



# A start-up company's journey to become part of an international pharmaceutical company

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At **Organon**, we believe in a **better and healthier every day for every woman.**

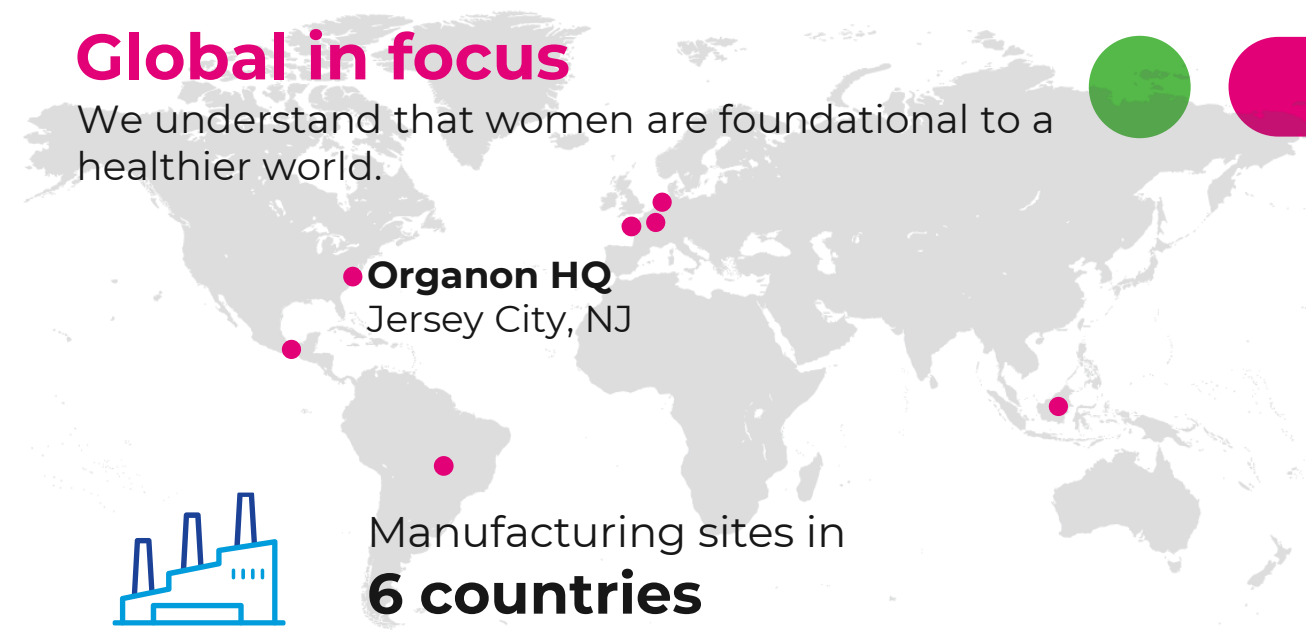
Therefore, we will put women at the center of everything we do, striving to listen and understand her healthcare needs, big and small, to ensure we provide medicines and other products that allow her to live a better and healthier every day.



**Organon has a diverse portfolio** that includes women's health, biosimilars and established brands.

## Global in focus

We understand that women are foundational to a healthier world.



● **Organon HQ**  
Jersey City, NJ



Manufacturing sites in  
**6 countries**



**~9,500**  
employees



Medicines and other products  
are available in more than  
**140 markets**



A portfolio of more than  
**60 medicines and products**  
across a range of therapeutic areas

# Mission Driven Therapeutic Cornerstones

Contraception

(male and female)

Fertility

(male and female)

Maternal and  
Peripartum Conditions

(post-partum hemorrhage,  
preeclampsia, preterm labor)

Disorders  
unique to women

(endometriosis, fibroids,  
PCOS, menopause)

Diseases predominant to women



# Organon R&D Finland, former Forendo Pharma



**Therapeutic focus in women's health**



**Endometriosis Program  
HSD17B1 Inhibitor**



**PCOS Program**



**HSD17B enzyme biology platform; Exploring therapeutic potential**

# History of Forendo Pharma

**2013**

Founded as spin out from QuatRX  
Seed financing €3,5M

novo holdings KAROLINSKA DEVELOPMENT inno vestor

**2016**

2<sup>nd</sup> HSD inhibitor program started

**2014**

€12M A round financing  
Fispemifene US licensing

novo holdings KAROLINSKA DEVELOPMENT inno vestor  
NF M. VENTURES

**2017**

Clinical candidate  
HSD17B1 inhibitor

**2018**

Phase 1 study started in endometriosis program  
Vesalius €4M investment

VESALIUS BIOCAPITAL

**2019**

Novartis collaboration started  
Sunstone €5M investment

NOVARTIS Sunstone LIFE SCIENCE VENTURES

**2021**

Organon acquisition, December 13<sup>th</sup>

# Start-up Journey to Acquisition and Integration

Biotech start-up strategy

Due Diligence process

Integration journey



# Biotech start-up strategy

- Strategy
  - Funding early development stages with VC financing, R&D loans and licensing
  - Establishing relationships to enable future exit and partnering strategies
  - Partnering with pharma for late-stage development and commercialization
- Successful execution: “Stars need to be aligned”
  - The right partner, value, timing, indications targets, portfolio and stage of programs – and the right team with skills and experience

# Due Diligence Process

- Demanding process for a small team of scientists
  - Broad scope of ~1000 Q&A, several meetings and site visits
  - Intensive time period of 8 -12 months from initial contacts to signing
  - Various internal and external stakeholders involved
- Investment bank managed deal process with pro's and con's
  - Banker experience in deals, negotiation tactics and DD processes
  - Pool of administrative and advisory resources
  - Increased distance between the pharma and start-up company created complexity
- Several parallel BD processes simultaneously
  - Maintaining alternatives in both financing and partnering pathways until deal closing



# Integration journey

- Integration of key value driving drug development programs
  - knowledge transfer
  - alignment of development strategy
- Business operations integration
  - Finance, IT, HR, legal & IP, purchasing, communications, QMS, EHS, privacy & compliance, facility security etc.
- Functional organization design, governance and operating model

# From Integration to Successful Operations

1

Setting clear priorities, resources and future vision

2

Managing the change, providing support through new processes and networks

3

Maintaining the innovative team spirit – we are one Organon

