



State of Possible Conference

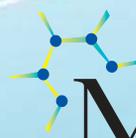
MassBio's Annual Meeting

August 26-27, 2020 • Virtual



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Welcome to the 2020 State of Possible Conference

When we started planning for this conference last summer, we certainly did not anticipate having to postpone it from March to August, or to move to a fully virtual conference. I want to thank you for your flexibility and continued participation in our most important event of the year.

The COVID-19 pandemic continues to test us all daily. From our health and wellness to our work-life balance to our caregiving responsibilities, we are all facing immense challenges in our personal lives. Yet, at the same time, demands from our professional responsibilities have never been greater as the life sciences industry is seen worldwide as the key to ending the pandemic.

Everyone now knows what it's like to live with an unmet medical need. Our industry is stepping up to address that need in remarkable ways. We are collectively witnessing the development of new therapies and cures in real-time as frontpage news, giving broader understanding of just how hard and expensive that work is. In Massachusetts alone, more than 85 companies are working to develop diagnostics, therapies, or vaccines for COVID-19, many of which are the small and emerging companies that make up the backbone of the industry statewide. The opportunity for changing the narrative about the biopharma industry is enormous, but challenges remain.

Looking beyond COVID-19, our cluster in Massachusetts is growing faster than our state can accommodate it, straining our aging transportation and housing infrastructure. We're creating jobs faster than we can fill them, and our workforce and talent pipeline lacks the diversity necessary to thrive. It's clear from our State of Possible 2025 Report, which serves as both a roadmap for the industry in Massachusetts and MassBio, that we must address these critical gaps or forgo our position as the best place in the world for the life sciences.

The State of Possible Conference will be unique this year but no less important. We are hosting it at MassBio's brand new business and conference center, the *MassBioHub*, utilizing our state-of-the-art A/V technology to produce the best experience possible for you. This same COVID-19 compliant meeting space is available to MassBio members to host everything from 1:1 interviews to large scale conferences. I encourage you to host your next meeting or conference at the *Hub*.

MassBio and our industry has had an amazing few years thanks to the leadership of our immediate past Chair, David Lucchino, and I'm confident we'll continue this success under our new Chair, Chuck Wilson. It's up to us as an industry to come together and ensure our future is as bright as our past—and that Massachusetts remains the State of Possible.



Thank you,

Robert K. Coughlin
President & CEO, MassBio





Agenda: Day 1

Wednesday, August 26, 2020

BREAKOUT TRACKS



BUSINESS



SCIENCE

9:30 am – 10:00 am: Platform Open for Networking

10:00 am – 10:30 am: Welcome

- Robert K. Coughlin, President & CEO, MassBio
- David Lucchino, Immediate Past Chair, MassBio Board of Directors, President and CEO, Frequency Therapeutics
- Chuck Wilson, Chair, MassBio Board of Directors, President and CEO, Unum Therapeutics

10:30 am – 11:15 am: Shifting the Drug Industry's Public Narrative Through Stories of Success

- David Meeker, MD, President & CEO, Rhythm Pharmaceuticals
- Pam Randhawa, Founder & CEO, Empiriko
- Nancy Simonian, MD, CEO, Syros Pharmaceuticals
- Mike Nikitas, Master of Ceremonies (Moderator)

11:15 am – 11:30 am: Networking

11:30 am – 12:00 pm: Breakout Sessions (Choose One)



Business Track: Resilience, Grit, Freedom to Fail and Pivot

- Barbara Fox, PhD, CEO, Rheos Medicines
- Anna Protopapas, President & CEO, Mersana Therapeutics
- Paula Soteropoulos, Executive Chairman, Biotech NewCo & Strategic Advisor, 5AM Ventures, Board of Directors, uniQure
- Stuart Peltz, PhD, Founder & CEO, PTC Therapeutics (Moderator)



