3D Facility Digital Twin. Made Simple.

INVESTMENT DOCUMENT – PITCH DECK

August 2024

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THE BIOTECH INDUSTRY IS CHANGING AND REQUIRES MORE AGILITY

Biotech companies are facing unprecedented challenges, with rising competition demanding rapid biologic production in adaptable facilities, all within a highly regulated environment.

€ 200M
AVERAGE COST TO BUILD A BIOTECH FACILITY. DESIGN MISTAKES COST €10K /SQM

48 months
THE AVERAGE TIME NEEDED FOR A NEW FACILITY, FROM DESIGN TO DELIVERY

€ 150M
AVERAGE OF 30K PROCESS DEVIATIONS/YEAR THAT COST €150+M EUR TO SOLVE

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THE BIOTECH INDUSTRY REPRESENTS A MASSIVE OPPORTUNITY

€ 950M
TOTAL AVAILABLE MARKET, 10+% CAGR[1]

1900
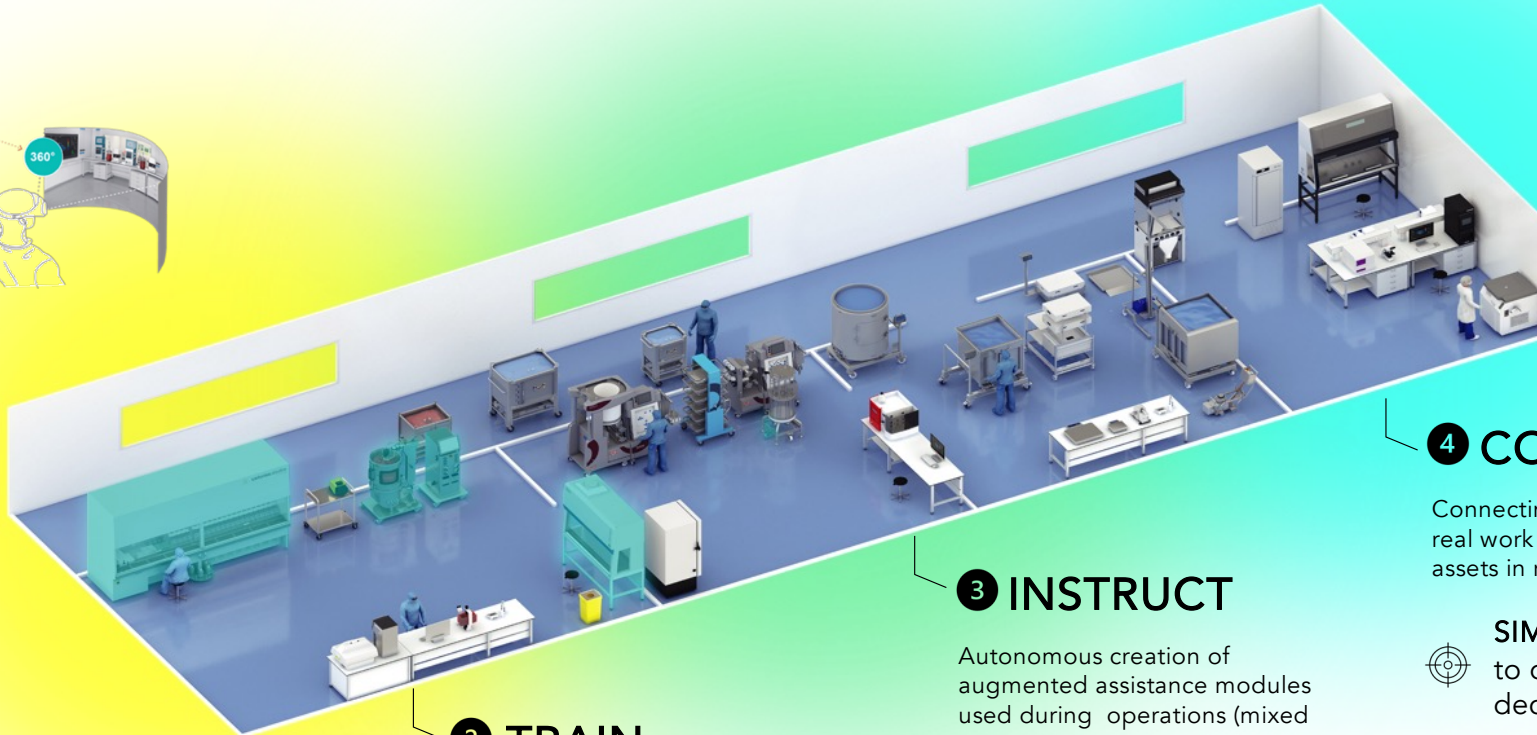**FACILITIES WORLDWIDE[2]**

170k+
EMPLOYEES WORLDWIDE[3]

OUT OF WHICH WE CAN CAPTURE 25%

[1] Biospace, 2022
[2] Bioplan Associates, 2023
[3] EFPIA, The Pharmaceutical Industry in Figures, 2022

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HAKOBIO MAKES DIGITAL TWIN USED ACROSS THE VALUE CHAIN

① CREATE

Creation of the 3D digital twin and simulations (fluids, materials, people etc.)

⊕ **ANTICIPATE** risks and optimize **ERGONOMICS**

② TRAIN

Autonomous creation of digital immersive learning experience (virtual reality)

⊕ **LEARN BY DOING to** increase production **ROBUSTNESS**

③ INSTRUCT

Autonomous creation of augmented assistance modules used during operations (mixed reality)

