



# Innovation Framework

## Ideation

Ideas we believe in

### The general situation

The circumstances the world is in

- Obesity is a growing driver of colossal health & economic burden globally
- Current management is ineffective & too expensive
- Discovery of GLP-1RAs has opened new opportunities
- Current market is dominated by a duopoly
- Disruptive innovation is an attractive opportunity

### Purpose

Reduce the physical, emotional & economic burdens of obesity—thereby creating value for all stakeholders

### Vision

Consumers – particularly those with health risk from obesity – have a great experience losing weight, sustaining it and improving their lives at affordable cost long term

### Goals by 2050

- Reverse or prevent 5M cases of T2DM
- Reduce 25 million life years lost per year
- Reduce direct health costs by \$100B
- While generating \$50B shareholder value

### Capabilities that matter

- Disruptive innovation
- Efficient, multidisciplinary evidence generation
- Low-cost high-scale manufacturing
- Delivering great consumer experiences

### Quality

- We care & our stakeholders & partners experience that caring

### Identity

- We are empathetic, data-driven, disruptive & trustworthy

## 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

- Massive global market
- Growing Wegovy / Mounjaro
- Scale & cost of goods matter
- Duopoly (others entering)
- Activated consumers
- Defensive payers

- Global strategy day-1
- Benchmark everything
- Low PPE investment
- Disruptive innovation
- Engage consumers
- Partner with payers

- Develop multiple products
- Super-efficient evidence generation.
- Manufacture via partners
- Attack disutility
- Execute consumer launch
- Engage payers up-front

### Human

- Biopharma + consumerism
- Lifelong consumer quest

- Multidisciplinary talent
- Provide lifelong engagement

- Recruit & empower diversity
- Create compelling experience

### Financial

- Capital intensive
- Risk of dilution

- Build leading syndicates
- Tranche with value step-ups
- Access public markets early

- Active constant engagement
- Just-in-time financing
- Run it like its already public

### Communications

- High-volume major current coverage
- Early days
- Crowded pipeline

- Measured messages until PoC
- Differentiated identity
- Highly selective engagement with curated audiences

- Audience-driven approach
- Focus on investors
- Coming out of stealth 24' Q1