Science Track: Lifting the Curtain on R&D to Advance New Drugs Faster

- Katie Ellias, Managing Director, JDRF, T1D Fund
- Kathleen Gondek, Global Head of Global Evidence & Outcomes, Takeda
- John Tallarico, PhD, Head, Chemical Biology & Therapeutics, Novartis Institute for Biomedical Research
- Adam Feuerstein, Senior Writer, STAT News (Moderator)



12:00 am – 12:15 pm: Small Group Networking Sessions

12:15 pm – 12:25 pm: Henri A. Termeer Innovative Leadership Award Presentation

- *Abbie Celniker, PhD, Partner, Third Rock Ventures*

12:25 pm – 12:45 pm: Lunch Break/Networking

12:45 pm – 1:00 pm: Possible Talk: “Patient Stories – Lina Rebeiz’s Road to Medical School”

- *Lina Rebeiz, Patient and First-Year Medical Student*

1:00 pm – 1:30 pm: Breakout Sessions (Choose One)



Business Track: From Seed to Series A: Creative Ways to Fund Your Startup

- *Ann DeWitt, PhD, General Partner, The Engine*
- *Stephen Kennedy Smith, Park Agency – Kennedy Enterprises*
- *Raymond J. Tesi, MD, President & CEO, INmune Bio*
- *Deborah Palestrant, PhD, Partner, Head of 4:59, 5AM Ventures (Moderator)*



Science Track: Realities of Precision Medicine – How Small is Too Small?

- *Marion Dorsch, PhD, Chief Scientific Officer, Blueprint Medicines*
- *Tamar Thompson, Vice President, U.S. Government Affairs, Alexion Pharmaceuticals, Inc.*
- *Timothy Yu, MD, PhD, Attending Physician, Division of Genetics and Genomics, Boston Children’s Hospital, Assistant Professor in Pediatrics, Harvard Medical School*
- *Jennifer Levin Carter, MD, Healthcare Executive, Board member and Entrepreneur, JLC Precision Health Strategies, LLC (Moderator)*

1:30 – 1:45 pm: Small Group Networking Sessions

1:45 pm – 2:00 pm: Possible Talk: “Determination Through Adversity”

- *Steve Burton, Sports Anchor & Reporter, WBZ-TV*





Agenda: Day 2

Thursday, August 27, 2020

BREAKOUT TRACKS



BUSINESS



SCIENCE

9:30 am – 10:00 am: Platform Open for Networking

10:00 am – 10:20 am: Possible Talk: “Empowering the Financial Lives of People & Companies”

- *Jed Finn, Head of Corporate and Institutional Solutions; COO, Wealth Management, Morgan Stanley*

10:20 am – 10:50 am: Breakout Sessions (Choose One)



Business Track: Supporting Regional Growth of the Life Sciences Beyond Cambridge

- *Richard Cassidy, Head of Operations and Commercialization, Astellas Institute for Regenerative Medicine*
- *Jim Glasheen, PhD, Executive Vice Chancellor, Innovation and Business Development, University of Massachusetts Medical School*
- *Meredith Harris, Executive Director, Marlborough Economic Development Corporation*
- *Imran Nasrullah, Vice President & Head of Open Innovation Center, North America-East, Bayer*
- *Mathias Cousin, Managing Director, Life Sciences Strategy, Deloitte (Moderator)*



Science Track: AI and Drug Discovery: Marrying Data Science with Core Biology

- *Juan Alvarez, PhD, AVP, Computational & Structural Chemistry, Merck*
- *Renée Deehan-Kenney, PhD, Vice President, Computational Biology, QuartzBio*
- *Rachel Hodos, PhD, Senior AI Scientist, AI Lead for Target Identification, BenevolentAI*
- *Nora Khaldi, PhD, Founder and Chief Scientific Officer, Nuritas*
- *Colin Hill, Chairman, CEO, President, Chairman, & Co-Founder, GNS Healthcare (Moderator)*

10:50 am – 11:15 am: Small Group Networking Sessions

11:15 am – 11:30 am: Possible Talk: “The Process of Turning What Ifs into Realities through the Life Sciences”