⊕ **REDUCE ERRORS** by 50+% & time of completion by 25+%

④ CONNECT

Connecting the digital twin to the real work environment to manage assets in real time
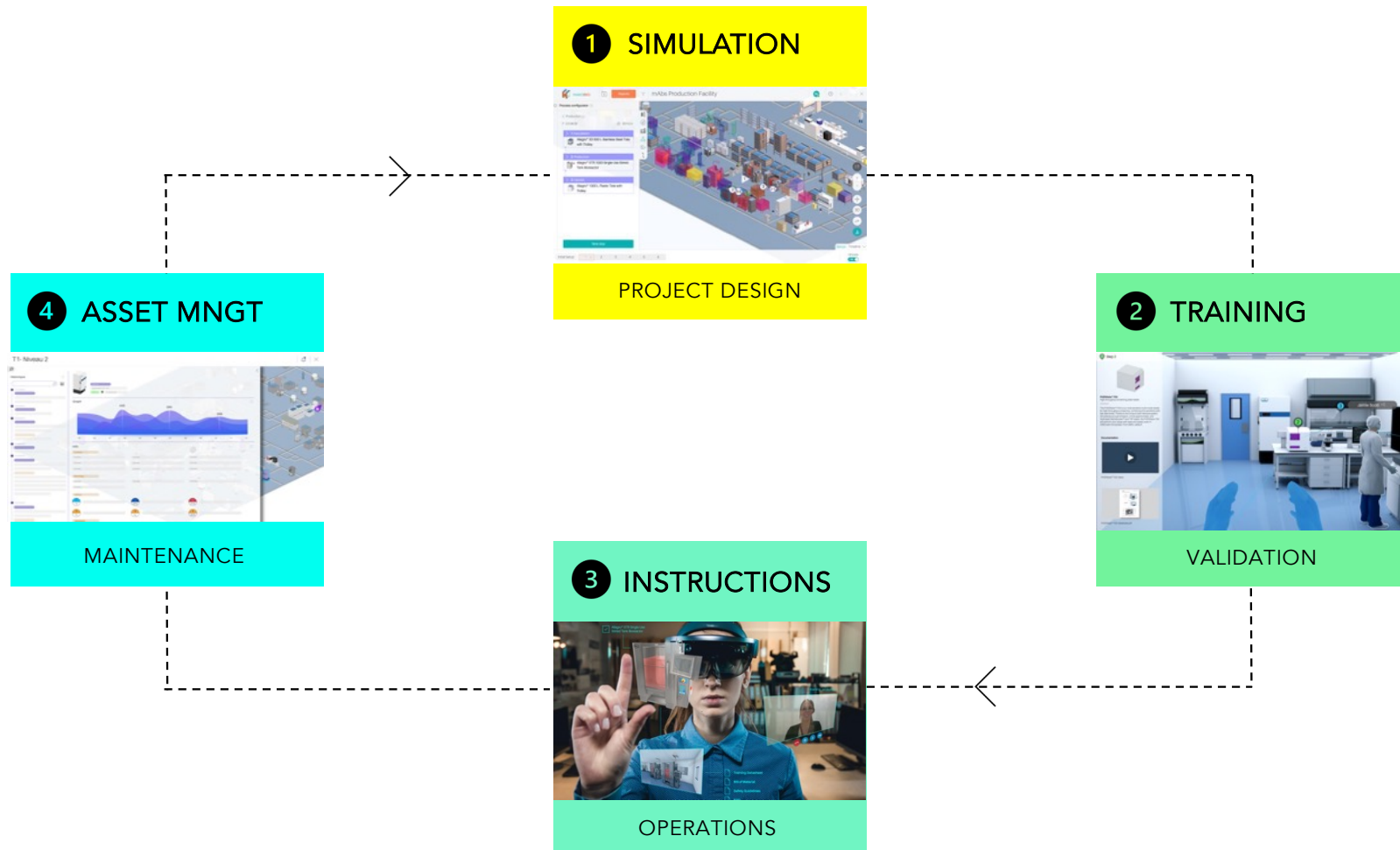
⊕ **SIMPLIFY ACCESS** to data to make better decisions

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https://bit.ly/3nwBxqC

HAKOBIO ENABLES CONTINUOUS AGILITY & EFFICIENCY OF THE FACILITY

1 SIMULATION

PROJECT DESIGN

4 ASSET MNGT

MAINTENANCE

2 TRAINING

VALIDATION

3 INSTRUCTIONS

OPERATIONS

HAKOBIO OFFERS A UNIQUE VALUE PROPOSITION

RAPID TIME TO MARKET
simulation

The conceptual design phase is simplified and managed by field teams to anticipate risks at an early stage (€ 10k per sqm). Training of teams can be performed even before the facility is delivered. This approach minimizes the payback period while increasing NPV.

12 MONTHS SAVED
ON A 48-MONTHS CAPEX PROJECT

INCREASED EFFICIENCY
training and instructions

Learning by doing to reduce costs related to training and increase efficiency during operations which leads to 50+% error reduction on top of decreased time of completion while operating the process

€ 75 MILLION SAVED
ON DEVIATION RESOLUTION
(PROJECTION FOR BIG PHARMA)

