. In being led by patient need, LifeArc takes a long-term view of the evolving needs of patients, listening to them now and considering how the world of solutions can change.

Through our Translational Challenges, LifeArc will forge collaborations between technologies often the preserve of individual industries, to stimulate new collaborations that will provide a series of solutions spanning diagnostics, therapies, devices and information to support patients.

Interdisciplinary focus

Our Translational Challenges take a broad and long-term approach, spanning drug development, diagnostic tools, medical devices and digital health solutions, all backed by data analysis. We focus on coordinating, managing, and funding projects that bring together these different areas.

People, collaboration and partnerships

LifeArc understands the importance of talent and investment in people to be the success of our strategy in Translation. We place emphasis on personal development and team work. We also understand the vast range of technologies available to support healthcare solutions cannot exist within one organisation.

Recognising that collaboration is essential to maximise our chances of successfully achieving our goals for patients, we have always had a strong belief in the power of partnerships – we can have the most impact if we partner effectively with other organisations. Now, more than ever, we believe that bringing together the promising innovation taking place across different areas of research will deliver breakthroughs for patients faster. Our Translational Challenges are designed to unite our collective strengths and resources with the expertise and funding of other life sciences partners to solve urgent healthcare problems. These are long-term collaborative programmes that are shaped by what patients tell us they need. The programmes consider the entire patient pathway from prevention and diagnosis through to treatment and lifestyle support.

Together, we cultivate an ecosystem that fosters knowledge sharing, resource distribution, and brings together the brightest minds to address the identified patient needs.

Early Ventures

Our Early Ventures function performs a dual role. It aims to deliver strong financial returns whilst delivering impact by investing in the Life Science ecosystem. Sound investment, generating further funds, will allow LifeArc to make ever-greater strides in bringing solutions to patients.

LifeArc's seed and ventures funding helps early-stage companies fund translational science and technologies, progressing them from the academic setting to achieve the scientific and technical milestones and scale required to attract investors and raise further rounds of capital.

Early-stage scientific innovation has the potential to develop into life-changing products and therapies, but this journey is capital intensive and risky. A lack of funding at this early stage means that many ideas never make it out of the lab. In providing this much-needed source of investment and expertise, we will enable early-stage companies to progress new products, innovative technologies, and therapies in very early stages of development.

We invest in exciting life sciences companies from seed through to Series A. Importantly we can also continue to fund our exceptional companies, as they scale into further venture funding rounds.

Our strategy is to co-invest with like-minded, long-term investors and to



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work collaboratively with other venture investors. We aim to be a source of investment opportunities for venture investors looking to invest in promising life sciences companies. In this way we can help our companies access and benefit from the broadest range of skills and expertise that are required as clinical trials and commercial strategies become critical to future success.



Securing a sustainable future

Addressing Translational Challenges through multi-year projects for underserved patients requires significant financial resources and a sustainable future

Financial sustainability

Advancing scientific projects for Translational Challenges require LifeArc to make ambitious long-term financial commitments. To realise this ambition, LifeArc requires strong financial returns from its investments to reinvest in Translational Challenges.

These financial returns will come from two areas:

1 Investments

Our Investment Team, guided by the Board's Investment Committee, manages the c.£1.1bn investment portfolio to deliver strong financial returns over the long term. The Investment Committee has agreed a Strategic Asset Allocation target which takes advantage of superior returns from private equity, combined with adequate liquidity to fund LifeArc's scientific and partnership activities.

2 Financial returns from scientific projects

In order to fund our patient-centric activities over the coming decades, in parallel with making patient impact, we will seek healthy financial return when new solutions have reached patients, and are making a financial return for our commercial partners. These conditional financial returns for LifeArc will not be structured to hinder progression of assets and programs – rather our partnerships will seek an equitable return to LifeArc in the long-run, where clinical and financial value is generated for all. These kind of financial returns represent the basis of LifeArc's currently strong financial position, given royalty entitlements to five approved pharmaceutical products.

Further financial returns will also be delivered by exploring new opportunities and partnerships through the Translational Challenges which will strengthen our ability to deliver for patients and ensure institutional sustainability.

