

From: Phil Baran <pbaran@scripps.edu>
Sent: Friday, February 2, 2024 10:56 AM
To: Edwards, Jeremy
Subject: Fwd: HAB follow up to 10/16/23 meeting

*** EXTERNAL EMAIL - Please use Caution. ***

Exhibit #

2039

02/20/24 JD

Begin forwarded message:

From: <david.butler@hongene.com>
Subject: RE: HAB follow up to 10/16/23 meeting
Date: November 6, 2023 at 9:07:51 PM GMT-3
To: "John Maraganore" <john@maraganore.com>, "Masad J. Damha, Dr." <masad.damha@mcgill.ca>
Cc: "Phil Baran" <pbaran@scripps.edu>, "Wei Jiang" <wjiang@hongene.com>

Thanks everyone for the encouraging feedback!
Dave

From: John Maraganore <john@maraganore.com>
Sent: Monday, November 6, 2023 6:45 PM
To: Masad J. Damha, Dr. <masad.damha@mcgill.ca>
Cc: Phil Baran <pbaran@scripps.edu>; david.butler@hongene.com; Wei Jiang <wjiang@hongene.com>
Subject: Re: HAB follow up to 10/16/23 meeting

Agree with all! The time is definitely NOW!

John Maraganore, Ph.D.
Founding CEO, Alnylam Pharmaceuticals
CEO, JMM Innovations, LLC
Twitter: @jmaraganore
Linked In: @john maraganore
Personal E-mail: john@maraganore.com

"The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man." - George Bernard Shaw

Sent from my iPhone

On Nov 6, 2023, at 6:06 PM, Masad J. Damha, Dr. <masad.damha@mcgill.ca> wrote:

Fully agree with Phil! The time is right!

Masad J. Damha, Ph.D., F.C.I.C.
Distinguished James McGill Professor of Chemistry
Department of Chemistry
Otto Maass Chemistry Building - Room 413A
McGill University
801 Sherbrooke St. West
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Tel: [\(514\) 398-7552](tel:5143987552)
Fax: [\(514\) 398-3797](tel:5143983797)
Email: masad.damha@mcgill.ca
<http://damha-group.mcgill.ca/index.html>

On Nov 6, 2023, at 5:55 PM, Phil Baran <pbaran@scripps.edu> wrote:

Thanks for the update Dave. Sounds like a big win for Hongene if you can forge a robust collaboration with [REDACTED] team. As we discussed, long-term, its going to be hard to beat [REDACTED] for [REDACTED]

From: david.butler@hongene.com <david.butler@hongene.com>
Date: Monday, November 6, 2023 at 2:24 PM
To: 'John Maraganore' <john@maraganore.com>, 'Masad J. Damha, Dr.' <masad.damha@mcgill.ca>, Phil Baran <pbaran@scripps.edu>
Cc: 'Wei Jiang' <wjiang@hongene.com>
Subject: RE: HAB follow up to 10/16/23 meeting

Dear All,
Apologies for the delay in following up... BD, OTS and a trip to the UK have kept us all busy for the last 3 weeks.
A quick update on [REDACTED] as I had an opportunity to visit [REDACTED] whilst in the UK (summary attached). The short version is that she'd be open to collaborate with Hongene in the following ways:

1. Directly, such as [REDACTED] but we would need to be OK for the work to be published
 1. Could be OK provided we have [REDACTED]
 2. Potential to get us started on projects quite quickly
2. Consulting, including helping us build [REDACTED] [REDACTED] capabilities

As discussed when we met, we will take steps to form a small group including [REDACTED] ([REDACTED]) and previous experience building an [REDACTED] as head of chemistry at [REDACTED] to strategize on what [REDACTED] for Hongene could look like.

Meanwhile we are reviewing a SOW from [REDACTED] for a [REDACTED] to identify [REDACTED] which would be a starting point for [REDACTED]

Appreciate any thoughts. Will follow up soon on other items.
Best regards

Dave

From: david.butler@hongene.com <david.butler@hongene.com>
Sent: Sunday, October 22, 2023 1:00 PM
To: John Maraganore <john@maraganore.com>; 'Masad J. Damha, Dr.' <masad.damha@mcgill.ca>; 'Phil Baran' <pbaran@scripps.edu>
Cc: Wei Jiang <wjiang@hongene.com>
Subject: HAB follow up to 10/16/23 meeting

Dear Advisors,

Thank you all for your active participation in our first HAB meeting last Friday, it was awesome.

The meeting minutes (also pasted these below) and detailed notes are in the word attachment. We'll be following up with internal teams and with you all to address the items that need follow up.

Attached also is the final deck from the meeting.

Thank you Phil for sending the mongersen literature and ideas for new product development (we'll meet to follow up on this).

Please let me know if you have any feedback on the minutes.

Thanks,

Best regards,

Dave

Hongene Advisory Board Meeting

1. *Date: 16 October 2023, 9am-12pm (ET)*
2. *Attendees: Wei Jiang, Dave Butler, Phil Baran, John Maraganore, Masad Damha*

Meeting minutes by topic

[REDACTED]

1. All agreed that this will be important for the business in the future and we should [REDACTED]
[REDACTED] and [REDACTED]
2. Follow up with [REDACTED]
 1. Look into [REDACTED] at [REDACTED] in UK, [REDACTED] and [REDACTED] at [REDACTED] and others to try to identify other top academic collaborators'
3. Continue to pursue projects with [REDACTED] Also connect with [REDACTED]
4. Assemble a small team to strategize on [REDACTED]

Gaps in the market

1. [REDACTED] support for [REDACTED], [REDACTED] and [REDACTED] So far [REDACTED] are the top CRO for supporting these activities. We should continue to look into whether Hongene can [REDACTED].
2. Provision of [REDACTED] such as [REDACTED] to [REDACTED] We can investigate [REDACTED] such as [REDACTED] or [REDACTED] for providing these.
3. Dave will circulate Hongene product flyers'

Manufacturing geopolitics de-risking

1. Risk identified as [REDACTED]
[REDACTED]
2. We need [REDACTED] Could be [REDACTED] but needs to be [REDACTED] Important to follow up on what our strategy should be'

Marketing

1. We will develop [REDACTED] to address the [REDACTED].
2. Follow up with marketing team on strategy for [REDACTED] with [REDACTED] to [REDACTED].

[REDACTED] and [REDACTED]

1. We will pursue potential to sublicense [REDACTED] with [REDACTED] now that they have reached a good point with licensing negotiations with [REDACTED]
2. Continue to evaluate the [REDACTED] and [REDACTED] for this [REDACTED] within the context of [REDACTED] and [REDACTED] market.

[REDACTED] technology ([REDACTED])

3. Quickly engage with [REDACTED] including [REDACTED]
[REDACTED] [REDACTED] [REDACTED], [REDACTED]
4. Begin to engage now with [REDACTED] including [REDACTED]
[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED], [REDACTED] In parallel develop [REDACTED] for [REDACTED].
5. Will review with BD team and reach out to HAB for connections if/when needed'

Follow up meetings with Phil and Masad

1. [REDACTED] of [REDACTED] using other methods including [REDACTED]
2. New product development.

David Butler, Ph.D.
Chief Technology Officer
(617)-981-2796