DECREASED COSTS
asset management

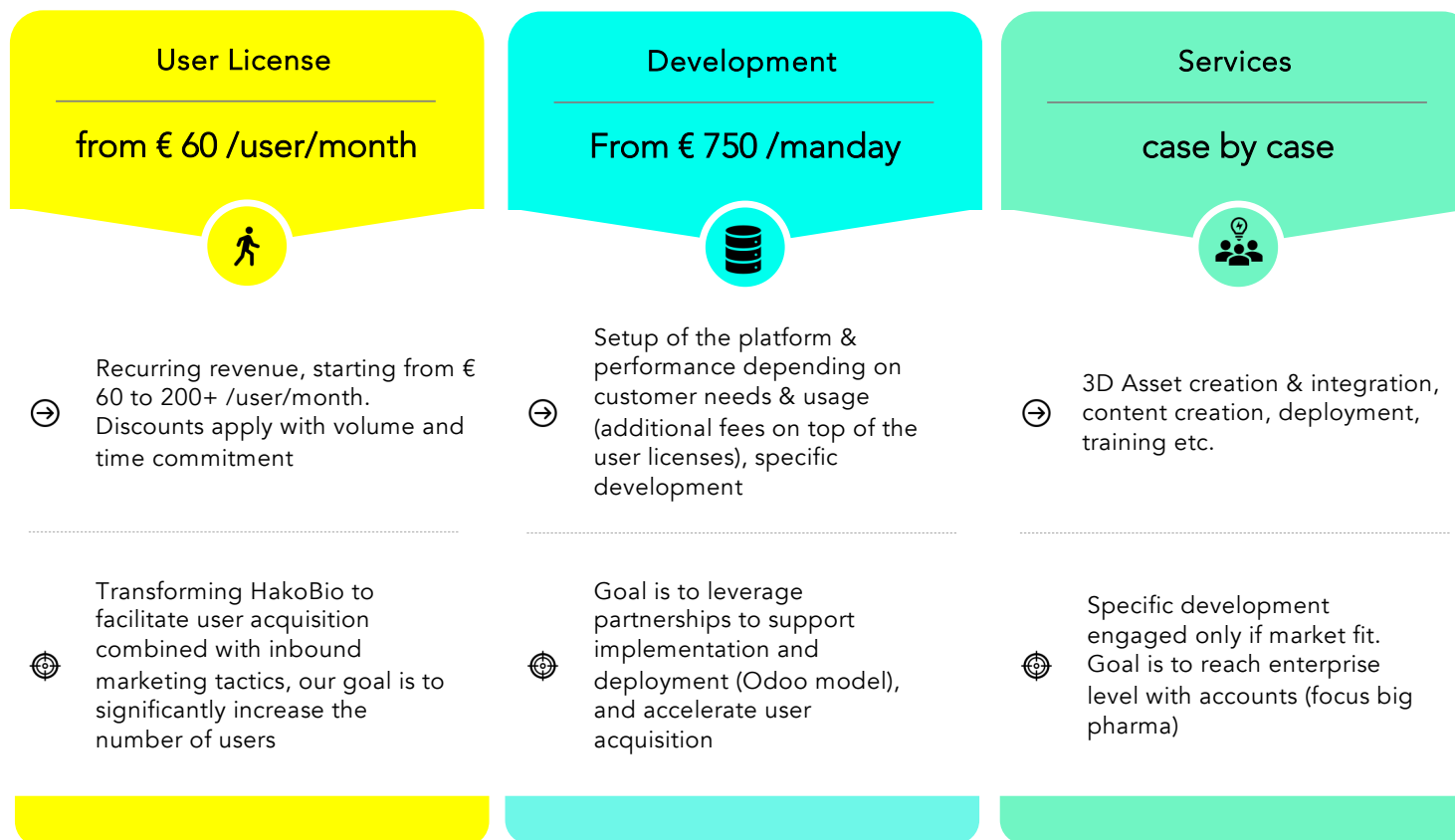Centralized and visual interface, connected to a digital ecosystem, simplifies data and information retrieval, significantly reducing the required time from 10,000 hours at a building level (7 FTEs) down to 300 hours (0.2 FTE)
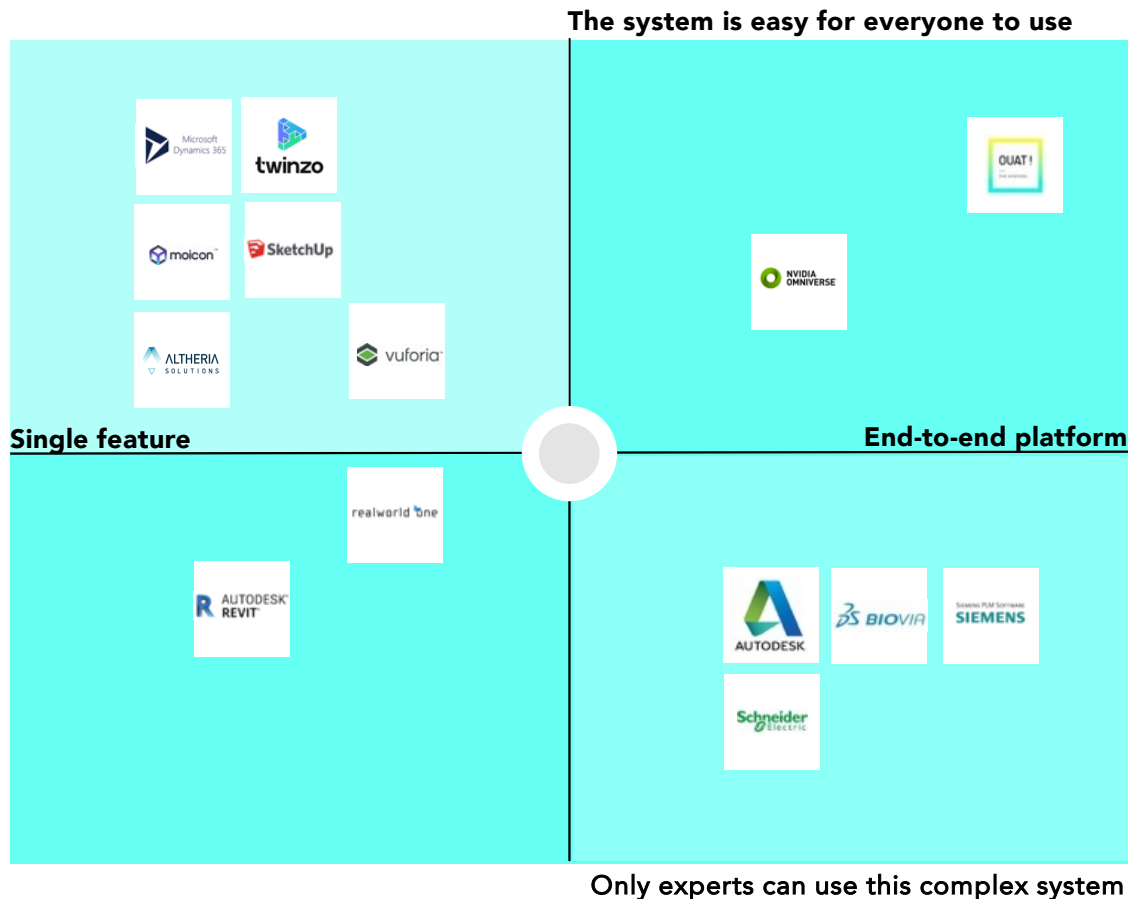
€ 550k SAVED
ON INFO RETRIEVAL/BUILDING

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HAKOBIO BUSINESS MODEL & PRICING

User License	Development	Services
from € 60 /user/month	From € 750 /manday	case by case

User License

→ Recurring revenue, starting from € 60 to 200+ /user/month. Discounts apply with volume and time commitment

◎ Transforming HakoBio to facilitate user acquisition combined with inbound marketing tactics, our goal is to significantly increase the number of users

Development

→ Setup of the platform & performance depending on customer needs & usage (additional fees on top of the user licenses), specific development

◎ Goal is to leverage partnerships to support implementation and deployment (Odoo model), and accelerate user acquisition

Services

→ 3D Asset creation & integration, content creation, deployment, training etc.

