



MEDICON VALLEY ALLIANCE STRATEGY

2025 - 2028

CROSS-BORDER COLLABORATION COMPETITIVENESS

Medicon Valley Alliance



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Preface

Change is a constant – especially in the life sciences. Fortunately, there is a lot of positive change, driven by groundbreaking innovations in medicines, medical devices and treatments fueled by new game-changing technologies ever more so in the future. As a result, we are saving and improving the lives of more patients, which combined with the growth of investment and jobs are benefitting our societies more than ever. In Sweden and Denmark we are fortunate to have strong life science academic institutions, world-class hospitals and a strong private life science sector. Combined with two new national life science strategies in Sweden and Denmark, our sector is expanding in scale and impact, gaining increasing attention from policymakers and society. These are exciting times.

However, both our healthcare system and industry are also facing growing challenges due to demographic changes, geopolitical shifts, increasing healthcare costs, regulatory complexities and climate change concerns. The recent Draghi Report on “The Future of European Competitiveness” from the European Commission, followed by “The Competitiveness Compass” roadmap, has underscored the urgent need for stronger European col-

laboration and for Europe to regain its competitive edge in particular by closing the innovation gap and unleashing the potential of innovation hubs like Medicon Valley in terms of size, appeal and global impact.

At Medicon Valley Alliance we are committed to playing our part.

Rooted in our Medicon Valley life science region, we remain a Swedish-Danish cross-border, triple-helix and member-driven organization dedicated to strengthening our life science ecosystem. While our core mission remains unchanged, this strategy will revisit, refine and introduce new initiatives and services based on member inputs and the evolving landscape shaping our industry.

Our core focus will be on our **Cross-border** foundation, our triple-helix **Collaboration** and enhancing **Competitiveness** – not only for our members and region but also for Denmark, Sweden and Europe as a whole.

Niels Abel Bonde
Chairman

Anette Steenberg
CEO



Executive Summary

This strategy outlines the purpose and strategic priorities of Medicon Valley Alliance (MVA) for the years 2025-2028.

MVA is committed to positioning Medicon Valley as Europe's leading life science hub by strengthening cross-border collaboration, fostering triple-helix partnerships and enhancing the competitiveness of Medicon Valley. This strategy also aligns with Danish and Swedish national life science ambitions and supports the EU Commission's mission to strengthen and scale European competitiveness and work towards closing the innovation gap, ensuring Medicon Valley remains at the forefront of global life science innovation.

For our members, this strategy translates into greater access to a meeting and marketplace for new partnerships, clients, funding opportunities and cutting-edge insights and knowledge sharing, helping them navigate a rapidly evolving industry and stay ahead in a competitive global market.

Our **Cross-border mindset** creates a stronger critical mass and deeper integration between Sweden and Denmark, enabling joint projects, partnerships and events that benefit our members by expanding their networks and increasing collaboration opportunities within a unified and globally competitive life science ecosystem.

Through **triple-helix Collaboration**, MVA strengthens ties between academia, industry and healthcare, advancing research and innovation in key areas such as Oncology, Microbiome and Advanced Therapy Medicinal Products (ATMP). This ensures long-term, sustainable collaboration that directly benefits members by fostering breakthrough innovations and expanding commercial opportunities.

To **enhance Competitiveness**, we will advocate to position Medicon Valley as a world-class life science cluster, support the development of Centers of Excellence and promote the region's strengths to investors, policymakers and talent worldwide, ensuring our members gain greater visibility, influence and access to key stakeholders.

As the only cross-border life science cluster organization in Sweden and Denmark, MVA plays a unique role in driving knowledge sharing, collaboration and innovation. By continuously refining our initiatives and adapting to industry needs, we ensure that Medicon Valley remains a magnet for life science advancements, economic growth and improved healthcare outcomes, delivering tangible value to our members and strengthening the region's attractiveness for investors and talent.



Medicon Valley Alliance

Overview and Purpose

MVA is a non-profit, member-driven organization founded in 1997 to support the building of a strong life science ecosystem in Medicon Valley, that already was slowly arising in the cross-border region between eastern Denmark and southern Sweden in the early '90s. The founders were a coalition of universities, hospitals and life science companies – a constellation of triple-helix entities that also continue to form its core membership today.

