

Maximizing Portfolio Value

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Outline



- Gaining insights into the US market
- Optimizing portfolio selection
- Strategic partnerships to drive exponential growth
- Creating a competitive advantage to maximize revenues

The Global Generic Industry



Global Generic Drugs Market Size 2023-2033 (USD Billion)



→ CAGR: 5.3 %

Nova One Advisor, May 2024

The American Dream



U.S. Generic Drugs Market Size 2023-2033 (USD Billion)

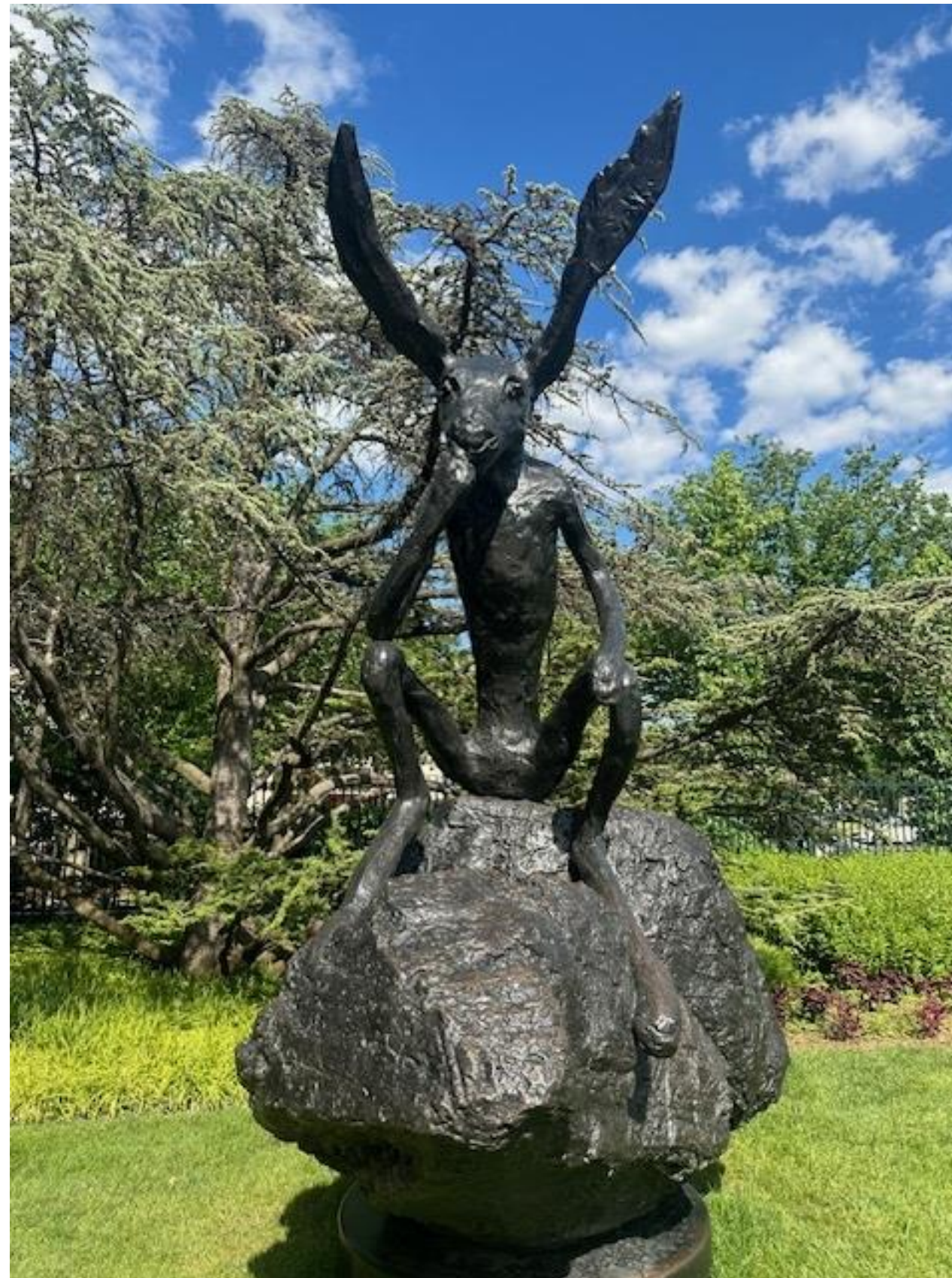


CAGR: 3.5 %

BioSpace, May 2024

Nova One Advisor, May 2024

How is the U.S. generic industry today?