◎ Specific development engaged only if market fit. Goal is to reach enterprise level with accounts (focus big pharma)

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HAKOBIO IS THE ONLY SCALABLE PLATFORM FOR BIOPHARMA 3D DIGITAL TWINS

The system is easy for everyone to use

Single feature

End-to-end platform

Only experts can use this complex system

1 HakoBio is the **only open, end-to-end platform** for 3D Digital Twin solutions that covers the entire production system lifecycle.

2 We put people at the center of the human-machine-data interaction with an **easy-to-use, no-code platform** that ensures seamless scalability.

3 By **specializing in biopharmaceutical applications**, we've developed a unique platform tailored to this market, building a strong track record with industry leaders over time.

WE HAVE SECURED SOME OF THE MOST IMPORTANT CLIENTS IN OUR 3 SEGMENTS

BIOPRODUCERS

- 1900 bioproduction facilities, € 950M (10% CAGR). Big pharmas, biotech and CDMOs

- With increasing competition and digital transformation as key parts of their strategy, big pharmas represent the primary short-term target

- Benchmark: Sanofi currently has over 220 users, generating an annual revenue of € 300k+ Potential to reach € 3.5M in ARR over the next three years

EQUIPMENT SUPPLIERS

- 10Bn EUR market, highly concentrated (4 large players commercializing solutions)

- We are today working with the four leaders who leverage HakoBio for marketing and training (digitalization of user manuals)

- Benchmark: Cytiva currently has over 200 users generating € 450k+ in revenue. We are negotiating a three-year commitment and project the segment to reach € 2M in ARR within the next two years

SERVICES

- Composed of engineering, consulting companies, architects, learning centers

- We are collaborating with a dozen engineering companies and universities from Europe and the USA, which will significantly expand our market reach in both the short and long term

- Benchmark: Exyte currently has over 100 users generating € 150k+ in revenue (50% ARR). The group could become an industry partner, potentially investing in OUAT within the next three years
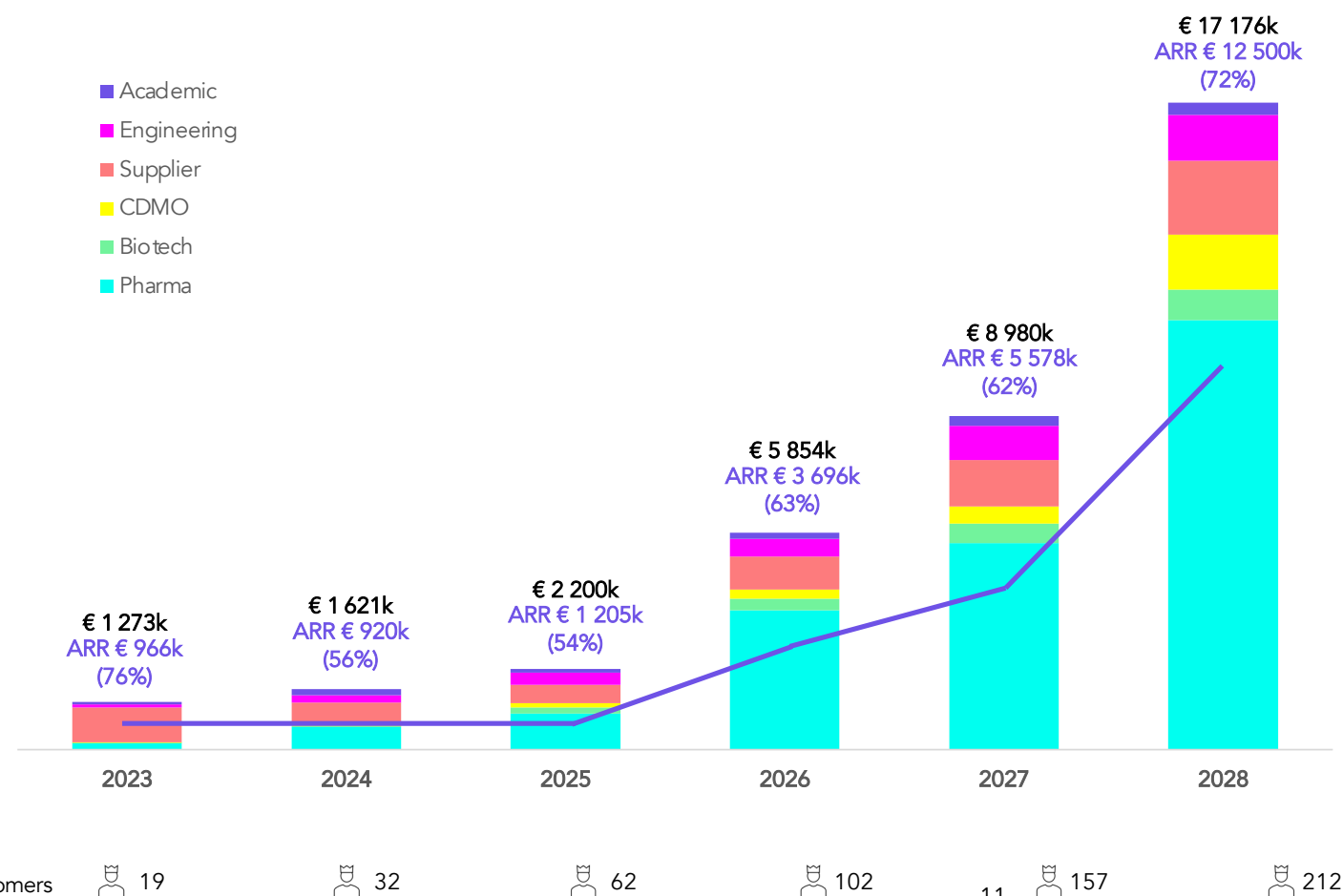
DIRECT ENGAGEMENT WITH END-USERS, AMPLIFIED REACH THROUGH PROVIDERS & INFLUENCERS

LICENSES

SERVICES

DEVELOPMENT SERVICES

INDIRECT SALES

DIRECT SALES

INDIRECT SALES

CONSUL.