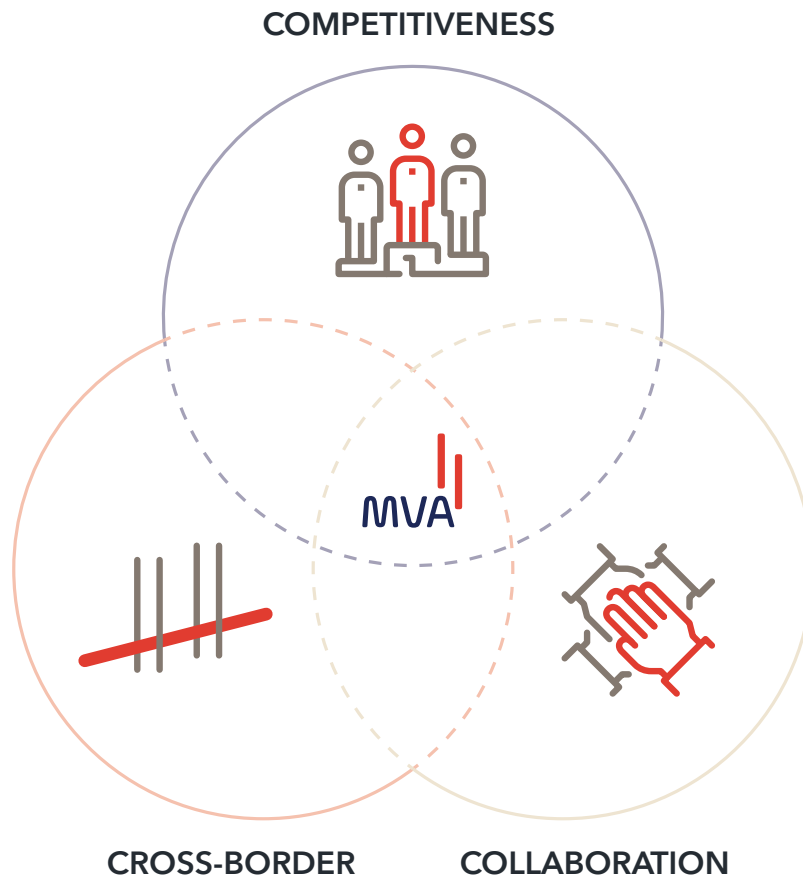
MVA's purpose is to ***"strengthen, position and represent Medicon Valley as the leading, most competitive, innovative and vibrant life science hub in the EU"***. In doing so, MVA also actively supports the Swedish and Danish national life science strategies and fosters cross-border collaboration, extending its reach ad hoc to other Nordic and European stakeholders where relevant. While committed to Medicon Valley's continued success, MVA is equally dedicated to supporting the

future of not just a competitive Danish and Swedish but a competitive Nordic life science hub.

The majority of our members are based in the region or rest of Sweden (~40%) and Denmark (~40%), with a growing share (~20%) from the rest of Europe. These companies join to explore the ecosystem, often with the potential goal of establishing a presence in Medicon Valley. Through this, MVA actively supports the attraction of foreign direct investment to Denmark and Sweden.

Unlike many similar organizations, MVA operates without national funding from Sweden or Denmark, relying solely on member contributions and project-based revenue. This independence gives MVA an advantage of being highly agile with regard to adjusting and shifting direction, if new opportunities or challenges arise and it supports our members' needs and interests.





Fundamental Strategic Pillars

MVA's work is guided by three fundamental strategic pillars:

- **CROSS-BORDER Mindset** - Strengthening strongholds, synergies and partnerships within the life science ecosystem anchored in the Danish-Swedish Medicon Valley region, but also embracing the entire Swedish and Danish life science sectors and when relevant beyond creating a more significant critical mass and impact.
- **Triple-Helix COLLABORATION** - Connecting academia, hospitals and the private life science sector to drive synergy-based knowledge sharing and partnerships in research and innovation, fostering stronger, long-term and more sustainable relationships and results.
- **Enhancing COMPETITIVENESS** - Positioning Medicon Valley as a top-tier life science hub on the global stage by enabling, strengthening and promoting strongholds, thus attracting investors and talent to this world-class life science hub and ecosystem.

These pillars shape our efforts to enhance research and innovation capacity, create value for members and secure Medicon Valley's position as a leading life science hub in the EU.



Impact and Value for Members and Ecosystem

MVA represents a diverse life science community of 300+ members, including universities, hospitals, life science companies (biotech, pharma, medtech, CROs, CD-MOs), incubators, life science parks, regional governments, municipalities and service providers.

As the only cluster organization with a dedicated cross-border focus, MVA plays a unique and central role in nurturing collaboration between Sweden and Denmark, attracting foreign investment and top talent and ensuring Medicon Valley remains one of EU's most competitive life science ecosystems.

What sets MVA apart from other cluster organizations, is its cross-border, triple-helix approach, combined with a strong focus on R&D and members. MVA identifies and enables emerging strongholds and continues to strengthen existing strongholds, ensuring that Medicon Valley remains competitive and a leading European life science hub.

