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Foundation Medicine (FMI - OUTPERFORM): Collections & Sales Force Productivity Sensitivity Analysis Suggests 2014 Bar is Low - Nothing Alarming in the 10Q Filing - Maintain OP

Price: \$21.05 12-Month Price Target: \$50

- Sensitivity analysis helps to understand revenue collection progress and sales force productivity. With this note we are providing investors with sensitivity analyses to better understand the impact of various scenarios of collection efficiency and sales force productivity on test volume and revenue over the next three years.
- Based on this analysis, 2014 test volume/revenue guidance and consensus estimates do not appear to assume heroic improvement in collection efficiency or salesforce productivity, in our view.
- 10Q analysis suggests revenue collection on tests performed within the quarter and on tests from prior quarters is tracking fine. Details outlined in FMI's 1Q14 10-Q which was issued on 5/13/14 suggest to us that revenue collection efficiency was roughly unchanged from the prior quarter. Approximately 46% of the total tests performed in both 4Q13 and 1Q14 were non-Medicare related and went unpaid in the quarter. This is slightly lower (slightly worse) than the weighted average of roughly 42% for all of 2013, but not inconsistent with early stage lab service test launches. On a more positive note, when one analyzes the number of non-Medicare tests billed and paid within the quarter, 1Q14 posted a 38% level which was a slight step up from the 37% posted in 4Q13. Additionally, the company collected payment in 1Q14 on 827 tests performed in prior periods which accelerated over 4Q13 levels and outperformed our estimate of 636 tests.
- The bolus of 1Q14 rep hires dragged down productivity per rep. Fortunately, 2014 estimates do not appear to assume significant improvement near term. Based on the addition of 17 reps in 1Q14 on top of the 26 reps at the end of 4Q13, we calculate the effective production level in 1Q14 at around 136 tests per rep versus the weighted average productivity per rep in 2013 of roughly 211 tests per rep/quarter. Genoptix, which sold services for workup of hematomalignacies directly to the community-based hem/onc, represents one of the few useful proxies for salesforce productivity in the oncology market. Genoptix averaged just north of 200 cases per rep per quarter in its 2nd,3rd and 4th years following launch. At the higher end of the spectrum, SQNM averages around 500 tests per sales rep per quarter and a the lower end Myriad Genetics' oncology reps likely operate at around 150 tests per quarter. We believe FMI has that ability to achieve much higher levels of sales force productivity over time as the company is targeting a larger opportunity (800k-1.8 MM tests annually over time), does not compete with the local pathologist and is the first mover in the area of deep tumor profiling. Our sales productivity sensitivity analysis suggests that if productivity remains flat from 1Q14 levels, the company should achieve its 2014 guidance and if productivity per rep improves modestly there is a good chance of upside (see Figure 3). During 1Q14 the bulk of the reps hired in the quarter were in training mode and thus not actively selling in the field, which likely brought down the average productivity per rep.
- Form 4 filed by largest shareholder, Third Rock, theoretically reduces ownership from 23% to 17%. Yesterday 5/13, FMI's largest shareholder, Third Rock Ventures, filed Form 4s outlining dispersal of ~1.7 MM shares to its limited partners. Assuming the limited partners sell their stock, Third Rock would continue to be the largest shareholder with around 5 MM shares or 17% of the company. We don't believe this is a referendum on the company or that Third Rock has specific insight into reimbursement.
- Maintaining OUTPERFORM rating. Collection and reimbursement fundamentals continue to shape up better than current sentiment. Looking forward to new clinical data at ASCO (5/30-6/3). We arrive at our \$50 price target through an EV/sales valuation framework, assuming a ~9x 2016E EV/sales multiple with no net cash and 29 MM shares outstanding, discounted back at 15%. This multiple is justified to us given FMI's hyper growth profile (~83% 3-year CAGR, +60% in 2016), cancer focus and the very early stages of adoption (~10% share in 2016). On a 2015E EV/sales multiple basis, shares of FMI are trading at a premium to the current group median (5x vs 3.6x).