Thinker on a Rock, 1997 by Barry Flanagan

Sculpture Garden, National Gallery of Art, DC

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Sculpture Garden, National Gallery of Art, DC



Untitled, 2017 by Christopher Wool

IT IS COMPLICATED

The Rumsfeld Matrix

Known Knowns

Things we are aware of and understand

Fees
Regulations
Competitive landscape
Our pipeline

Known unknowns

Things we are aware of but don't understand

New administration
Tariffs, DODGE, FDA
Workforce

Unknown Knowns

Things we understand but are not aware of

New market entrants
Competitors pricing

Unknown Unknowns

Things we are neither aware of nor understand

Future

Example: Tariffs

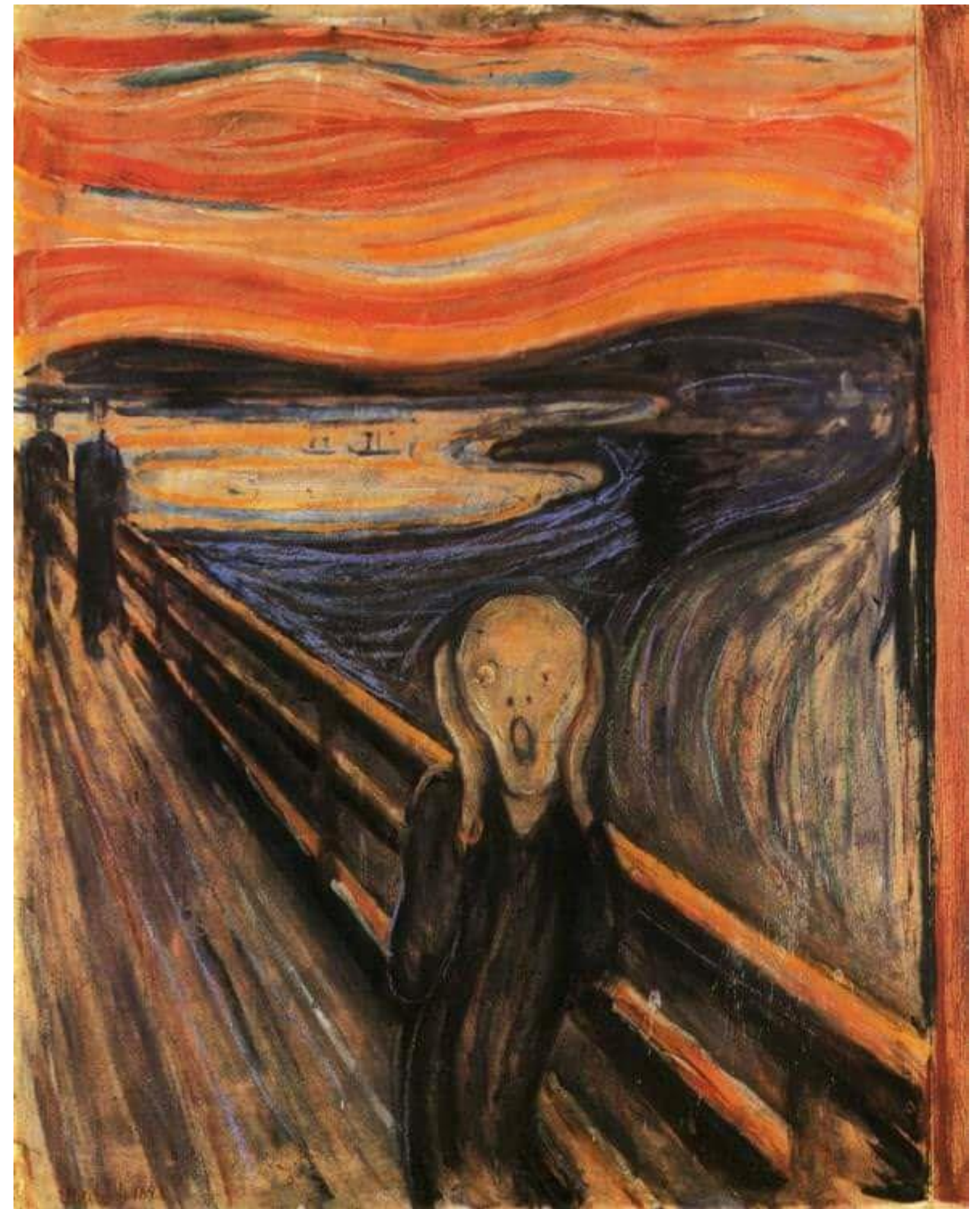
+ 25%



+ 25%



+10%



The Scream, 1893 by Edvard Munch

➡ The previous Trump Administration opted **NOT** to impose tariffs on generic and biosimilar manufacturers. Hope for the same now?

