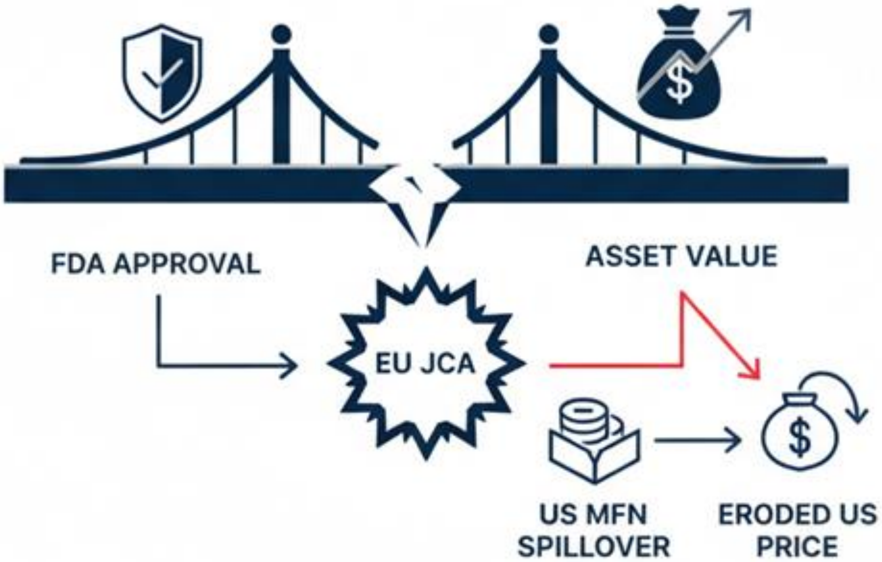
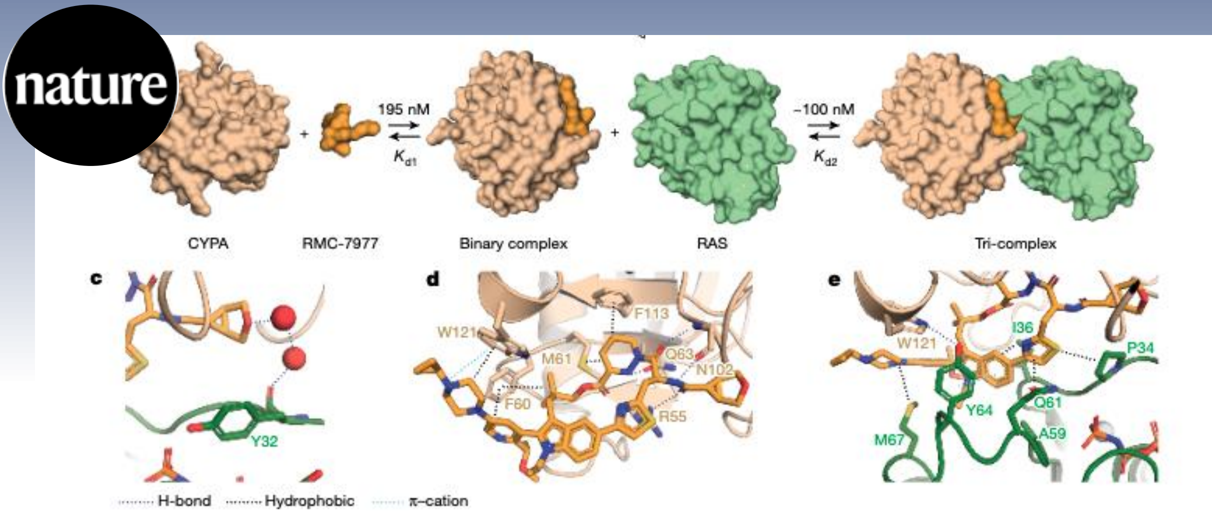
SUR

VALUATION GAP

In the New JCA / MFN Reality



Breakthrough Science ≠ Commercial Victory



- Scientific masterpieces like the RAS(ON) tri-complex deserve blockbuster valuations
- But FDA approval is now the baseline, not the finish line
- Is your Nature-level discovery currently "commercially stranded"?

Image from Holderfield, M., Lee, B.J., Jiang, J. *et al.* Concurrent inhibition of oncogenic and wild-type RAS-GTP for cancer therapy. *Nature* **629**, 919–926 (2024)., **https://rdcu.be/e223a**

SUR

US biotech focus: FDA or JCA?

- Biotechs design for the "FDA Average." JCA demands 27 national treatment inputs (PICOs)
- If your trial doesn't "shadow" these local requirements, you face an un-bridgeable Evidence Gap
- Acquirers won't pay for assets they can't launch in Europe

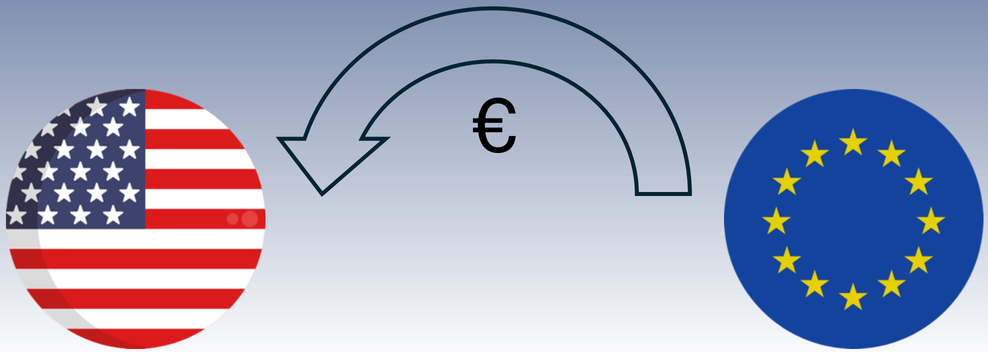
SUR

Evidence is the New Price Anchor

- Oncology assets now face a **40% rNPV haircut** due to sub-optimal evidence packages.
- On a blockbuster asset, that Evidence Gap is worth **$500M+ in Enterprise Value**.

SUR

The MFN Spillover: Why Europe Dictates US Prices



- The 2025 MFN Executive Order benchmarks US prices against an international basket (DE, FR, CH, etc.)
- Low EU prices—caused by poor JCA evidence—now erode your US price floor
- Protect your global revenue by winning the Evidence Strategy in Europe