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Investment Thesis

FMI is a lab services company whose test menu is focused on the genetic analysis of rare, recurring and aggressive tumors. FMI's testing platform leverages next-generation sequencing (NGS) to identify clinically actionable genetic mutations within tumor cells. The company's two tests are FoundationOne, a pan-cancer panel for solid tumors, and FoundationOne Heme, a panel for hematological malignancies (i.e., leukemia, lymphoma & myeloma). These tests are targeted for use by academic and community-based oncologists, as well as biopharmaceutical companies for use in cancer therapeutic R&D. We believe FMI's FoundationOne test represents the first mover and highest-quality test commercially available for detailed genomic workup of tumors. We estimate the company's test volumes and sales will grow above an 85% CAGR for the next three years and we believe FMI has many years of significant growth potential ahead as the opportunity in solid tumors, blood-based cancers and future cancer monitoring products is largely untapped. We believe investors are overly concerned about potential competitive threats and potential challenges to reimbursement near term which are overhangs on the shares currently. We believe continued strong execution by the company, lack of viable competition and continued reimbursement progress with large payors will drive solid financials, thus inspiring confidence and meaningful share price appreciation in the near term. We believe the late 2013 addition of high-quality sales reps, improving sales force efficiency and recent menu expansion, combined with growing physician awareness tees up a strong case for test volume outperformance in the near term. Additionally, we believe sentiment on shares is medium-low and based primarily on reimbursement concerns. Based on our checks, new clinical utility data expected in 2Q14 and 3Q14 and better traction with the higher priced FoundationOne heme test, we believe reimbursement is likely to get easier, representing near term validation for our long term thesis.

Figure 1: Intra-Quarter Billing Sensitivity

% Uncollected private	Revenue			
tests/Q	2014	2015	2016	
50%	57	107	173	
45% (Wedbush Estimate)	60	111	178	
40%	63	115	184	
35%	66	119	190	
Consensus	58	109	191	

^{*}Assumes 27k, 54k & 86k tests in 2014, 2015, 2016, 2 rep adds per quarter, \$3,400 reimbursement and 72% of unpaid non-medicare samples in Q are paid within 3 quarters

Source: Company data, Wedbush Securities, Inc.

Figure 2: Prior Period Collection Sensitivity

% of billings collected	Revenue				
over the next 3 quarters	2014	2015	2016		
55%	56	101	161		
60%	57	104	166		
72% (recent average)	60	111	178		
90%	64	122	197		
Consensus	58	109	191		

^{*}Assumes 27k, 54k & 86k tests in 2014, 2015, 2016, 2 rep adds per quarter, \$3,400 reimbursement and 45% of non medicare tests are not paid in the quarter, imporvement in saleforce productivity

Figure 3: 2014, 2015 & 2016 Salesforce Productivity Sensitivity

2014

Tests/Rep/q*	Annual Test Volume (k)	Annual Rev. (\$MM)
135 (1Q14 level)	23	55
140	24	56
163 (Wedbush)	27	60
170	29	61
175	29	62
180	30	63
Guidance	22-25	52-58

^{*}Weighted average productivity

2015

Tests/Rep/q*	Annual Test Volume (k)	Annual Rev. (\$MM)
215	45	100
225	48	103
260 (Wedbush)	54	111
275	57	115
295	61	120
Consensus	NA	109

^{*}Weighted average productivity

2016

Tests/Rep/q*	Annual Test Volume (k)	Annual Rev. (\$MM)
280	68	154
300	73	161
335	82	172
354 (Wedbush)	86	178
375	91	184
400	96	192
Consensus	NA	191

^{*}Weighted average productivity

^{**}Assumes 2 rep adds per Q, \$3,400 reimbursment & collection efficiency similar to 1Q14 levels

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^{***}Note consensus assumptions for Medicare are unclear.



Figure 4: Potential Catalysts

Catalyst	Timing
Earnings	May-14
ASCO publications	Jun-14
Clinical decisions study with US Oncology	Jun-14
FoundationOne Solid tumor enhancements	2Q14
Additional product launches/enhancements	2014
CMS coverage decision	??

Source: Company data, Wedbush Securities, Inc.