- *Judy Luu, Student, UMass Amherst, and Intern, Project Onramp*



- 11:15 am – 11:45 am: State of Possible Award Presentation, Sponsored by Morgan Stanley**
- *Dr. Kenneth C. Anderson, Kraft Family Professor of Medicine, Harvard Medical School, and Director, LeBow Institute for Myeloma Therapeutics and Jerome Lipper Multiple Myeloma Center, Dana-Farber Cancer Institute*
 - *Presented by: Joe Malarney, Complex Manager & Managing Director, Morgan Stanley*
- 11:45 pm – 12:00 pm: Break/Networking**
- 12:00 pm – 12:30 pm: Building a Digital Health Community in Massachusetts**
- *Stephen Bernstein, Co-Chair Life Sciences, Attorney at Law, McDermott Will & Emory*
 - *Nick Dougherty, Managing Director, MassChallenge HealthTech*
 - *Thomas McCourt, President, Ironwood Pharmaceuticals*
 - *Naomi Fried, PhD, CEO & Founder, Health Innovation Strategies (Moderator)*
- 12:30 pm – 12:45 pm: Networking**
- 12:45 pm – 1:15 pm: Keynote: “Leading in 21st Century Technologies: Our Products and Our People”**
- *Susan Hockfield, PhD, President Emerita, Massachusetts Institute of Technology*
- 1:15 pm – 1:30 pm: Closing/Networking**





Chair's Welcome Letter

It is both an honor and a great privilege to serve as MassBio's Chair for the next two years and lead the organization into the next decade of life sciences breakthroughs and innovation.

Massachusetts boasts a unique ecosystem of startups, large biopharma, venture capitalists, research labs, and academia that live harmoniously, and collectively bring once inconceivable treatments to patients across the globe. Our leading position in rare disease R&D is borne from unmatched strength in biology, but opportunities abound to make our cluster stronger, broader, and more sustainable. As our new five-year strategic plan makes clear, Massachusetts can continue its success by embracing ideas such as expanding R&D focus beyond rare, leading the convergence of life sciences and digital health, placing commercial operations here, and strengthening the micro-clusters beyond Cambridge and Boston.

To get there, we must strive to own the narrative around drug pricing, value, and access; we must create new avenues for entrepreneurs to scale their ideas; we must improve our state's transportation and housing infrastructure so it is no longer a hindrance but a positive for our state; and we must champion education and workforce development to develop and sustain a diverse talent pool. As Chair, I will focus on these areas that support our cluster's best opportunities for growth and sustainability.

I am proud to follow in the footsteps of MassBio's outgoing Chair David Lucchino who spearheaded numerous initiatives to catalyze the changes needed to sustain our life sciences leadership. It is through his efforts that we have a such a clear, actionable roadmap for the future.

MassBio and its 1,300+ member companies stand at the forefront of innovation and I believe that we can capitalize on this potential and propel the industry's world-renowned status even further. In the last few months, we have seen Massachusetts life sciences companies become household names, and we have experienced first-hand how Massachusetts' R&D capabilities enabled our cluster to speed the development of COVID-19 diagnostics, vaccines, and therapeutics. Now, we must continue to embrace this prowess and bolster our leadership in all aspects of life sciences. I look forward to leading the charge towards the life sciences cluster of the future and working alongside industry stakeholders so we can best support the growth of the ecosystem.



Thank you,

Chuck Wilson, PhD
Chair, MassBio
President and CEO,
Unum Therapeutics



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2020 Henri A. Termeer Innovative Leadership Award



Abbie Celniker, PhD, Partner,
Third Rock Ventures

The annual Henri A. Termeer Innovative Leadership Award was created to honor individuals who have contributed significantly to the growth and success of the life sciences industry in Massachusetts. Eligible recipients must represent a strong commitment to Massachusetts, be a leader in their communities, and exhibit leadership to employees by creating a positive work environment. Abbie's influence and accomplishments far surpassed these criteria.