The impact and value for members are anchored in three key strategic areas:

1. Events

MVA initiates and facilitates high-impact networking and cutting-edge knowledge-sharing through professionally managed flagship events, conferences, seminars, thematic networks, partner events and commercial initiatives, all deeply embedded in the life science ecosystem.

These events offer a meeting and marketplace for connecting with new clients, partners, talent and/or investors. Moreover, they offer competence development opportunities for members' employees for them to be at the forefront of new scientific insights, regulatory affairs, legislation, etc. and give the employees the opportunity to build a professional network - all for the benefit of their personal and professional development.

All our events are held in English. This makes it easy for all to engage and offers a quick and smooth way into the ecosystem in Medicon Valley for already residents, newcomers to our region and for companies, talent and investors still exploring the region.



2. Projects

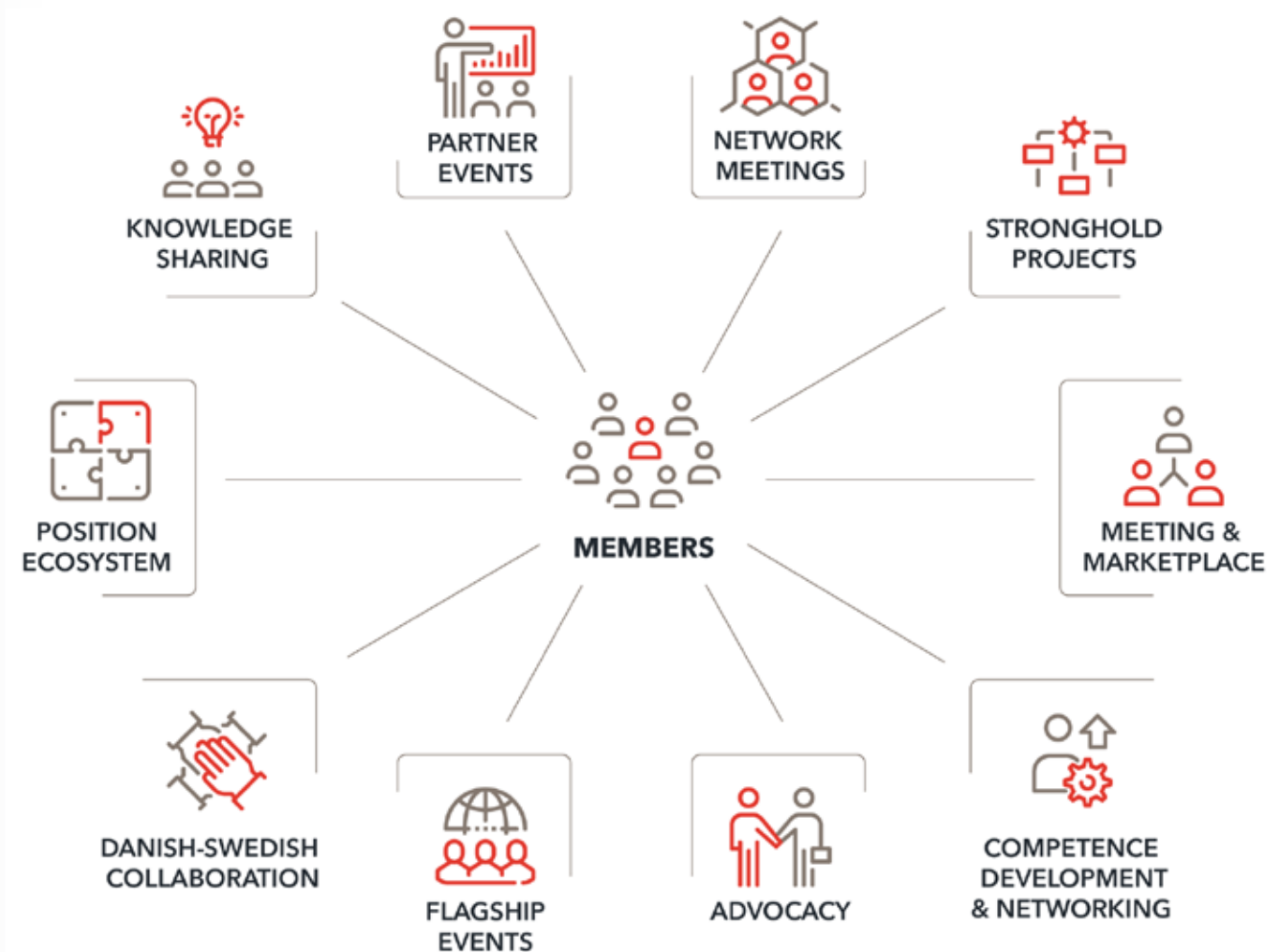
MVA enables cross-border collaborations and partnerships through strategic projects and initiatives. MVA focuses on strengthening the existing areas while also unleashing the potential strongholds in these projects, which are always founded on triple-helix collaboration.