Risks

Risks to attainment of our price target include a fiercely competitive diagnostics and lab service market. Additionally, clinical adoption for new paradigms of testing in diagnostics is difficult to predict and private payor as well as Medicare reimbursement for FoundationOne and FoundationOne Heme could prove to be more challenging than expected.

FMI is dependent on Illumina (ILMN, NEUTRAL) for equipment and other materials related to next-generation sequencing. If ILMN were to stop supplying the material or were to enter the space as a competitor, it could lead to an interruption in FMI's ability to perform its menu of tests. The near-term risk of this has been mitigated through a five-year supply agreement FMI signed with ILMN in July 2013.

The company operates a CLIA certified lab at their Cambridge, MA headquarters where they conduct *FoundationOne*. Operating as a CLIA lab allows the company to avoid the FDA regulatory 510(k)/PMA pathway for diagnostic devices. The FDA could more tightly regulate CLIA lab-based tests as medical devices, which would likely cause significant disruption to the business.



Figure 5: Income Statement 2011 2012 2013 Product Revenue 2.057 10.645 28.990 11.455 16,099 16,099 19,000 19,000 29,807 29,807 178.510 Total Revenues 2,057 10,645 28,990 11,455 13,534 60,08 33,692 44,413 Cost of revenues 258 5,681 11,659 5,291 6.090 7,244 8,550 27,176 8,709 10.304 11,923 13,477 66,647 COGS as % of sales 1.799 4.964 17.331 6.164 8.854 10.450 32.912 13.063 15,456 17.884 20.215 66,619 111.862 Gross profit Gross Margins 87.5% 46.6% 59.8% 53.8% 55.0% 166 55.0% 157 55.0% 15 54.8% 60.0% 60.0% 60.0% 60.0% 62.7% 165 7,244 6,400 39,572 30,950 Selling and Marketing 9,836 7,800 8,900 26,536 55,172 1,555 3,454 12,508 5,690 8,491 General and administrative 6.992 8.644 21,865 24,901 5.700 7,300 20,608 8,300 24,391 35,000 105,522 Research and development 14,777 7,600 21,244 29,518 82,958 9,200 28,505 22,800 26,089 Total operating expenses 17,570 26,875 59,275 18,305 126,372 (12,390) 257 (8,652) 135 Operating Income (15,771) (21.911) (41.944 (12,141) (13,165)(12.35) (50,046 (11,328)(10.633)(8,290 (38,903) (14,509 (421) (845) 280 (421) (1,452 (25 Interest income Other (61)269 (17,037) Income before taxes (22,393) (43,127 (12,166)(12,885)(12, 133)(12,12 (49,308 (11,144) (10,467) (8,517) (8,182 (38,310) (14,300 Provision for income taxes Tax Rate Net income Accretion of convertible preferred stock (17,037) (296) (22,393) (286) (43,129) (12,166) (12,885) (12,133) (12,125 (49,308 (11,144) (10,467) (8,517) (8,182 (38,310) (14,310 (139 Net Income (17,333)(22,679)(43,268) (12, 166)(12,885)(12, 133)(12,125 (49,308 (11,144)(10,467)(8,517)(8,182 (38,310) (14,310 GAAP EPS -Basic (\$3.52)(\$0.41)(\$2.09 (\$0.44)(\$0.46) (\$0.46) (\$0.44) (\$0.44) (\$0.44 (\$0.44 (\$1.77 (\$1.77 (\$0.40) (\$0.40) (\$0.30) (\$0.30) (\$0.29 (\$0.29 (\$1.37) (\$1.37) **GAAP EPS -Diluted** (\$3.52) (\$0.41) (\$2.08 (\$0.44) (\$0.37) (\$0.51 Non-GAAP EPS -Diluted (\$3.52) (\$0.41) (\$2.08) (\$0.44) (\$0.46) (\$0.44) (\$0.44) (\$1.77 (\$0.40) (\$0.37) (\$0.30) (\$0.29 (\$1.37) (\$0.51) 27,775 27,775 27,817 27,817 27,796 27,796 27,914 27,914 Weighted average shares - basic 4,930 55,642 21,577 27,734 27,859 27,859 27,956 27,956 28,040 28,040 28,040 28,040 28,223 28,223 27,998 27,998 Weighted average shares - diluted 4,930 55.642 21,778 27.734 proforma Cash and Equivalents 10.852 54.838 124,293 112.000 89.905 73,348 73,348 73,348 73,348 66,378 66,378 54.005 43,318 28,159 28,159 10.852 54,838 124,293 112,000 2.204 Net Cash/share NOI s (52.991) (65.157) (78.042) (90,174) (102 299) (102 299) (113.444)123,911) (132 428) (140 609) 40 609) 154 920 % of Sales 2011 2012 Gross Margins 55% 54% 44% 54% 55% 40% 39% 41% 87% 47% 60% 54% 60% 33% Sales and Marketing 76% 340% 45% 36% 28% 32% 95% -35% 0% 32% 43% 50% 40% 47% 43% 49% 20% 20% 71% -8% 0% 81% General and administrative 50% 75% Research and development 439% 139% 86% 60% 138% -83% 0% -82% -74% 152% -97% 0% 132% -77% 0% 120% -65% 0% 112% -52% 0% 89% -29% 0% 85% -25% 0% -24% Total operating expenses 854% -767% 252% -206% 204% -145% 160% -106% Tax rate 0% 0% 0% 0% 106% Net income Free Cash Flow -213% -1015% -199% -132% -59% 2011 2012 2013 1Q14 2Q14 3Q14E 4Q14E 2014E 1Q15 2Q15 3Q15I 4Q15E 2015E 2016E ν/ν Δ NA NA NA 97% 103% -3% 418% 2102% 172% 105% 120% 122% Total Revenues 90% 69% 9% 34% 28% 18% 85% 65% 9% 36% 22% 17% 50% 4% Cost of revenues -16% 12% 9% 51% 5% 19% Gross Margins -47% 28% -1% -8% 139% 26% 20% 48% 29% 65% 0% 13% NA NA NA 138% -1% 9% Sales and Marketing General and administrative 122% 24% 262% 153% 214% 81% 39% 14% 3% 20% -63% NA 123% 17% 19% 40% 19% NA 49% 33% 20% 33% -7% NA 42% 21% 19% 27% -22% NA Research and development 64% 69% 39%

