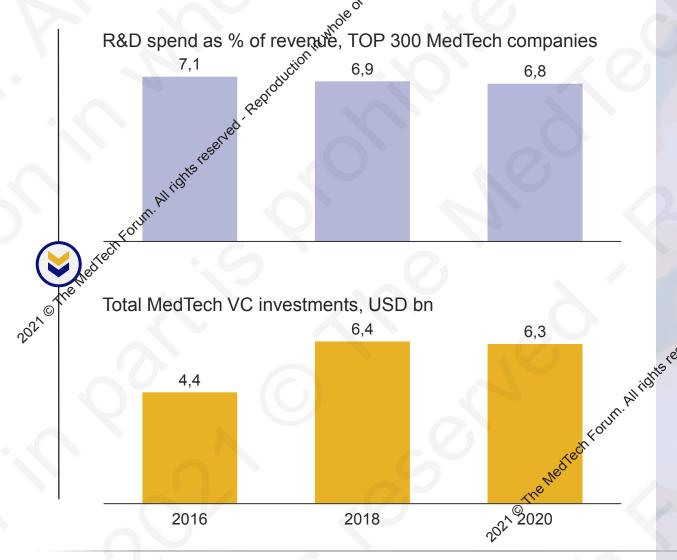


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Innovation sources are changing from corporate R&D to novel innovation drivers



While R&D budgets are stagnating we are observing an increasing focus on novel innovation edrivers (e.g. start-ups)

Source: Statista 2021 (R&D budgets) and Evaluate 2021 (M&A and VC investments)

This shift is driven by continuous cost pressure paired with increasing patient influence and market complexity

pressure

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Reducing costs without sacrificing outcome requires highly efficient medical and workflow solutions

Patient influence

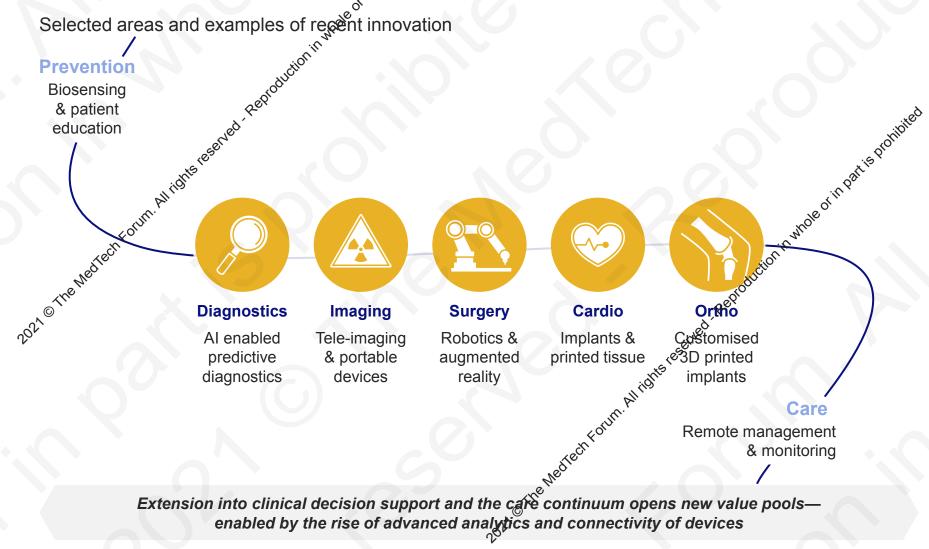
Increasing transparency of the care pathway raises patient involvement and need for solutions that address the patient journey holistically

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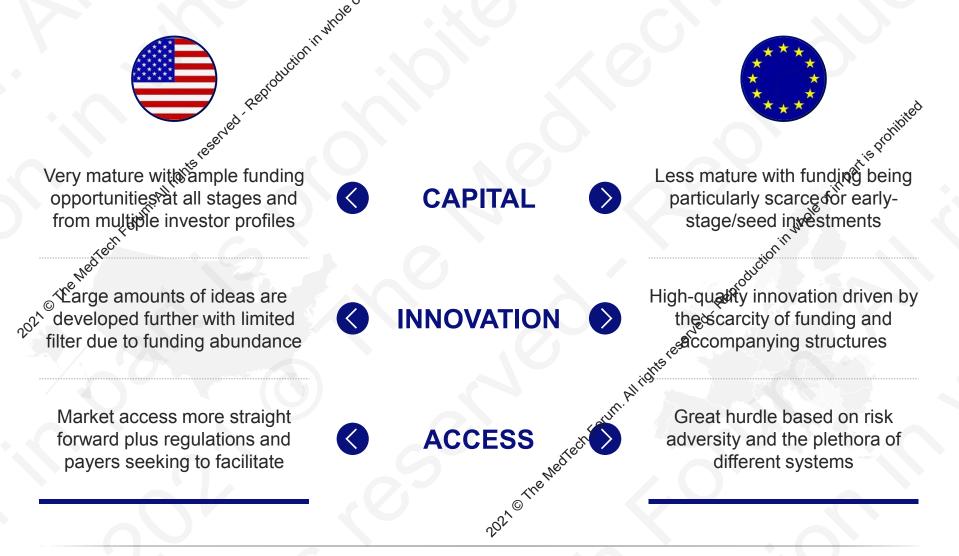
Market dynamics competitors and markets demands for distinct value prepositions and tailored commercial strategies