3. Promotion and Advocacy

MVA advocates the value and impact of Medicon Valley's ecosystem, contributions, success stories and regional significance not just for the region, but for Denmark, Sweden (and the EU) - through media outreach, social media, conferences and engagement on national and international platforms.

Through this, MVA delivers tangible value and drives innovation, promoting our members and the entire ecosystem increasing Medicon Valley's competitiveness.

While committed to Medicon Valley's continued success, MVA is equally dedicated to supporting the future of competitive Swedish and Danish life science nations, but also the future of a potential broader Nordic life science hub. Always advocating for cross-border collaboration creating a stronger critical mass, maximizing scientific synergies and making sure our region remains competitive and attractive for investors, top talent and scientific breakthroughs.





Strategic Vision 2028

In the light of the Draghi report on the “*Future for EU’s Competitiveness*” and its call for unleashing the potential of innovation hubs like Medicon Valley, MVA will do our part in **Strengthening Medicon Valley as Europe’s Leading Cross-Border Life Science Hub** by fostering cross-border collaboration, world-class R&D, innovation and strong public-private partnerships.

Building on MVA’s cross-border identity and triple-helix collaborations, we will work towards making Medicon Valley Europe’s most competitive cross-border life science ecosystem by:

- Setting a benchmark for industry-academia-hospital collaboration by fostering impactful partnerships that accelerate innovation in our healthcare systems for the benefit of patients and economic growth.
- Strengthening and expanding key strongholds such as infertility, oncology, microbiome and cardiometabolic diseases,

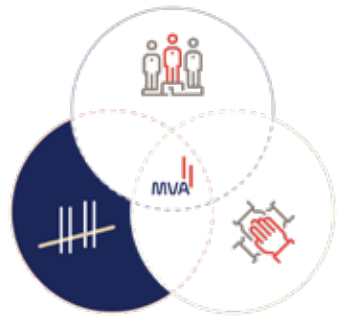
while supporting emerging areas like women’s health and ATMP.

- Advocating for greater alignment between Sweden and Denmark’s life science strategies, ensuring a stronger joint voice in shaping an EU-wide life science strategy.
- Enhancing Medicon Valley’s attractiveness to global investors, top-tier talent and leading researchers, reinforcing the region as a hub for life science innovation and business growth.
- Advancing sustainability and ESG-driven innovation, European solutions and contributing to a greener, more resilient healthcare sector.

By 2028, MVA will be recognised for playing a key role in strengthening the Medicon Valley region as well as the entire Swedish and Danish life science ecosystem while paving the way for greater Nordic collaboration and unity – all for the benefit of patients, our members and both nations.



Strategic Priorities 2025 - 2028



I. CROSS-BORDER Mindset

Being the only cross-border cluster organization that Sweden or Denmark has, MVA is dedicated to foster a strong cross-border identity and integration between the Danish and Swedish life science ecosystems in Medicon Valley. MVA believes that synergies will accelerate within our life science strongholds, when we work cross-border, for the benefit of our members and countries.

We have our focus anchored in Medicon Valley, but our efforts support both the entire Swedish and Danish life science ecosystems. Moreover, we embrace like-minded peers in other Nordic countries and in northern Europe.

Initiatives:

1. Develop new joint strategic projects targeting stronghold life sciences areas, that leverage resources and expertise from both countries.
2. Strengthen present and initiate new fora and events that facilitate interaction, knowledge sharing and partnerships between our Danish and Swedish members and stakeholders.
3. Ensure member engagement, continuing to strengthen existing initiatives and events, whilst developing new ones based on member requests and diminishing activities in declining demand.
4. Enhance visibility of Medicon Valley as the leading life science region in both Sweden and Denmark and as a leading cross-border life science region in the EU towards both regional, national and international stakeholders in social media and international conferences.