Association for Accessible Medicine Lobbying

*“The **global** supply chain for generic and biosimilar medicines is critically important for US patients”*

*From the base ingredients to the finished products, U.S. medicines rely on a **global** supply chain that is already stressed and in need of strengthening”*

*“Tariffs on products from Canada, Mexico, and China could increase already problematic **drug shortages**.” John Murphy III, President & CEO
AAM*

Optimizing Portfolio Selection - It's simple!



Henri Matisse – La Blouse Roumaine , 1940.



Maybe not that simple?



Portfolio Selection is an art

Screening

- Gather market intelligence data

Building

- Build the supply chain
- Gather information on the total project cost
- Discuss with Regulatory the filing strategy
- Discuss with the Business Team their market insights
- Build a business case

Portfolio Selection is an art

Funnel Meeting

- Assess the project and decide whether to stop or advance

Advancing

- Engage the Quality Team to evaluate the different partners involved in the Project
- Review proposals with all the technical team

Portfolio Selection is an art

Executing

- Engage with the Contract Department
- Put in place all the agreements

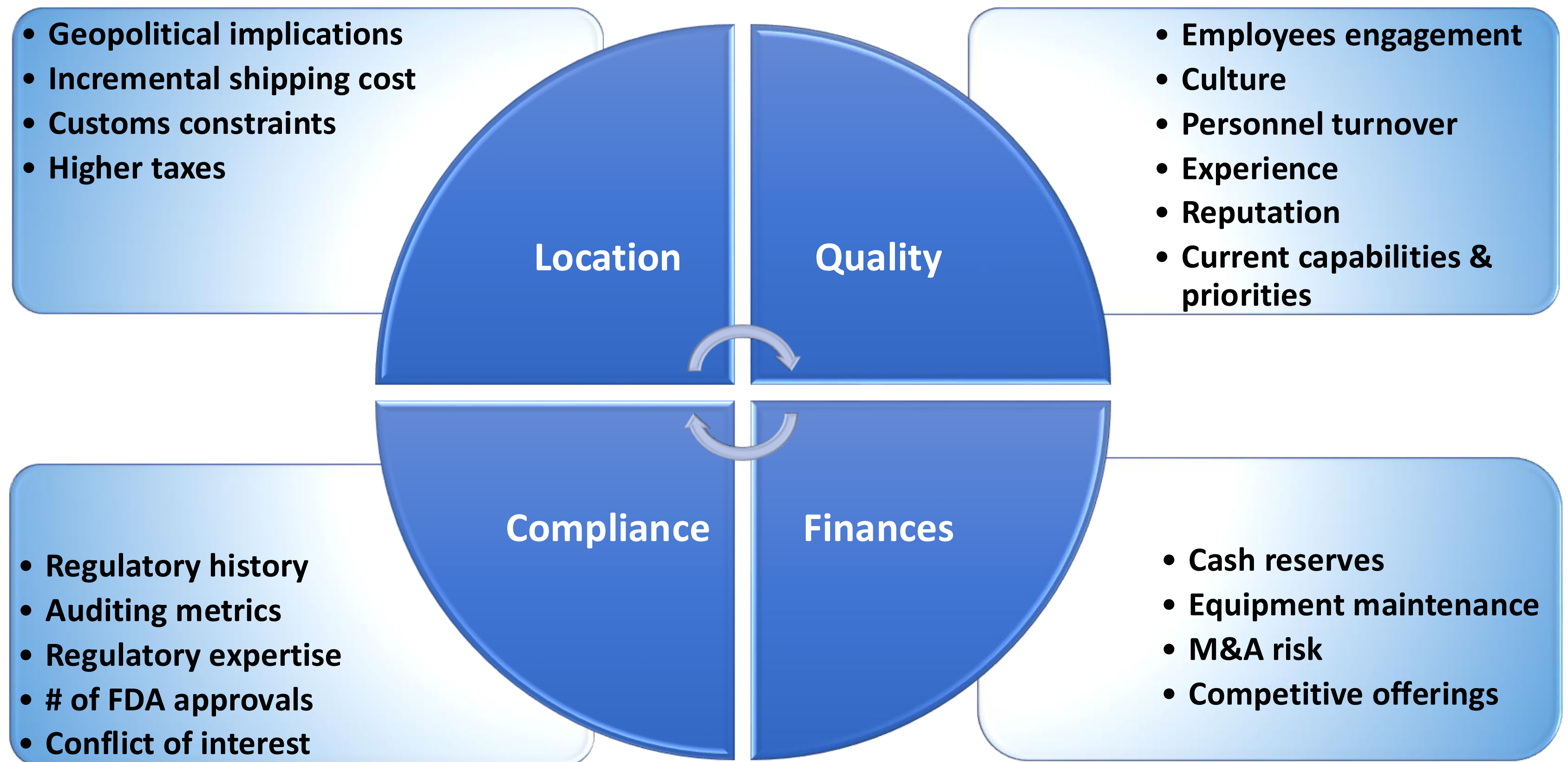
Advancing

- Handoff to the Project Management Team
- Weekly engagement with the partners
- Constant follow-up until submission

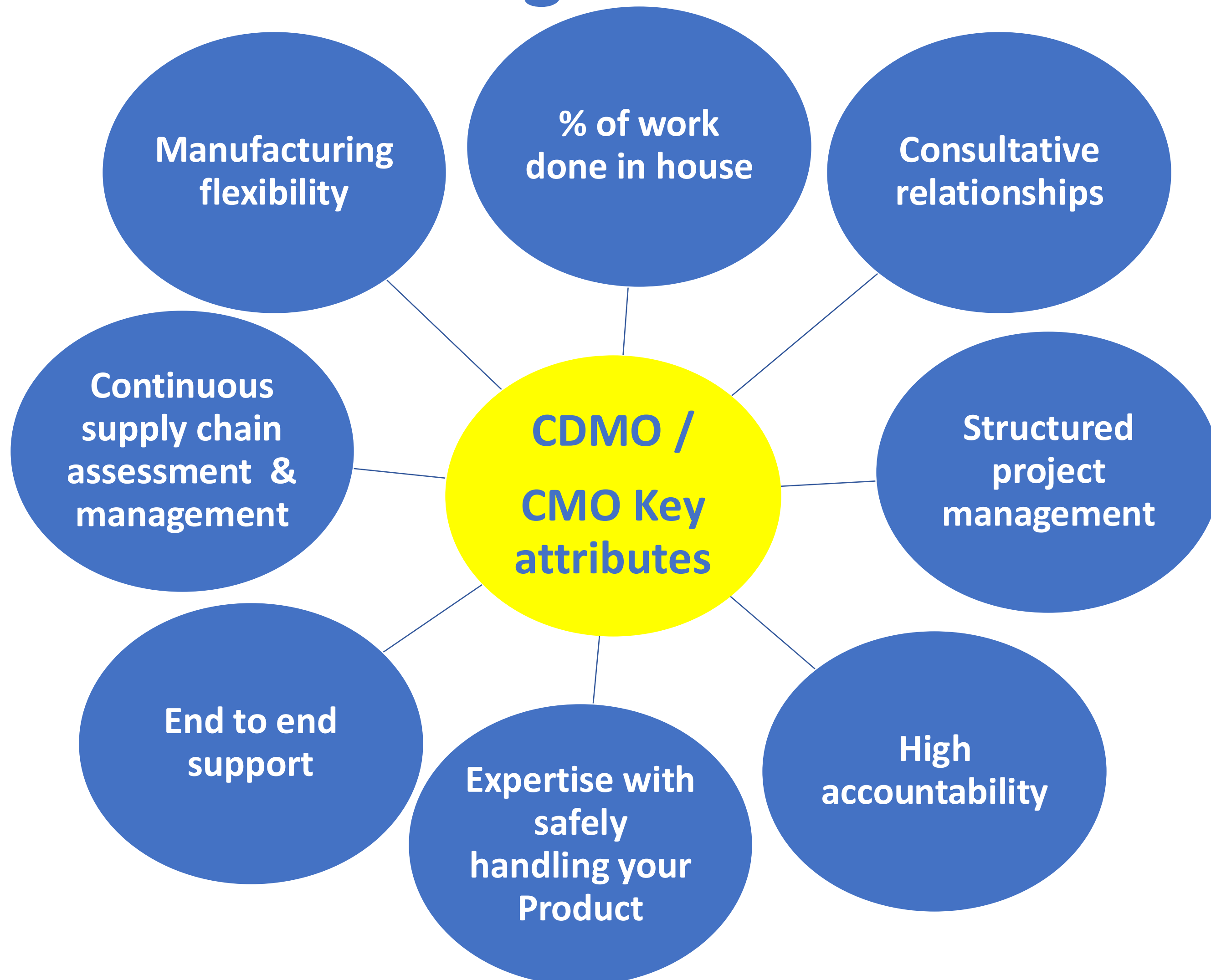
The background of the slide is a close-up photograph of several whole watermelons with dark green, striped rinds. On the left side, there is a semi-transparent white circular overlay. Inside this circle, the title text is centered. Above the text is a short blue horizontal line. The text itself is in a bold, dark green font.

