

# Innovation Framework



## Ideation

Our main ideas

### The general situation

The circumstances the world is in

Obesity a growing driver of colossal health & economic burden globally

Current management is ineffective & too expensive

Discovery of GLP-1RAs has created an unusual & valuable opportunity

Currently dominated by a duopoly

Disruptive innovation is needed

### Purpose

Why are we doing this?

- Predict, Prevent, and Reverse T2D
- Reduce health & economic burdens of obesity

### Vision

What does the future look like?

Everyone has access to easy, low cost, effective & safe remedies

### Goals

How will we know we got there?

- Type-2 diabetes eradicated
- Death & morbidity cut 50%
- Economic costs cut 50%

### Capabilities

What do we need to be really good at?

- Picking winning remedies
- Generating valid evidence efficiently
- Serving consumers reliably

### Quality

How do we show we care?

We follow ISO-9000 principles

### Identity

What makes us Metsera, not another?

- Driven
- Empathetic
- Disruptive ('good trouble')

## Core Business Process

How we intend to create value

### Identify needs

What is the job to be done?

- Reduce obesity-inducing intake
- Change life-long behaviors

What are the specific innovation opportunities?

- Reduced disutility
- Scaling

What is the customer (including consumer) value proposition?

- Better life (tbd)

### Develop solutions

Target profile of solution?

- Easier to use
- More tolerable
- Just as or more effective
- Lower cost

Search for & secure technology?

- GLP-1RA & combinations
- Oral delivery
- Lowest possible COGs

Generate evidence with customers & consumers & other stakeholders

- Efficient data generation
- Stakeholder participation

### Manage change

Implement solution with customers, consumers & other stakeholders

Measure impact with customers

Iterate core business process

## Strategy

What we choose to focus on

	Specific situation	Main choices	Action plans
Competitive	Duopoly Many small companies Massive global market	Disruptive innovation Deploy AI	Program 1 Program 2 Program 3
Human	Biopharma & consumer talent don't typically mix...	Build and lead hybrid teams comprising the best-of-the-best	Program 1 Program 2 Program 3
Financial	Capital intensity Massive \$\$ potential	Build syndicate Sophisticated day-1 Build scenario models	Program 1 Program 2 Program 3
Communications	Current exuberance Likely disappointment	Measured Consumer-centric Resilient	Program 1 Program 2 Program 3