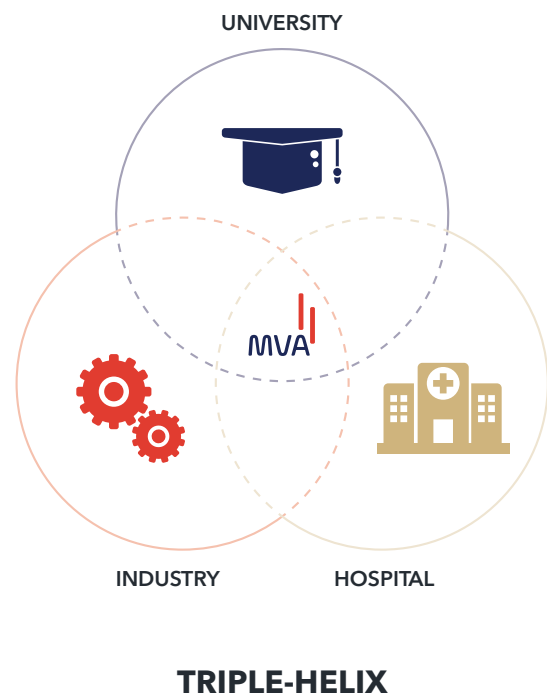


II. Triple-helix COLLABORATION

MVA initiates and promotes collaboration across borders and across academia, hospitals and investors to drive innovation and success in the life sciences field. From experience we know, that triple-helix collaboration creates stronger and long-term more sustainable solutions and partnerships.

Initiatives:

1. Develop present and launch future collaborative triple-helix research and innovation projects, partnerships or initiatives, that synergize expertise and resources from various stakeholders.
2. Facilitate networking events and workshops, that foster a knowledge sharing environment and encourage cross-border collaboration among life science companies, hospitals and research institutions.
3. Continue to evaluate, thus strengthen (or diminish) our existing networks by engaging members in strong network symposia within Oncology, Microbiome, Medtech, Women's Health and R&D. Explore new networks based on member requests and committed engagement.
4. Encourage collaboration between areas of synergy in the Swedish and Danish life science strategies amongst other areas of common interest like the ATMP field, clinical trials, talent retention and attraction, etc.





III. Enhancing COMPETITIVENESS



MVA's purpose is to strengthen Medicon Valley's position as a top-tier life science hub in the EU by focusing on our cross-border, triple-helix uniqueness and key strongholds.

Medicon Valley is highlighted in the EU Commission's "Draghi report" on "The Future of European Competitiveness" as one of Europe's "Life Science innovation hubs uniting industry, academia and investors" together with, among others, the tri-national BioValley in France, Germany and Switzerland. However, in comparison with the major US life science innovation hubs, we "have not yet reached the critical mass to rival the size, appeal and global impact, partly due to EU's fragmented approach. Typically, Member States' national interests lead to support for local champions resulting in a dispersed landscape, rather than focusing on developing a few dedicated, targeted hubs."

To accomplish this, MVA will continue to highlight the insights from the Draghi report. We aim to promote Medicon Valley's critical strengths and position the region as both Denmark's and Sweden's leading life science region and making it the leading in the EU, thus helping to unleash the potential of a leading European innovation hub.

Initiatives:

1. Continue to strengthen present and enable new "Centers of Excellence" in high-potential areas such as the fight against infertility, Microbiome, Cardiometabolic diseases, Women's Health and ATMP.
2. Focus on how MVA can make a more significant impact and clear direction regarding the ESG goals and measures.
3. Advocate alignment of similar ambitions and initiatives in the national Swedish and Danish life science strategies to maximize regional and European impacts and competitiveness.
4. Advocate the insights from the Draghi report and enhance Medicon Valley's critical strengths and potential towards politicians (regional, national and European).
5. Promote Medicon Valley's uniqueness and strongholds towards investors and talent in the media, social media by speaking and participating in international conferences.



Conclusion

With Medicon Valley Alliance's unique constellation of strengthening, promoting and representing Sweden and Denmark's leading life science region, Medicon Valley and one of the leading ones in the EU, combined with our fundamental triple-helix collaboration within research, development and innovation, MVA has a strong foundation. However, we will relentlessly strive to continuously enhance our competitiveness and add to the attractiveness of our life science region with strong life science academia, world-class hospitals, top-tier investors and sought after talent. All for the benefit of our members and our two life science nations.

Our fundamentals will not be altered in this future strategy, but we will continue to improve and expand on our services and

initiatives offered to our members. These initiatives will be rooted in input from our members combined with the rising need for increased competitiveness in Europe within R&D and innovation.

With commitment to **Cross-border** initiatives, robust **Collaboration** and enhanced **Competitiveness**, the MVA Strategy 2025-2028 aims to solidify Medicon Valley as a leader in the European life sciences landscape, driving impactful innovations and addressing societal health challenges. All working towards achieving a "critical mass to rival the size, appeal and global impact of major US hubs" as recommended in the European Commission's report on "The Future of European Competitiveness". The Competitive Compass is set for Medicon Valley.



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