29% 11% NA

84% 70%

NA

NA

91%

NΑ

20% -8% NA

27% 19% NA

NA

Source: Company data, Wedbush Securities, Inc.

NA NA

NA NA

53% 39%

NA 31%

Total operating expenses

Tax rate



Figure 6: Balance Sheet

	2011	2012	2013E	2014E	2015E	2016E
Current assets:						
Total Cash and Cash Equivalents	10852	54,838	124,293	73,348	28,159	2,204
Accounts Receivable	278	2,195	6,262	9,500	16,846	26,412
Inventory	318	803	1,763	1,583	2,808	4,402
Prepaid expenses and other Current Assets	313	550	992	992	992	992
Total current assets	11,761	58,386	133,310	85,423	48,805	34,010
Property, Plant and Equipment	7,902	12,154	22,104	25,108	30,660	39,586
Accumulated Depreciation	(1,796)	(4,689)		(4,615)	(10,003)	(16,731)
Restricted cash and other non-current assets	198	188	1,854	1,854	1,854	1,854
Total assets	18,065	66,039	157,268	107,771	71,316	58,719
LIABILITIES AND STOCKHOLDERS' EQUITY						
Current liabilities:						
Accounts Payable and accrued expenses	2,408	5,072	7,007	6,818	8,673	10,387
Deferred revenue and Other Current Liabilities	1,832	3,458	8,752	8,752	8,752	8,752
Total current liabilities	4,240	8,530	15,759	15,570	17,425	19,139
Long-term liabilities:						
Long Term Debt	3,041	1,441	0	0	0	0
Other long term liabilities	632	807	9,798	9,798	9,798	9,798
Total liabilities	7,913	10,778	25,557	25,368	27,223	28,937
Stockholders' equity:						
Preferred Stock	32,455	98,658	0	0	0	0
Common Stock, APIC, RE	(22,303)	(43,397)	131,711	82,403	44,093	29,782
Total liabilities and stockholders' equity	18,065		157,268	107,771	71,316	58,719

