

2020–2030 Strategy

Bringing Discoveries to Lives

LUNDBECKFONDEN



Great ambitions towards 2030

Developing the Danish business sector and improving brain health are at the heart of the Lundbeck Foundation. Our value creation and activities are many and varied: we own and invest in healthcare businesses and spend the returns on funding biomedical sciences research, in particular within neuroscience. The ‘Bringing Discoveries to Lives’ strategy has been developed with our purpose and statutes as a strong basis and outlines how the Lundbeck Foundation will add value towards 2030.

Two decades of growth

Building on the results and efforts of the past, the 2030 strategy – ‘Bringing Discoveries to Lives’ – will enable the Lundbeck Foundation to make a greater impact on society through its high ambitions and clear goals.

Selected parameters	2010	2020	2030
Net wealth	DKK 26 bn	DKK 65 bn	DKK +130 bn
Annual grants	DKK 384 m	DKK 666 m*	DKK +1,000 m
% of annual grants to brain/neuroscience	54%	~62%	>90%
Number of long-term ownerships	2	3	5-8 within healthcare
Governance model	Arm's length principle	Active ownership	Engaged owner with long-term perspective
Role in society	Quiet existence	Growing voice with focus on transparency	Active voice and contributor on strategic agendas
International scope	Limited	International biotech investor	International biotech investor with strong focus on Danish biotech
The Brain Prize	Leading brain research prize in Europe	The world's largest brain research prize	Global prize reaching all continents and relevant scientific institutions

*Fixed grants DKK 500m

From purpose to impact



At the Lundbeck Foundation, we strive to improve lives by investing responsibly, with a long-term perspective in health-care companies and public research and a special focus on neuroscience.

Over the years, we have grown to become one of Denmark's largest commercial foundations, a position that gives us unique opportunities and significant responsibilities while demanding a high degree of openness and transparency.

With our 2030 strategy, we want to increase our contribution to further strengthening Denmark's position as an important centre for the global health-care industry. This requires a strong business community, excellent research facilities and brilliant scientists who can create innovative solutions that will benefit patients, the public, businesses and society as a whole.

To live up to our strategy's name - 'Bringing Discoveries to Lives' - the very essence of our purpose, over the next ten years we will work hard to:

- double our fixed grants
- deliver new insights and knowledge about the brain and brain disorders
- expand our portfolio of long-term ownerships within healthcare
- extend our international reach
- introduce concrete measures to increase collaboration between research and business and
- drive our agendas responsibly with a clear and active public voice

Over the past decade, the Foundation's wealth and grants grew substantially, the ownership portfolio was expanded, and we gained international standing through the launch of life science venture activities and the establishment of The Brain Prize as one of the world's most prestigious research prizes within neuroscience.

We have no reason not to be ambitious as we set the scene for the journey of the Lundbeck Foundation towards 2030.


Lene Skole, CEO

The value creation of the Lundbeck Foundation in 2030

The 'Bringing Discoveries to Lives' strategy outlines how the Lundbeck Foundation will create value towards 2030. Five value flags mark the route for the strategic journey while building on the Foundation's achievements in the previous decade and articulating new goals and ambitions.

Top-tier neuroscience

We create value when we fund Danish-based research that results in a better understanding of the brain and better prevention, diagnosis and treatment of brain diseases.

Our ambition is that, by 2030, Lundbeck Foundation-funded research will have led to a better understanding of the brain and to groundbreaking new programmes and treatments in clinical trials or on their way to the market.



Close collaboration between research and business

We create value when we invest in research talents, entrepreneurs and innovation in Danish healthcare, and when we strengthen the collaboration between universities, hospitals and companies in Denmark.

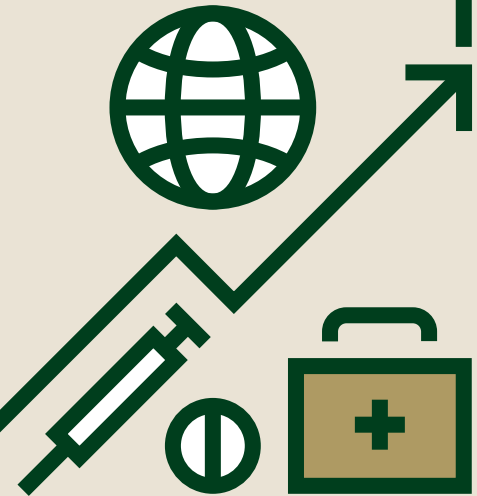
Our ambition is that, by 2030, the Lundbeck Foundation will have contributed to innovative healthcare solutions and/or started new healthcare companies in Denmark.



Leading healthcare companies

We create value when, as a competent and engaged owner, we develop and grow healthcare companies to become international market leaders within their categories.