Leading to an increasing complexity that is beyond the capabilities of traditional corporate R&D units

Innovation in MedTech is predominantly focusing on next-gen digital solutions spanning the entire patient journey



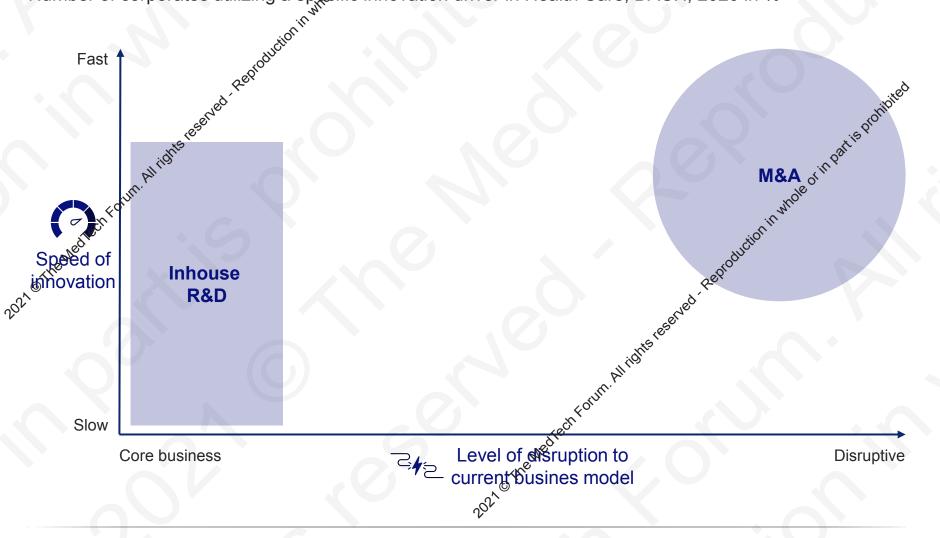
But we are observing significant differences in how these changes are addressed in the US compared to the EU



Source: MedTech Europe – Innovation in Medical Technology (Reflection Paper), October 2020

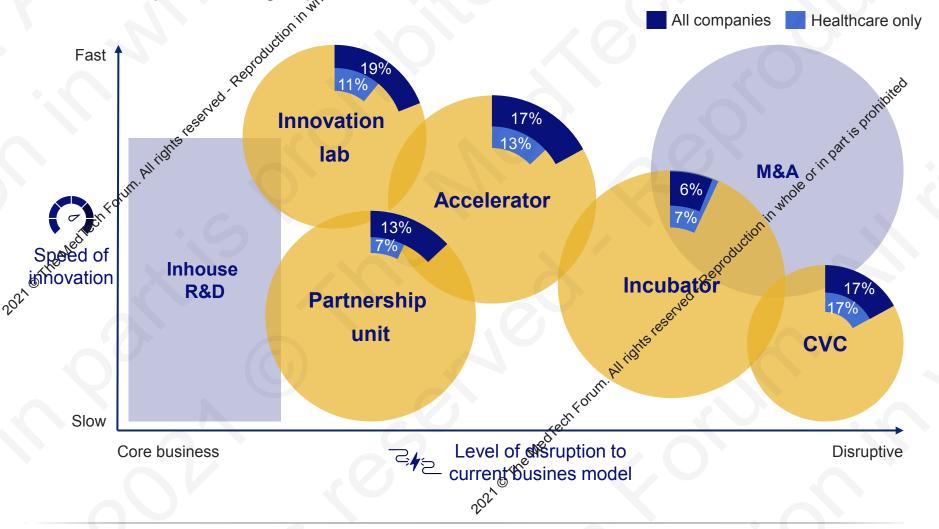
A range of novel innovation drivers are utilized in Healthcare – penetration is low compared to overall average for most drivers

Number of corporates utilizing a specific innovation driver in Health Care, DACH, 2020 in %



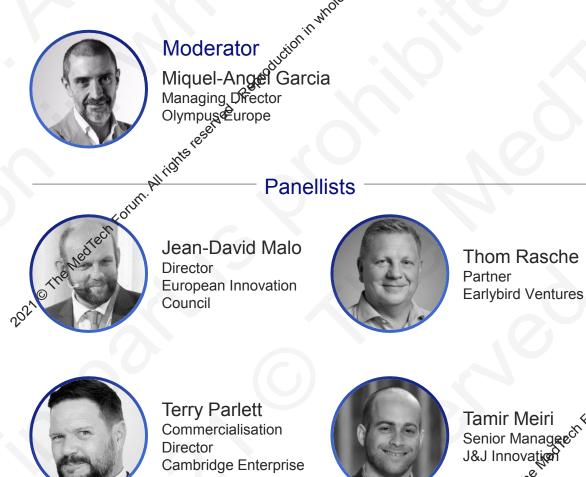
A range of novel innovation drivers are utilized in Healthcare – penetration is low compared to overall average for most drivers

Number of companies utilizing a specific innovation driver, DACH, 2020 in %



Source: BCG Innovation report 2020

Together with our panel of seasoned experts we will discuss what is needed to succeed in this changing environment



What is the optimal strategy to fully leverage the potential of novel × 2 × >0 innovation drivers?«

Which are the areas of innovation to focus on in order to meet the customer demand?



Senior Managee J&J Innovation

How can we foster collaborations between novel & traditional innovators going forward?



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