TERMEER INSTITUTE®

CONNECTIONS EMPOWERING CURES

Leaders at Every Stage. Impact at Every Step.

2026 IMPACT REPORT

Our Mission

The Termeer Institute is a catalyst for innovation that brings life-changing treatments to patients worldwide. We support and empower brilliant life science leaders to advance ground-breaking, patient-centered solutions.

Our Vision

The Termeer Institute is leading the way into a new era in life sciences—one where values- driven leaders are supported, empowered, and connected; scientific discovery knows no borders; and the exchange of ideas and experiences drives better health outcomes, all with the ultimate goal that every patient has a cure.

Our North Star

We carry on the bold legacy of former Genzyme CEO Henri Termeer, who was committed to mentoring emerging leaders. He modeled the power of sharing knowledge and working together to drive groundbreaking treatments for patients.

Our Values

RESPONSIBILITY – If you are capable of making a difference, you are obligated to do so. Every decision we make is driven by an unwavering commitment to improving patient outcomes and to creating meaningful, positive change.

PASSION – We support leaders who pursue creative solutions and push the boundaries of science and medicine. Our passion drives us to embrace every moment as an opportunity to grow and innovate.

INNOVATION – We think big, take calculated risks, solve problems, and learn from failure. By nurturing pioneering ideas and ethical leadership, we strive to reshape the future of science and medicine.

HUMILITY – We approach challenges with a willingness to learn and value the wisdom and experiences of others. We commit to continuous personal and professional growth.

CONNECTIVITY – We celebrate people from all walks of life and ensure that every voice contributes to our shared vision. By fostering meaningful relationships, we build a culture of inclusivity where everyone is respected, valued, and empowered to succeed.

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LETTER FROM THE CHIEF EXECUTIVE OFFICER & CHAIR OF THE BOARD



Dear Friend of the Termeer Institute,

When the people leading the work are equipped to lead with greater self-awareness, stronger connections, and a clear sense of purpose, we move closer to bringing more cures to patients who need them. That conviction has guided us since our founding. In 2026, it continued to guide our organization's growth.

2026 marked a year of growth and expansion for the Termeer Institute, with new leadership programs, strengthened global partnerships, and continued investment in leaders advancing therapies for patients worldwide. We launched Termeer Ascend, our first program for senior-level and executive leaders who translate strategy into execution and build the teams that carry the science forward. We welcomed the Class of 2026 Termeer Fellows — 17 first-time CEOs from across the ecosystem — and saw applications rise in the United States and internationally. We reconvened our inaugural class of Scholars to continue moving their research from the university to patients.

We also went further into the ecosystems, building on progress already underway. In the Netherlands, we partnered with Biotech Booster to deliver leadership development to academic innovators translating discoveries into companies. With Global Genes, we began building programming for the patient advocacy leaders whose work opens the path for rare disease treatments. With MassBio, we continued to support CEOs, founders, and emerging executives across the life science ecosystem through a range of leadership development and community- building initiatives.

> 2026 marked a year of growth and expansion for the Termeer Institute, with new leadership programs, strengthened global partnerships, and continued investment in leaders advancing therapies for patients worldwide.

Of course, growth alone was not our goal. What matters is how that growth opens doors for leaders in our industry. We consistently see leaders develop within a community, whether it's peers who understand the challenges of bringing a drug to market, mentors who have been in the position before, or the network that ties it all together. Leaders connected to the Termeer Institute return to their organizations with new knowledge, understanding, and tools to help their teams drive innovation. Through 2026, leaders who have participated in Termeer programs have raised more than $3.45 billion to advance their groundbreaking treatments to patients.

Looking ahead, our ambition is to extend the reach and impact of the Termeer Institute, supporting more leaders at critical points in their journeys — from academic innovators translating discoveries into ventures, to senior executives preparing for greater responsibility, to first-time CEOs building companies around promising science. As we grow, we will continue investing in what makes this work powerful: values-driven leadership, meaningful connection, and a community committed to helping one another succeed.