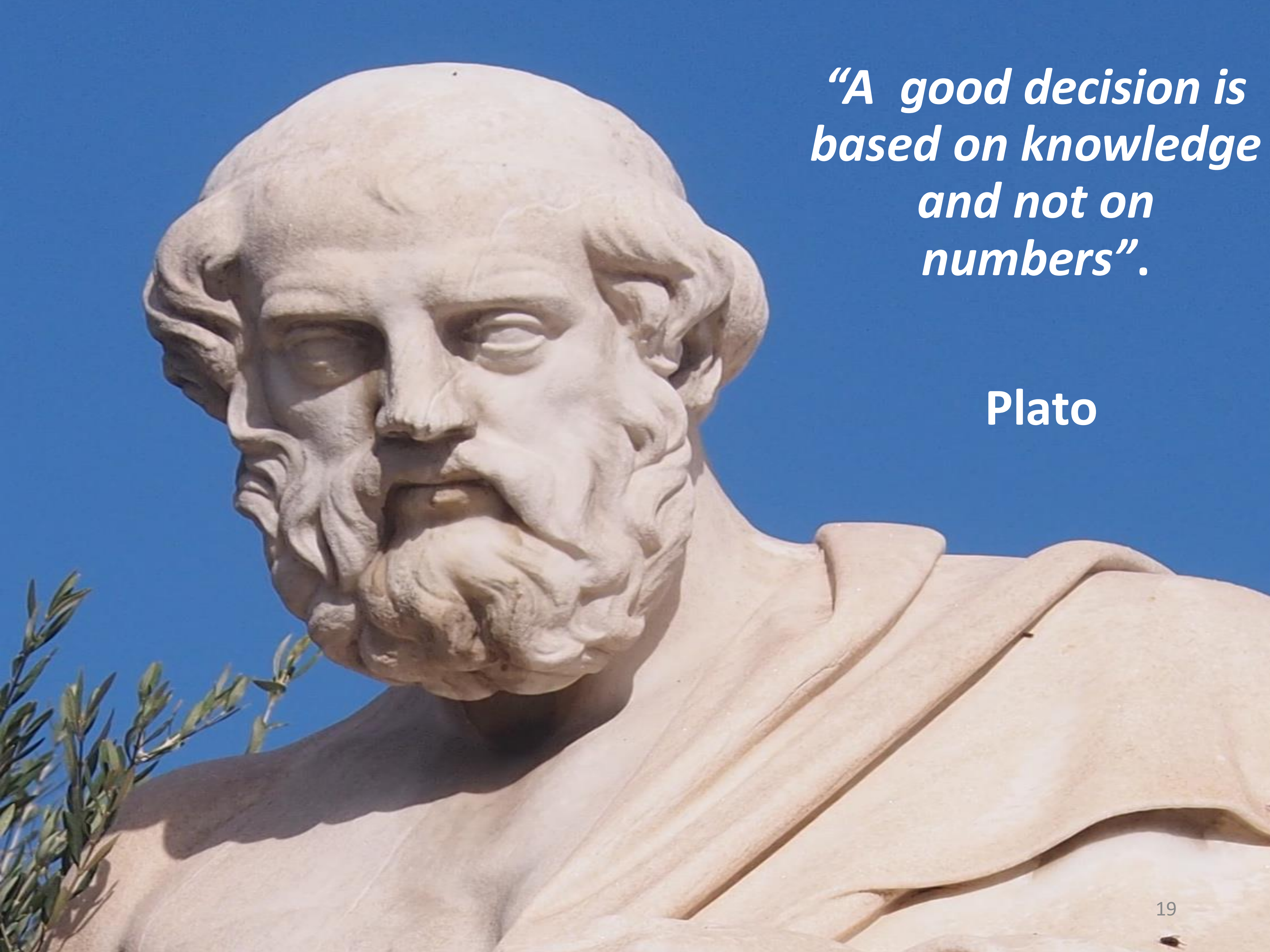
How to Select the Right Partner?