Abbie has long been a fixture in the life sciences industry in Massachusetts, launching and building several companies over her career and in turn making an incredible impact in bringing new therapies to patients in need. With over 30 years of experience, Abbie has held several senior leadership positions – including CEO and board chair – at both established and early-stage life sciences companies. She has played leadership roles in the advancement of numerous drugs, working with teams to shepherd them through the clinic, the regulatory process, and onto the market where they are now benefitting the lives of patients. She held R&D strategy roles at large biopharma companies including Genentech, Millennium, and Novartis, and now leverages her industry expertise

to build and grow the most innovative startups from the ground up.

During her two-year term as Chair of MassBio's Board of Directors, Abbie led an initiative to close the gender diversity gap in the life sciences industry, which has now expanded to encompass all aspects of equity, diversity, and inclusion. She helped MassBio establish best practices for companies to advance women and minorities in their careers and took the lead on collecting data from employers and employees related to the advancement of women in life sciences. This initiative set the pace and tone for inclusion in the biotech community through advocacy, outreach, and education.

We congratulate Abbie for her decades of unwavering commitment to the life sciences industry and patients. It is truly an honor to bestow this award upon her.

Prior Honorees

Lita Nelsen

*Retired Director of the MIT
Technology Licensing Office (2019)*

Dr. Jeffrey Leiden

CEO, Vertex Pharmaceuticals (2018)

David Meeker

CEO, Genzyme (2017)

John Maraganore

CEO, Alnylam Pharmaceuticals (2016)

Mark Levin

Partner, Third Rock Ventures (2015)

George Scangos

CEO, Biogen (2014)

Josef von Rickenbach

CEO, PAREXEL International Corp. (2013)

Joshua Boger

CEO, Vertex Pharmaceuticals (2012)

Deborah Dunsire *President & CEO, Millennium:
The Takeda Oncology Company (2011)*

Michael Bonney

President & CEO, Cubist Pharmaceuticals (2010)



2020 Massachusetts State of Possible Award



Dr. Kenneth C. Anderson

Kraft Family Professor of Medicine, Harvard Medical School, and Director, LeBow Institute for Myeloma Therapeutics and Jerome Lipper Multiple Myeloma Center, Dana-Farber Cancer Institute

The State of Possible Award, presented by Morgan Stanley and now in its second year, was created to honor individuals who have contributed significantly to the well-being of Massachusetts' citizens. Eligible recipients must represent an organization with a commitment to bettering or protecting Massachusetts residents' lives and/or their Massachusetts employees, be a leader in their communities, and create possibilities for the future of Massachusetts. Dr. Kenneth Anderson's leadership at Dana-Farber Cancer Institute's LeBow Institute for Myeloma Therapeutics and Harvard Medical School exceeded our criteria in every way.

Dr. Anderson has transformed myeloma therapy, pioneering a new way to identify and validate targets in the tumor cell and its environment to significantly extend patients' expected survival at a time when there were few effective treatments for the disease. His commitment to

helping patients, making a difference in their lives, and treating them like family has set an example for what a physician should be.

Further, we congratulate Dr. Anderson's leadership at Harvard Medical School as he trains and excites the next generation of myeloma leaders in basic, clinical, and translational research internationally. As our industry continues to grow, we need the best and brightest from around the world addressing the toughest unmet medical needs, and he's directly contributing to building that future workforce.

Lastly, we applaud Dr. Anderson's efforts as President of ASH, as he helped launch multiple new initiatives, including implementing new patient registries, defining an educational roadmap, and prioritizing research and efforts in sickle cell disease, immune therapies, personalized medicine, and hematologist recruitment and retention. It's his leadership in Massachusetts and across the world that is creating future possibilities for patients.