PRESC-RIBERS

IT SERV.

INTEGR.

BIG 4

Exec.

IT corp & local

Site lead

Support

Lab lead

⭐ FIRST TARGET

Operators

Direct Sales: Focused on End-Users (big pharma, biotech and CDMOs)

Indirect Sales via

Providers: Integrating our platform into provider offerings to enhance their value and enable to maximize market reach and revenue.

Prescribers: Engaging key influencers to advocate for our solution, driving adoption and influencing C-level decision-makers within target organizations.

EQUIPMENT SUPPLIER

PROVIDERS

TECHNO & AUTOMATION

ENGIN.

ACAD.

BIG PHARMA

END-USERS

BIOTECH

CDMO

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REVENUE GROWTH 2024 – 2028

Our growth relies on:

⊕ Maturing deals across key accounts.

⊕ Increasing the number of accounts from 19 (2023) to 210 (2028), targeting strategic segments.

Licenses being the primary revenue driver, expected to grow significantly, nearing €12M by 2028.

Asset Management leading with strong growth, approaching €8.5M, while Simulation and Training show moderate increases.

Pharma leading across segments, surpassing €10M by 2028, with CDMO and Suppliers contributing significantly. Biotech, Engineering, and Academic sectors also contribute but at lower levels.

FINANCIALS 2024 – 2028

In k€	Actuals 2023	2024	2025	2026	2027	2028
Sales	1 272	1 612	2 200	5 854	8 980	17 176
Opex	- 2 532	- 1 987	- 2 704	- 4 155	- 6 002	- 9 247
EBITDA	- 1 259	- 366	- 503	1 700	2 978	7 930
EBIDTA margin	*-99%*	*-23%*	*-27%*	*25%*	*35%*	*62%*
Net Income	- 1 259	- 998	- 1 110	762	1 676	5 314
Free Cash-Flow	- 1 315	- 222	-756	1 228	2 278	6 032

OPEX is primarily driven by Payroll & Social Charges, making up around 80% of total costs annually.

IT expenses surge from 2026 due to the growing costs of scaling cloud infrastructure for a larger user base.

Target EBITDA (cash) & CF positive respectively by 2026 and Target EBITDA margin >50% by 2028.

Lowest cash position is **€ 1.7M** in February 2026. We therefore consider operational cash need to be **€ 2M**.

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OUAT! HAS 20 SKILLED PEOPLE IN DEVELOPMENT, BIOENGINEERING, AND SALES, LED BY A TEAM WITH THE EXPERTISE TO SCALE.
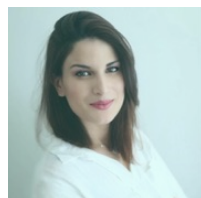
Sirine OMEZZINE
Head of Product MGT

- Doctor of Medicine, MS in Management/Biotech
- 5+ years experience in product management

Sirine is a doctor by background who was driven by her entrepreneurial spirit to pivot her career towards a role nurturing her creativity curiosity while keeping constant interactions with various types of stakeholders. Sirine's unique background & skill set enable her to excel in her role, where her ability to analyze problems and identify solutions makes her a valuable asset of the team.

Françoise NICLOUX
Customer Success Head

- 25+ years in customer care & compliance in IT

Françoise is a highly respected leader who fosters mutual respect with her team members and customers. It results in high team performance and sustainable, valuable customer relationships. She is skilled at quickly turning around teams that may be going off track. Françoise is keenly focused on the customer experience and prioritizes it in everything she does.

Matthieu EGLOFF
Co-founder

- Chemical Engineer & MBA (ISG, France)
- 15+ years in product strategy, management & growth

Passionate about science and technology, Matthieu co-founded OUAT! where he now leads the development of the company with a strong focus on the HakoBio platform strategy. Throughout his career, he has always been driven by a will to transform technological, market and financial knowledge into sellable and innovative products, services and solutions.
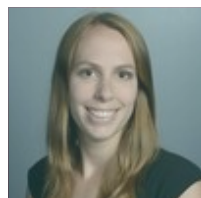
Emilie PINARD
Head of Product Ownership

- Bioengineer (ENSTBB, France)
- 13+ years in research, engineering & project management

After several years experience at Loreal & Deinove, Emilie leverages her business expertise and strong organizational skills as Project Manager at OUAT!. Emilie makes the link between our development and business teams Responsible for the product roadmap, Emilie coordinates the whole product development activities.

Martina SEBASTIAN
Chief Business Officer

- Doctor of engineering (UCLondon)
- 12+ years in mfctg, process modeling & economics evaluation

Martina will be joining OUAT! in June 23 with the responsibility of fully developing the company's commercial potential. With her extensive knowledge of manufacturing processes, her strategic mindset and previous experience as a successful Sales Director, she is excellently suited to excel as our new commercial lead.
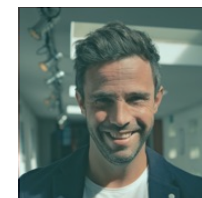
Nicolas VERTOMMEN
Co-founder

- International Business (EPHEC)
- 16+ years experience in product strategy, marketing & growth

Entrepreneur at heart and team player, Nicolas co-founded OUAT! after holding product marketing management positions in startup and multinational biotech companies. Marketing lover and a big fan of innovations, he's a strong believer that even the most innovative technologies do not sell themselves and need to be supported by remarkable marketing.