Is Selecting a CDMO/CMO based on pricing really saving you money?



Finding the ONE



A marble bust of the philosopher Plato, showing him with a full beard and curly hair, wearing a draped garment. The bust is set against a clear blue sky, with some green foliage visible in the bottom left corner.

*“A good decision is
based on knowledge
and not on
numbers”.*

Plato

YET, numbers are important:

Selecting the right sales partner

Experience

- Connection
- Sales channels
- Market intelligence

Expertise

- Accurate forecast
- Track record
- Measurable results

Alignment

- Cultural fit
- Responsiveness
- Clear communication

“Une seconde vie”



Matisse employed the cut-out technique as a response to being confined to a wheelchair following surgery for cancer, with which he was diagnosed in 1941.

Painting with scissors: Matisse and creativity in illness, London Journal of Primary Care, Francesco Carelli, September 2014.

“Only what I created after the illness constitutes my real self: free, liberated”.
Henry Matisse.

**Together we can create a better
“seconde vie”**

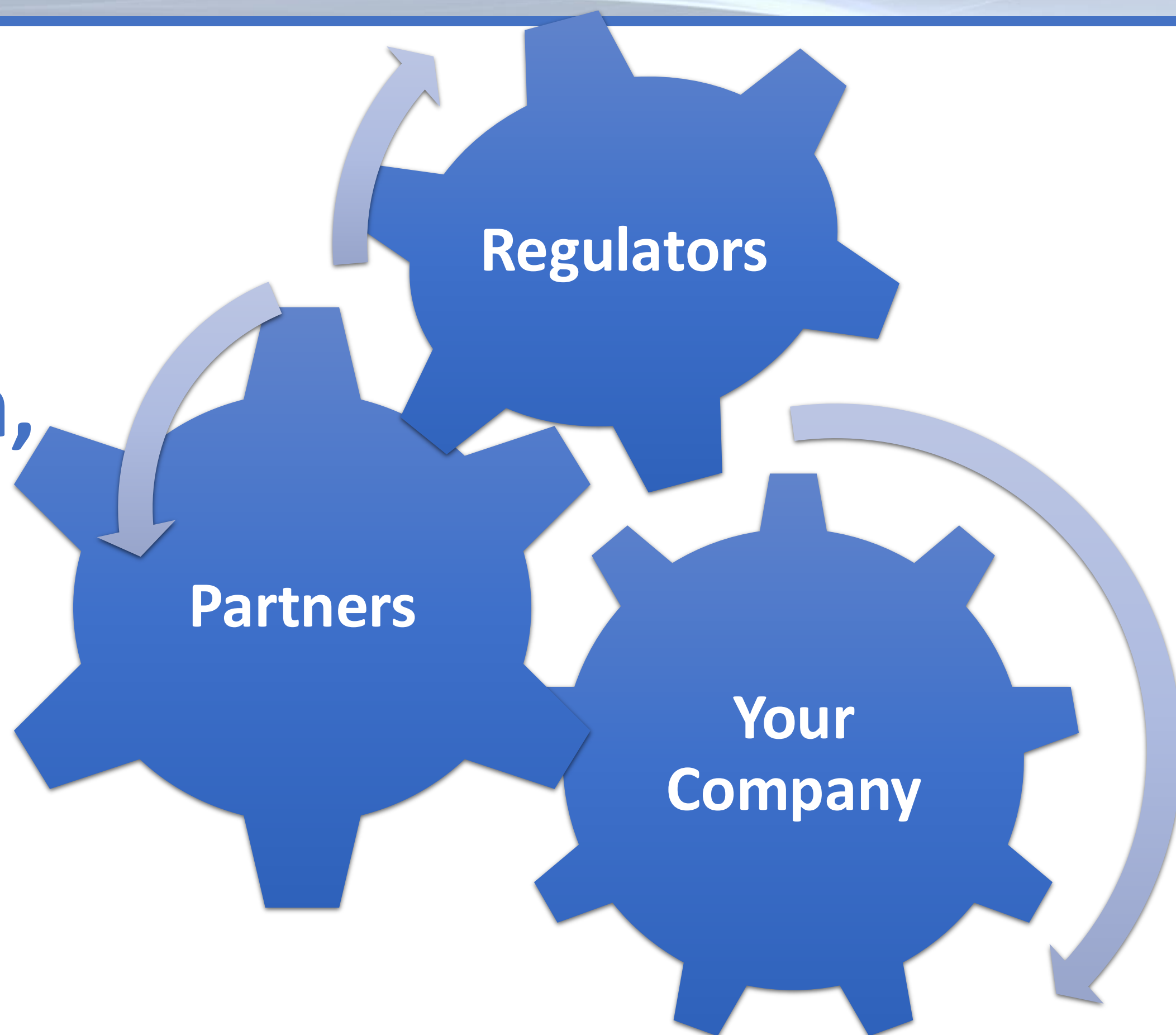
Conclusions

- With robust partnerships, we can mitigate supply chain disruptions'
- With astute strategies, we can optimize our portfolio to be sustainable and profitable
- With acute visions and constructive policies, we can help patients in dire need

Summary



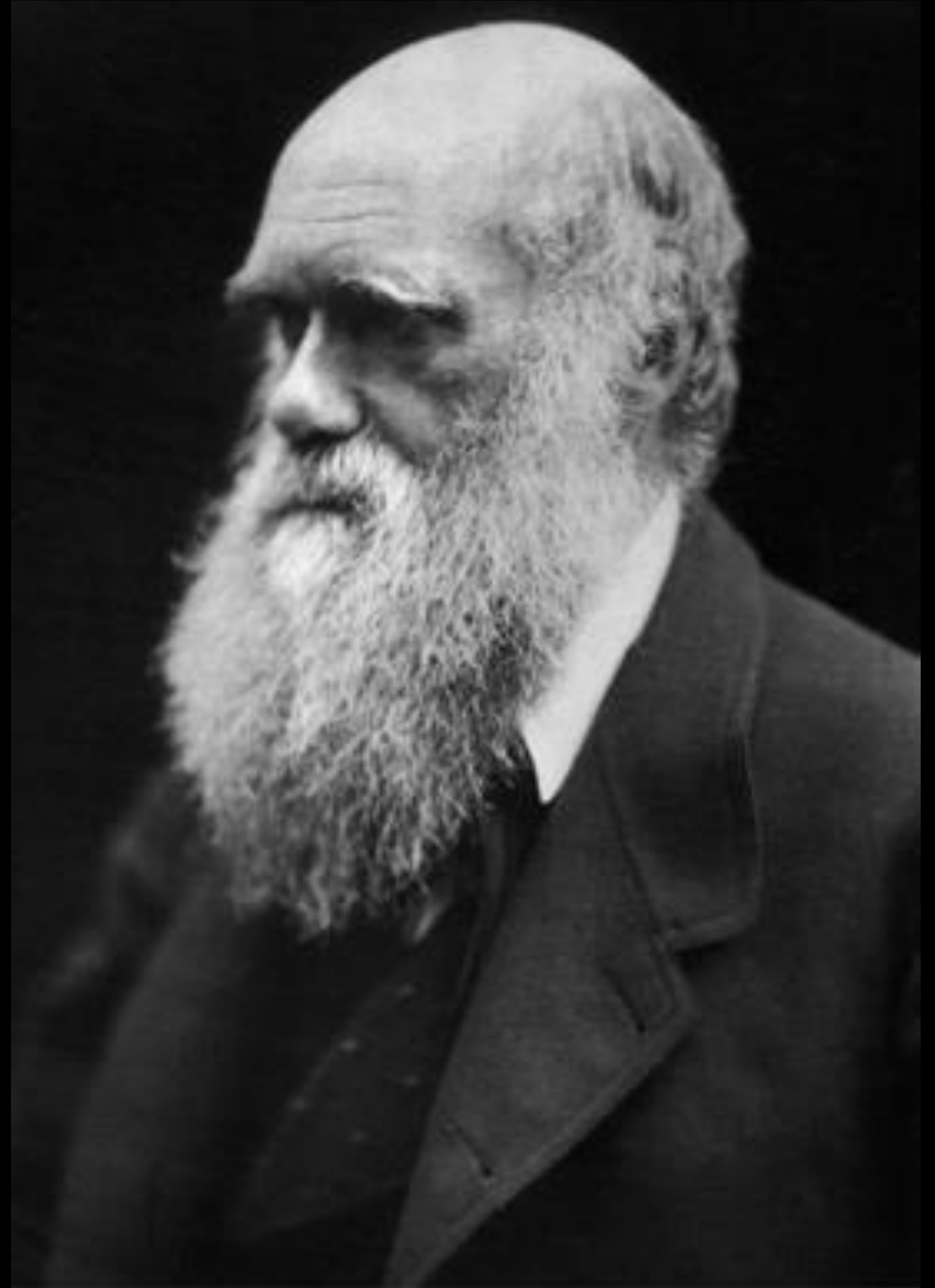
**Work in tandem,
transparently**



It is the patients' lives that we are saving!