Prior Honorees

Joseph Finn

Fire Commissioner and Chief of Boston Fire Department (2019)





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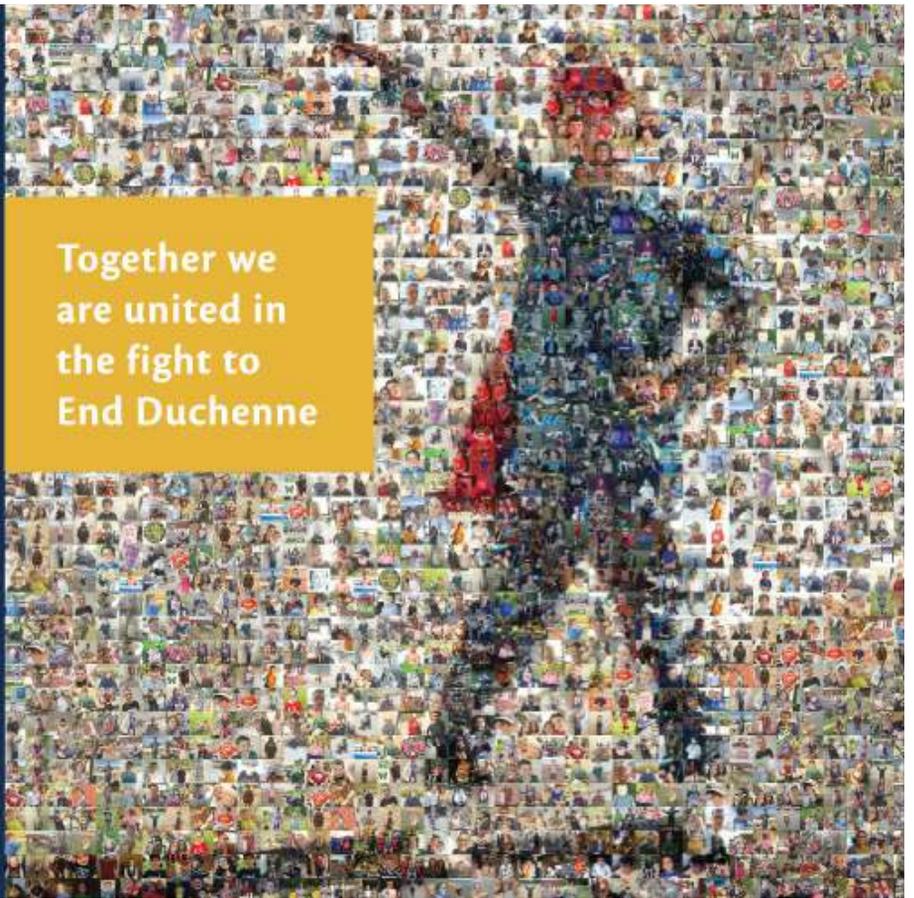
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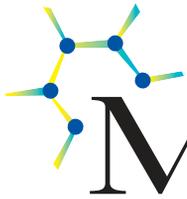
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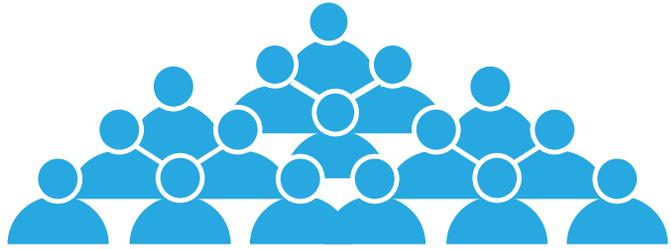


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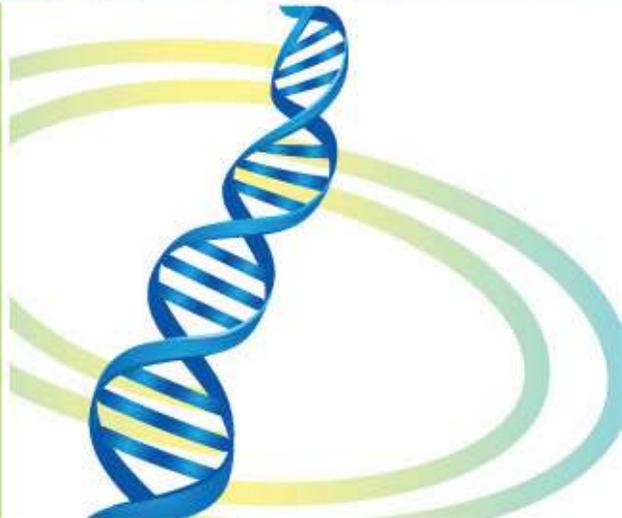
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How Can Massachusetts Maintain Its Position

as the #1 Life Sciences Cluster and State of Possible for the Next 5 Years and Beyond?