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WE ARE RAISING € 3M TO EXECUTE OUR PLAN

Streamline sales to accelerate conversion & decrease Cytiva-dependency

Cross current borders to accelerate growth
US Market - Boston & North Carolina

Partnerships with service companies or equipment suppliers to increase sales reach

+19 FTEs in Business development, Key account managers, marketing & product delivery

Upside – explore new industries

We want to become the **leading reference** in 3D digital twin technologies

We aim to develop an **intelligent tool** that serves as a key decision-making resource

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NEEDS € 3M

Setup Executive team

Build strategic relationships with industry partners, positioning ourselves for future acquisition.

+3 FTEs CFO, COO, CTO

Our goal is to **achieve maturity** and establish ourselves as a **sustainable industry leader**

Stabilize platform, make it compliant and ensure high performance

Streamline plugins by 3r parties & data import to support inter-operability

Implement AI to support standardization, cost & time efficiency and make HakoBio a decision-making resource

+7 FTEs in Development (senior), UX/UI, Cybersecurity and Quality

Upside – new industries

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USE CASES

SANOFI USE CASE – ASSET MANAGEMENT

sanofi

SITUATION
NEW **14,000m² R&D building**
300 employees and +2,500 shared equipment

PROBLEM
Fragmented equipment management with multiple Excel files and disconnected databases, **consuming 7 FTEs (10,000 hours) annually.**

SOLUTION
HakoBio deployment reduced information retrieval time to **0.21 FTE (328 hours), saving € 350k annually and improving equipment use by an additional € 100k /year.**

FUTURE
Planned rollout of 200 user licenses in 2024, potential expansion to other R&D buildings, and new features like equipment geolocation and consumables tracking.

Didier Chambery
Head of Infrastructure Unit

"HakoBio is a true Swiss army knife that simplifies the work of our field teams. It enables us to perform numerous essential tasks with great ease. Thanks to its user-friendly interface, it offers direct access to various centralized information, optimizing our efficiency and productivity. Close collaboration with the OUAT team has transformed this platform into a success story and generated significant enthusiasm among our teams."

KEY BENEFITS

◎ Significant cost savings

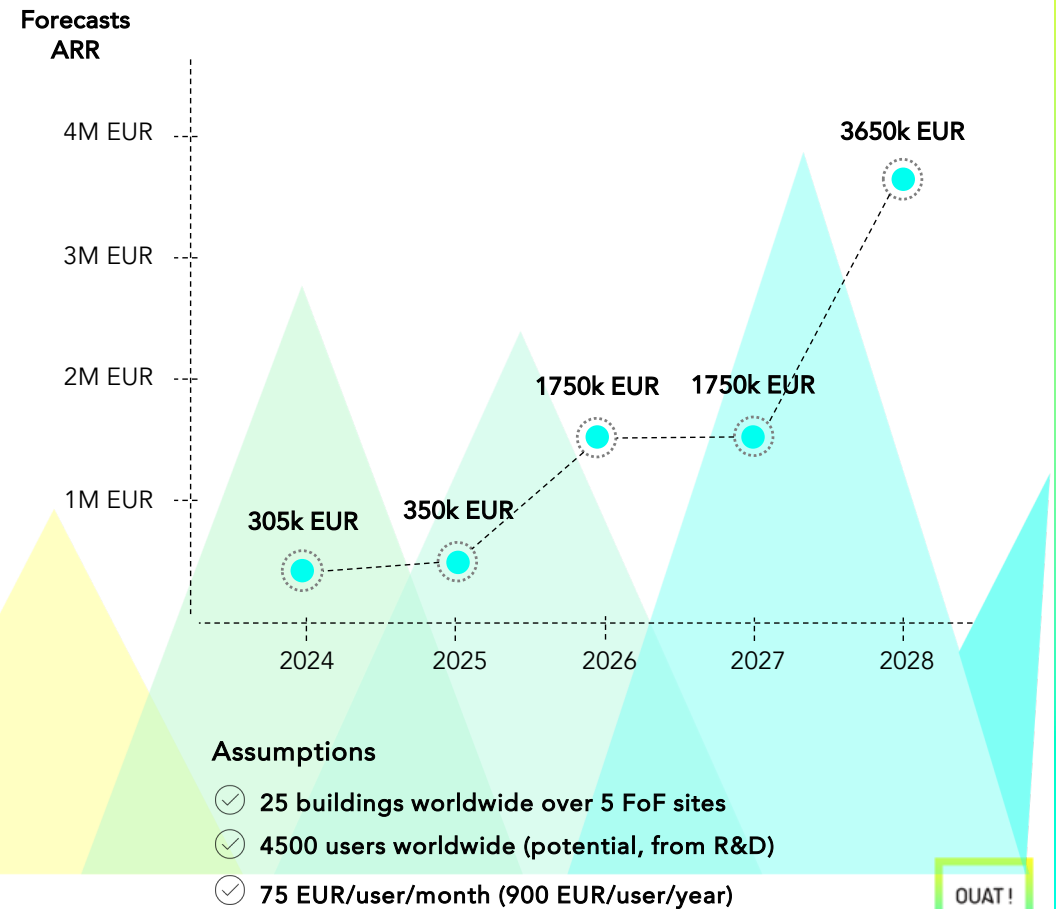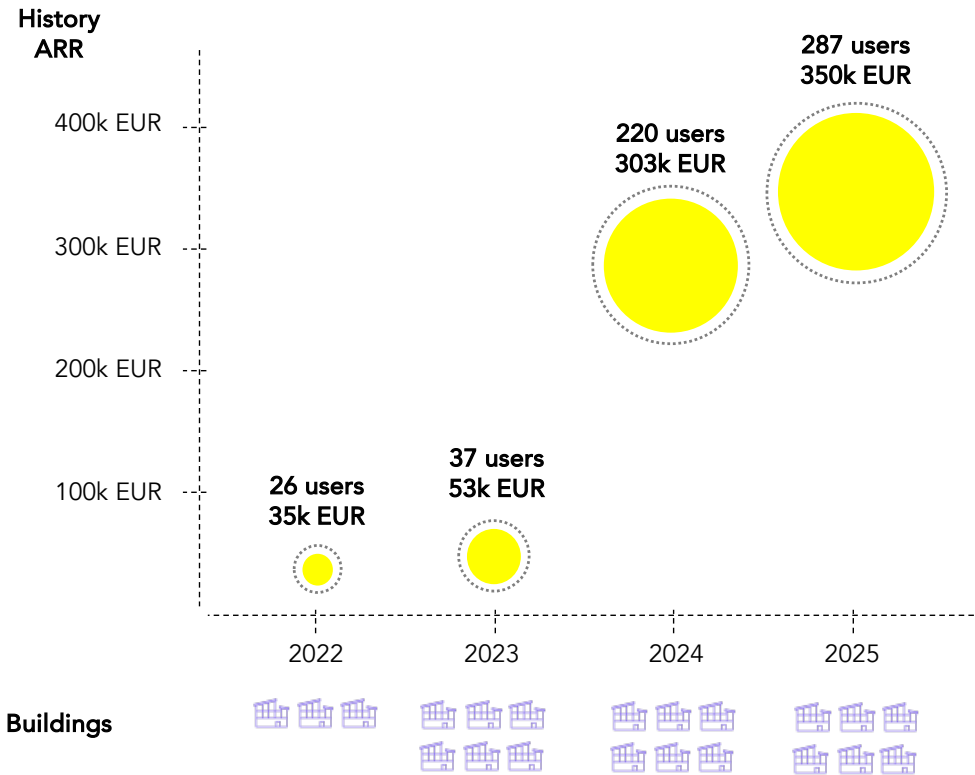◎ Increased efficieny