“In the long history of humankind, those who learned to collaborate and improvise most effectively have prevailed”.

Darwin





Thank you!

Maha Mehanna

Vice President, Business Development & Portfolio




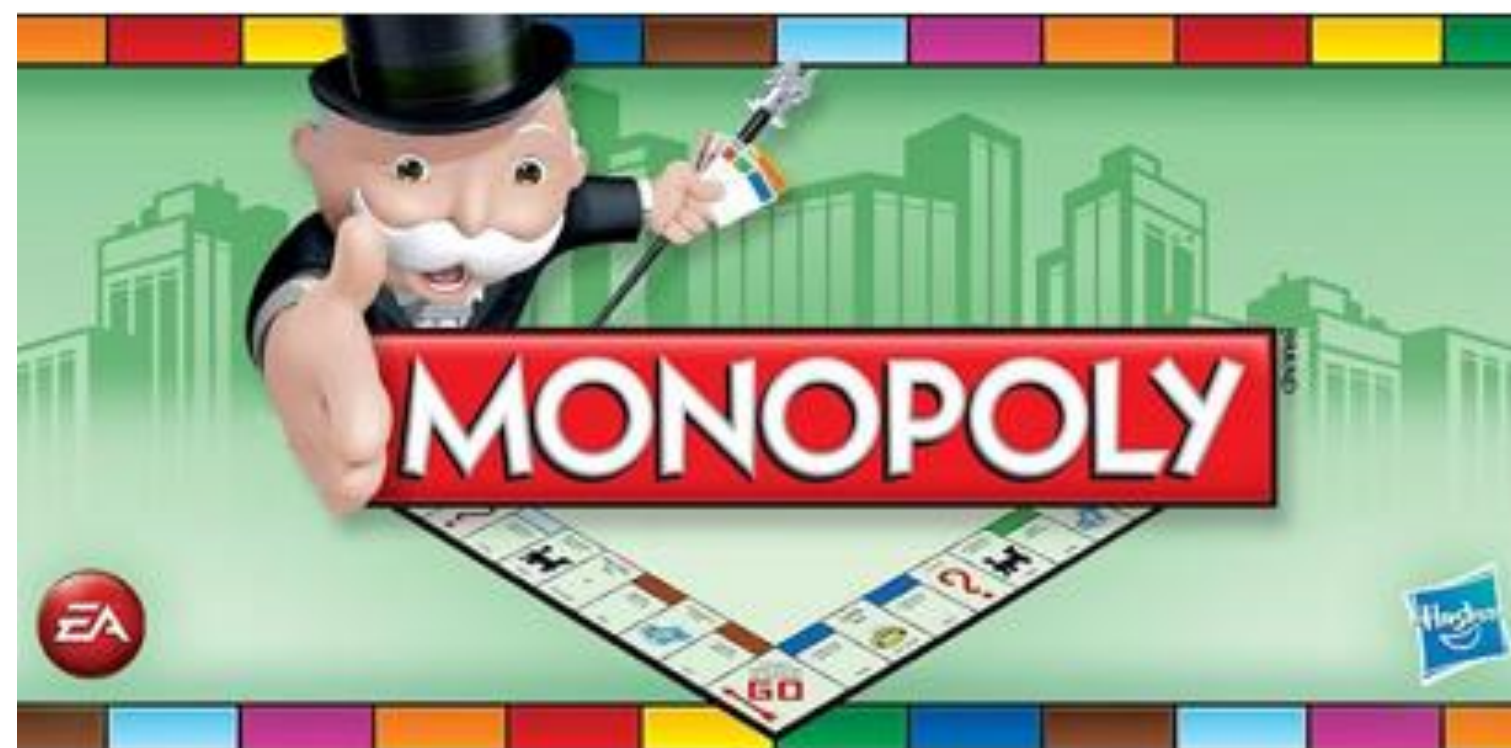
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Pharmacy Benefit Managers (PBMs)

- 66 PBMs 
- **3 PBMs**: CVS Caremark, Express Scripts, and Optum Rx, control **80%** of the market
- **6** largest PBMs collectively control **96%** market
- The largest PBMs are now vertically integrated with health insurers, GPOs, specialty pharmacies, retail and mail-order forming a



Spread Pricing implemented by PBMs