We asked our State of Possible speakers and industry leaders for their thoughts on how Massachusetts can sustain its stature as the best place in the world for the life sciences for the next 5 years and for decades to come. Here's what they had to say:

“ To stay at the forefront, Massachusetts' life sciences industries must continue to be the fastest and most successful adopters of new technologies that pour out of the research labs in our region's colleges, universities, academic medical centers and hospitals. New paradigms from cross-disciplinary collaborations have unprecedented promise. From computational approaches, like artificial intelligence and machine learning, that bring new insights to the torrent of new discoveries from biology and beyond to engineering innovations that use biology's new parts list to build new devices, new drugs, new diagnostic tools, and more. To deliver on these new technologies, we must bring more of our incredible human potential to this work. Our life sciences students and faculty now approach male/female parity and include increasing minority participation, providing a treasure trove of talent. Massachusetts has an unprecedented opportunity to draw on our innovations and our innovators to chart the course of the 21st century's life-saving and life-enhancing industry. ”

— Susan Hockfield, PhD, President Emerita, Massachusetts Institute of Technology (MIT)

“ For Massachusetts to maintain its stature as the best place in the world for the life sciences for years to come, we must invest in the development of a rich synthetic biology ecosystem that builds new biotech, medtech and bio-economy growth engines for the state, spur the creation of mini-clusters outside of the Cambridge/Boston core, and expand the pool of talent that can participate in, and drive the growth of the ecosystem, so it will become the most diverse ecosystem. ”

— Mathias Cousin, Managing Director, Life Sciences Strategy, Deloitte



“ The power of our life science cluster is embodied in the story of my company, which was built upon research from MIT, Harvard and Mass Eye and Ear. We are privileged to work in a community that is so interconnected, where remarkable talent converges to develop new medicines for unmet clinical needs. Every day we witness new innovations that further demonstrate why Massachusetts is unmatched anywhere in the world. And it has impacted me directly. Velcade is a therapy created in Kendall Square and is the treatment that saved me in my battle with multiple myeloma.



“At the end of the day, Kendall Square and the entire Massachusetts life science community saves patients’ lives. Having recently completed my two-year term as the Chairman of Mass Bio, I have also seen how Massachusetts benefits from having an informed and forward-thinking legislature and governor, and fellow executives willing to coalesce around issues critical to our industry. Massachusetts will continue to thrive by having all elements of our cluster working hand in hand in the pursuit of breakthrough medicines that will truly benefit individuals and society. This is how we will remain the State of Possible.”

— **David L. Lucchino**, President and CEO, Frequency Therapeutics, Immediate Past Chair, MassBio Board of Directors

“ Global life science companies recognize the skilled talent pool and commitment to sustainable innovation in Massachusetts—and they are drawn to these assets. In the coming years, we can build on this trend through the efforts of individual cities with new or expanding biotech hubs. We are seeing life science companies forming regional clusters, networking across industrial sectors, and collaborating with local hospitals, schools, and R&D facilities—all of which leads to long-term growth. As a top biotech destination within the Commonwealth, the City of Marlborough has become a prime example of local life science growth with a state-wide impact. This result is the culmination of distinctions from state organizations like MassBio, a favorable business landscape for companies of all industries, and access to human capital, major highway systems, as well as major research facilities that support various biotech clusters. By drawing upon the value of regional industry hubs and increasing local resources, Massachusetts will continue to be the leader in life sciences.”

— **Meredith Harris**, Executive Director, Marlborough Economic Development Corporation (MEDC)

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