Embracing geopolitical change



Key to a successful R&D portfolio strategy

- Balancing the value and volume parts of the business
- Focus on consistent therapeutic areas (TAs) and few classes of high value products
- Activity in some areas of R&D serving the smaller markets particularly rare diseases remains important

Value in the eyes of patients and payers is expected to increasingly drive pricing

Understanding the need for a good value proposition is vital

Value-based contracts are contingent upon proving better patient outcomes over peer products to receive reimbursement

Medtech companies are also in the early stages of value-based contracting

Regulatory impacts expected

- Stem cell therapies in regenerative medicine
- Precert pilot for software developers
- Digital innovation
- 21st Century Cures

□ IDMP

⊖ GDPR

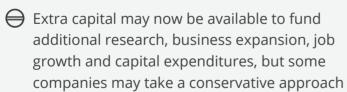


New geopolitical climate

Tax reforms worldwide are expected to create incentives and disincentives for the life sciences sector and impact future investments

US

Passed a major overhaul of its tax law at the end of 2017, and most provisions are already in effect for 2018



Expected to continue to advocate for policy changes to reduce drug prices

Medtech is expected to continue to battle excise tax

⊕ Brexit

 Uncertain whether or how the UK's relationship with the European Medicines Agency (EMA) will change

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