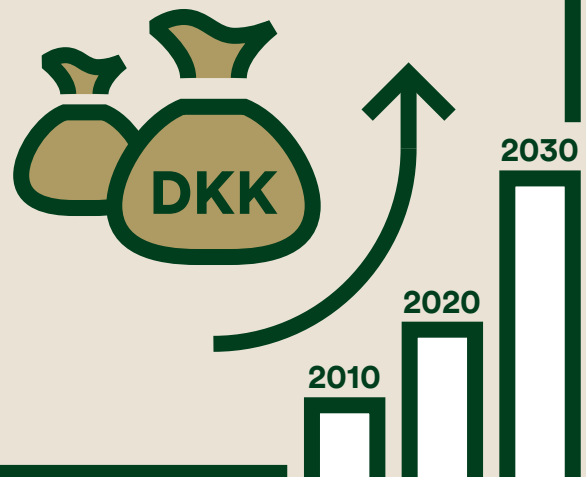
Our ambition is that, by 2030, we will be a long-term and significant owner of a portfolio of 5-8 small or large healthcare companies, preferably in Denmark, that are international market leaders or on their way to becoming leaders.



Attractive financial returns

We create value when our return on investment enables us to increase our grants to society and secures our long-term economic robustness and growth.

Our ambition for 2030 is for our investment activities to deliver a competitive return equal to or better than that of relevant peers, and that we at least double our annual fixed grants and our assets.



Active public voice

We create value when we develop and internationalise Danish healthcare research and business culture and when we improve society's understanding of the brain and its diseases.

Our ambition for 2030 is that the Foundation has increased the public understanding of the importance of brain health, improved the conditions for research in Denmark and further developed the role of commercial foundations.



Delivering on the five value flags

A set of strategic priorities – reflecting the development and ongoing changes in society – will enable us to reach the ambitions expressed in the five value flags. Some of the key initiatives and signature projects already set in motion will serve as a launch pad for our journey towards 2030.



From labs to lives through entrepreneurship and investments

Bringing discoveries to people and patients lies at the heart of what we do. We unleash the potential of exceptional ideas and talented researchers by supporting the commercial journey from labs to lives, from start-up to exit – or to inclusion in the Lundbeck Foundation portfolio of long-term ownerships within healthcare.

Denmark as a world-leading neuroscience nation

Brain disorders pose a growing burden on patients, relatives, and society. This is why we want Denmark to become one of the world's leading brain research nations. Funding the first national master's degree programme in neuroscience is an important initiative to create compelling conditions that will attract new talents to this field.

Tribute to the world's best brain researchers

The Brain Prize is a tribute to some of the world's greatest scientists who have devoted their entire career to solving the mysteries of the brain. The prize winners stand out as role models for younger generations of talented researchers and play an important role as ambassadors for the importance of neuroscience. The Brain Prize is the beacon of the Foundation's devotion to the brain.





Engaged ownership of innovative healthcare companies

For commercial foundations, the long-term ownership of Danish companies is a cornerstone. For the Lundbeck Foundation, the ownership of healthcare companies is key to our success and the prerequisite for the wealth and impact we create. We are an engaged owner, deeply rooted in healthcare, and our ambition is to develop our companies into international leaders. The companies share more than having the Foundation as a significant owner; they all contribute to improving patients' lives by offering innovative solutions. The returns from these ownerships are funnelled back into society as investments in public research that will benefit everyone.

Strategic research projects across borders

IPSYCH is a world-class research project involving around 200 leading researchers within the fields of psychiatry and genetics. Across borders and top-tier research institutions, the scientists collaborate to uncover the genetic and environmental causes of mental disorders. With more than 700 publications and 17,000 citations, this initiative continues to strengthen the international position of Danish psychiatry.

Data-driven insights and policy asks

We will use our voice in society to develop and challenge norms, practice and assumptions of academic research institutions, the business sector and decision-makers. We bring relevant insights and policy asks to the table based on thorough research and data, and we invest in generating new knowledge. This is how we know today that one in five Danes suffers from a brain disorder and that these brain disorders pose enormous costs on society.

We create powerful ripple effects that bring discoveries to lives through investing actively in business and science at the frontiers of their fields

At the Lundbeck Foundation, we create value through **the ripple effects** that our activities set in motion, generating results and breakthroughs that benefit society.

Powerful ripples meet up, connect and influence each other; they create synergies leading to new discoveries. We create ripple effects as a way of enhancing and extending our reach and impact in the world.

The ripple effects will foster **discoveries** – new science, new knowledge, new ways of doing business, new ways of thinking. Discoveries reach across borders, technologies, universities, companies and research requiring us to have a global outlook and an open mind. We must bring these discoveries to lives, not just to life in the classic sense, but to people's **lives** – where they can make these lives better.

Investment is at the core of what we do as a foundation. We **invest actively** in innovative people, profitable companies, science, projects, and ideas with the aim of creating environments that will lead to extraordinary results. We take a proactive approach to demonstrate our involvement. We build on our insights and network and take pride in challenging the environments we invest in.

We want the **businesses and science** we invest in to constantly push boundaries in their efforts to discover the solutions of tomorrow. They are driven by the aspiration to be **leaders in their fields**, looking for new ideas and approaches, exploring new technologies and opportunities.