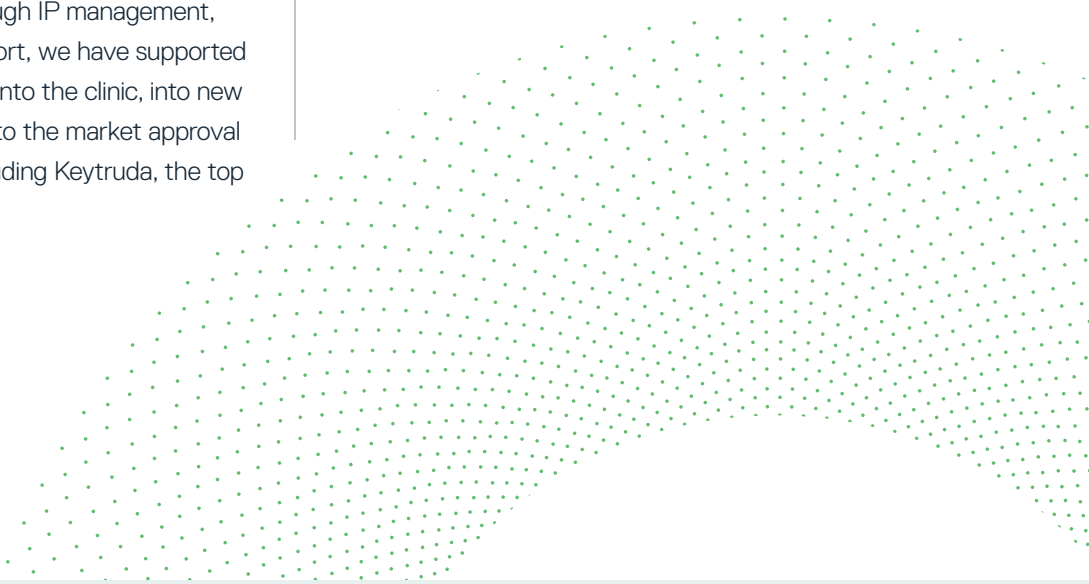
Within LifeArc's Translational Challenges we will ensure that all our funding in the form of philanthropic donations, grants and investments are made in order to catalyse progress in translation, while allowing a suitable long-term benefit to be returned to LifeArc to secure our financial sustainability. We see no conflict between our not-for-profit status and seeking financial sustainability – rather we see a long-term financial return to us as a responsible activity and enabler, to allow us to reinvest in future solutions for patients and families.

Work with partners

We also see our own organisational sustainability in terms of how we can positively impact other UK charities and research and translation organisations. Our ability to make a positive impact on them is also a key measure of our own success. For instance, we have a strategic partnership with the Medical Research Council in the UK and through IP management, licensing and commercialisation support, we have supported the translation of multiple inventions into the clinic, into new spin-out companies and ultimately, into the market approval of five antibody-based therapies including Keytruda, the top selling cancer therapy in the world.



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Environmental, Social and Governance (ESG)

Our ESG Strategy has five focus areas:



Champion our employees



Patient impact



Sustainability in business practices



Ethics and governance



Protect our planet

LifeArc takes its ESG responsibilities seriously and will set high standards to aim for in each of the focus areas. By taking a strong stance on ESG, we will align our operations with sustainable practices and promote responsible resource management. We will develop a sustainable, responsible and

resilient business model. ESG factors will form part of the governance process to mitigate risks. The ESG strategy will be communicated to all stakeholders to demonstrate our commitment. It is LifeArc's wish to be an ESG role model to become a partner of choice and to attract and retain talent.

People, Communications and Infrastructure

There are three critical enablers which will allow us to deliver on our strategy.

Our people

We are proud to have outstanding world-class scientists at LifeArc, but also a formidable team of professionals of other disciplines. We can therefore offer a tremendous breadth of support and advice to our partners, and the scientists and companies we work alongside. We are committed to rewarding our people competitively by offering growth and development opportunities, and by engendering a strong sense of belonging with our teams. Our people strategy is focused on ensuring that every individual is enabled to bring their best into LifeArc and to translate their potential for LifeArc's purpose.

*We are specialists.
We do what our
partners can't
do alone.*

Our reputation

We work hard to build strong and positive relationships across the ecosystem, and our reputation is critical to our ability to deliver. We understand that respect is hard won and easily lost, so our communications strategy is designed to ensure that we have a strong two-way dialogue with our stakeholders and that we understand what our stakeholders need from us. We strive to meet the very high reputational standards that we set for ourselves.

Our platforms

LifeArc's platforms will be built and monitored for their importance to early translation to ensure they maximally contribute to leverage of new science into patient benefit. We will ensure that we develop robust platforms and processes, to handle the increased flow of data, an increased need for efficiencies, and to maintain rigorous audit and governance procedures. Critical to our reputation and our ability to deliver at pace, we are focused on delivering first class infrastructure across the organisation.

Delivering impact

The impact that we deliver for patients underpins everything that we do at LifeArc. To secure our future and therefore the benefits to millions of patients for years to come, it is critical that we continue to add value to people's lives.

We will aim to achieve and demonstrate the impact that we have in five main categories:

Knowledge

Informed by patients and guided by experts, we are building a knowledge base of unmet medical needs and scientific progress and share this knowledge with the ecosystem

Ecosystem

Building and strengthening the ecosystem that accelerates health solutions

Asset progression

Advancing assets, addressing early risk and attracting additional investment towards progression and patient impact

Economy

Creating, leveraging, and in-fluencing the economy that advances the pipeline of innovation in the healthcare ecosystem

Institutional sustainability

Driving long-lasting impact for patients by being the fl-agship for translational science