◎ Scalability within Sanofi's ecosystem

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SANOFI USE CASE – ASSET GEOLOCATION (SMART DIGITAL TWIN)

For its new R&D building, Sanofi is looking to leverage its existing Hakobio interface by integrating a geolocation functionality. This addition will help in easily locating equipment, thereby facilitating collaboration and accurate asset management among multiple teams that share resources.

SIEMENS

The new R&D building, with more than 5,000 pieces of equipment and over 150 rooms and labs to be shared by more than 350 people, requires an easy-to-use application to facilitate and maintain equipment availability.

By integrating SIEMENS RFID geolocation hardware and middleware, and connecting it to the Hakobio interface, users can instantly identify the location of equipment and access its workflow history.

The overall project, valued at € 800k, is a first step toward adding more intelligence to the Sanofi building. The system implemented could be used to leverage data for other business needs and create additional revenue streams. The ambition is to deploy it to other site buildings

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TARGET FILE - BIG SUPPLIERS

cytiva

PROFILE

- 🌐 US & Europe
- 📏 1000+, global
- 🪙 € 50k+ /opp.
- 🎯 Innovation, global digitalization, expert process services
- 🔍 High concentration (M&As and one stop shops), multi sites requiring standardization,

DECISION

- 👮 Customer facing project leaders & senior management. Innovation leaders
- 🎨 Sales & Marketing directors
- 👩‍🏫 Learning & Training leaders
- 👩‍💻 IT & Digital leaders

€ k

PAINS

- 🚧 Loosing projects **to competition** – need to better communicate value prop, show efficiency and innovation
- 🚧 Complicated projects sales (end-to-end projects proposals)
- 🚧 Seeking new sources of revenue
- 🚧 Increase sales cycles
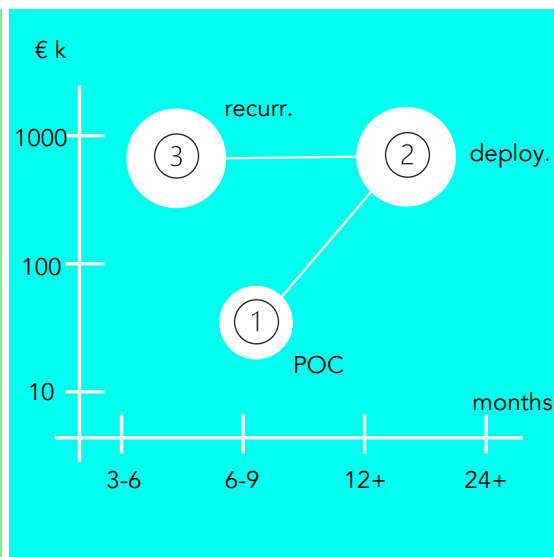
Being seen innovative, develop new offering to face market pressure and speed to deliver solutions is a key factor for suppliers of technologies. Streamlining project design, budget and delivery is a must have & provides expertise.

A scalable platform **used by a multitude of different departments**, enabling to **streamline the entire sales and delivery cycle** from conceptual design, to training, instructions and marketing.

**500+** active users

€ 800k+ ARR

Become essential by deploying HKB to new applications (AI, 3D library, mass balance) and by supporting development of new business models for Cytiva

USE CASE

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HOW DIGITAL TWINS FACILITATE ACCESS TO THE FACTORY OF TOMORROW (SIMULATION)