Figure 7: Cash Flow Statement

	2011	2012	2013	2014E	2015E	2016E
Cash Flows from Operating Activities:						
Net (loss) income	(17,037)	(22,393)	(42,944)	(49,308)	(38,310)	(14,310)
Depreciation	1,520	2,894	5,006	4,615	5,388	6,728
change in FV of investor rights obligation	1,067	0	0	0	0	0
change in FV of warrant liability	34	131	1,380	0	0	0
Stock-based compensation expense	73	1,535	7,316	0	0	0
common stock issued for services	0	0	4	0	0	0
non-cash interest expense/impairment	111	104	497	0	0	0
Change in working capital	99	480	(2,025)	(3,247)	(6,716)	(9,447)
Net cash provided by operating activities	(14,133)	(17,249)	(30,766)	(47,941)	(39,637)	(17,030)
Cash Flows from Investing Activities:						
Purchase of property and equipment	(5,410)	(3,183)	(6,930)	(3,004)	(5,552)	(8,925)
increase in restricted cash	0		(1,564)		0	0
Net cash used in investing activities	(5,410)	(3,183)	(8,494)	(3,004)	(5,552)	(8,925)
				0	0	0
Cash Flows from Financing Activities:				0	0	0
Proceeds from Issuance of Restricted Stock	114	70	49	0	0	0
proceeds from issuance of preferred stock	26,338	65,917	(10)	0	0	0
proceeds from issuance of common stock	0	0	110,381	0	0	0
change in notes payable	2,534	(1,569)	` ' '	0	0	0
Net cash provided by financing activities	28,986	64,418	108,715	0	0	0
Net increase (decrease) in cash and cash equivalents	9,443	43,986	69,455	(50,945)	(45,189)	(25,955)
Cash and cash equivalents, beginning of period		10,852	54,838	124,293	73,348	28,159
Cash and cash equivalents, end of period	10,852	54,838	124,293	73,348	28,159	2,204

Company	Ticker	Rating	Price Target	Current Price
Illumina	ILMN	NEUTRAL	\$140	\$145
Sequenom	SQNM	OUTPERFORM	\$4	\$2.7



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Company	Disclosure
Foundation Medicine	1
Illumina	1
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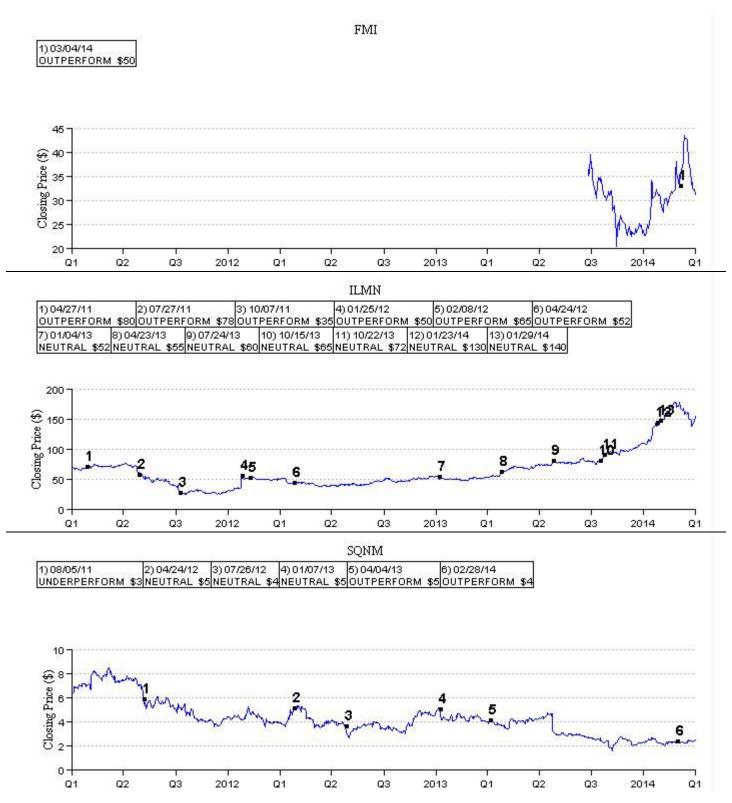
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