For the implementation of its new Bio-S unit (clinical & commercial batches of biomedicines), Servier used the HakoBio platform to create the future site digital twin.
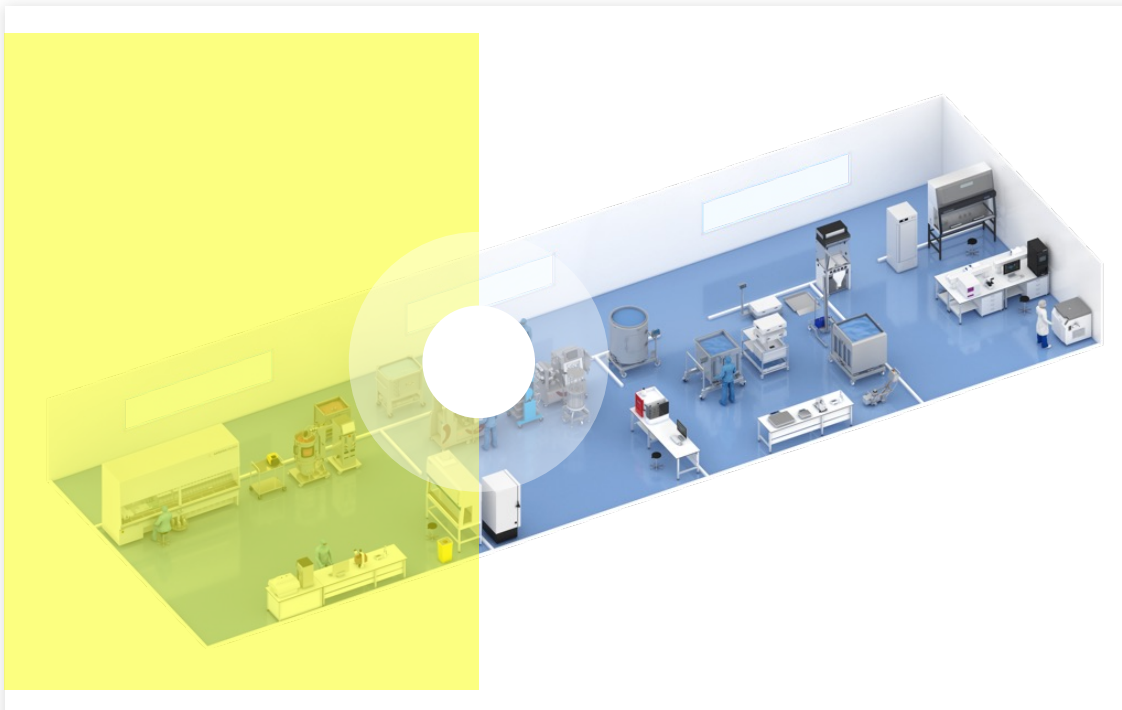
Servier is building new infrastructure (Bio-S). Timing is sharp (2 years), they are looking for a solution to **avoid (costly) risks** during building and equipment installation.

Conceptual design of their future facility has been created with HakoBio in less than 6 months. The solution was also used to choose the required equipment from different vendor choices, assess footprint and ergonomics, and optimize process design.

The digital twin solution allowed Servier teams to **anticipate bottlenecks in ergonomics and configuration,** accelerate onboarding of future stakeholders and facilitate exchanges with vendors.

HOW TO BRING SERENITY TO OPERATORS WITH HAKOBIO VR TRAINING

For the implementation of new Facility, Exyte collaborated with its customer in using the HakoBio VR Training Authoring Tool to create custom VR training modules based on their specific bioprocesses and accelerate operator readiness.

exyte

The new facility needs to **be operational in less than 24 months**. Future workforce needs to be trained and ready for their future positions, before the building is completed.

customer and Exyte used the HakoBio VR authoring tool to autonomously **create custom VR training modules based on their specific bioprocesses**.

The tool enabled the workforce to start training without the facility being constructed and accelerate operator readiness. VR Training allows to place operators in situations of risk, make mistakes and learn from them without impacting the production line.

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How Augmented Operators approach decreases error rate

Manufacturing facilities are costly to run, with complex and highly regulated systems. A large biopharma company can count up to 30k deviations/year, costing between € 60M to € 150M /year to solve. Getting the right instruction, at the right time and in the right format participates to reach operational excellence.

GSK
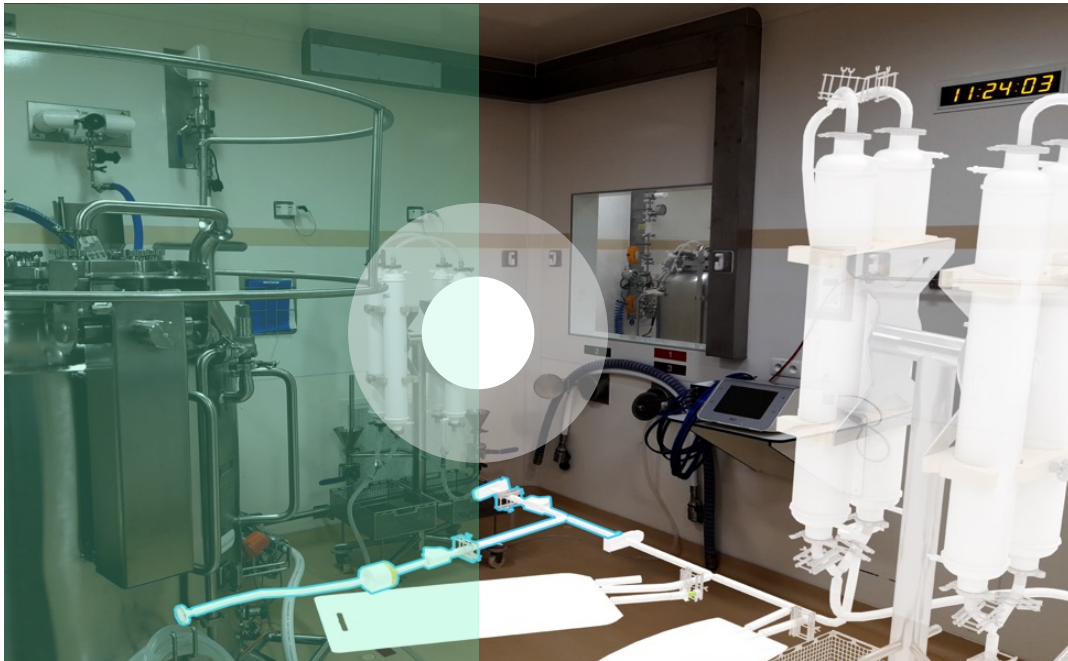
GSK is looking to **decrease human error rate** by replacing SOPs with simpler, more efficient and engaging training solutions.

The 3D digital twins of several manifolds have been developed. Their holograms serve as a pattern and replace the 2D diagram. The user is guided by the 3D hologram appearing progressively as each step is completed. Completion is confirmed by voice command. Multimedia content is added at each step to further support the user (blended approach).

Time to achieve the process (from item preparation to final checks and documentation) has been reduced by 20% and the 3D hologram helped reduce classical human mistakes. AI could then be applied to further help reach zero error.

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Contact us to discover more!

+32 491 37 04 32
matthieu@ouat.eu