Thank you for believing, as we do, that investing in the people who lead the science is essential to bringing more cures to patients. Your partnership, engagement, and belief in this community make our work possible — and we are grateful to have you with us as we carry Henri Termeer's vision forward.

In gratitude,

Catharine Smith
Chief Executive Officer

Geoffrey McDonough, MD
Chair of the Board

2026 Year in Review

Q1

- Co-hosted the 11th Annual Rare Disease Day event with the Broad Institute, focused on neurodegenerative disease research.
- Partnered with Biotech Booster and Oncode Accelerator to deliver leadership development for Dutch academic innovators.
- Convened the MassBio CEO & Founder Link community at the J.P. Morgan Healthcare Conference.
- Returned to the Netherlands for rare disease programming and honored Transatlantic Connections Award recipients.

Q2

- Hosted the Termeer Fellows Summit: CEOs for Cures, bringing biotech leaders together to advance innovation.
- Launched Termeer Ascend, a new leadership development program for emerging biotech executives, with a cohort of 15 senior biotech leaders.
- Convened the Termeer Network at BIO in San Diego for networking and connection.
- Welcomed 17 first-time CEOs into the Class of 2026 Termeer Fellows.
- Expanded global interest in the Fellows program, with U.S. applications up 31% and international applications up 60%.

Q3

- Co-presented Boston Biotech Investor Day with four ecosystem partners, connecting early-stage companies with investors.
- Collaborated with Eli Lilly on an event focused on expanding networks and connections among emerging biotech leaders.
- Convened Fellows and Network members for a discussion on building impactful teams and culture.

Q4

- Partnered with Global Genes to deliver leadership development for patient advocacy leaders.
- Recognized mentors, advisors, partners, and supporters at the 2nd Annual Termeer Appreciation Breakfast.
- Hosted the annual Women's Retreat, fostering leadership, community, and connection.
- Reunited the 2025 Termeer Scholars to support the translation of academic research toward patient therapies.

Investing in the Human Element of Biotech

Scientific innovation alone does not determine whether a promising idea reaches patients. The leaders behind that innovation must navigate uncertainty, build teams, make difficult decisions, secure resources, and remain focused on the patients they ultimately hope to serve.

At the Termeer Institute, we invest in those leaders.





TERMEER SCHOLARS

An immersive, cohort-based program designed to empower academic innovators working to transform their research into ideas that directly impact patients.

TERMEER ASCEND

A leadership development program shaping the future of life sciences—at every stage of the journey. The program is designed to build values-driven leaders across the biotech and life sciences ecosystem. Workshops combine expert-led instruction with real-world insights from experienced biotech leaders.

TERMEER FELLOWS

Designed for first-time CEOs leading early-stage or nonprofit life science organizations, the Termeer Fellows Program combines targeted leadership development, mentorship and access to a trusted network to help leaders navigate the challenges of pioneering breakthrough healthcare solutions.

From Leadership Development to Patient Impact

The Termeer Institute invests in leaders because strong leadership is essential to moving promising science forward. Across the Termeer community, Fellows describe how leadership development, mentorship, and connection strengthen their ability to lead companies, contribute to the broader ecosystem, and ultimately advance innovation toward patients.





SUPPORT & DEVELOP THE LEADER

"The Termeer Fellowship challenged that narrative. It gave me permission to take up space, to be seen, and to trust that my perspective mattered beyond the bench."



Minmin Yen, PhD, MPH
Co-Founder & CEO, PhagePro | 2020 Termeer Fellow

STRONG LEADERSHIP STRENGTHENS THE COMPANY

"Over the past year and as a result of the Termeer Fellowship, my board has recognized my growth as a leader, and we recently submitted our Clinical Trial Application."



Rachel Abbott
CEO, Pan Cancer T | 2025 Termeer Fellow



BUILD THE ECOSYSTEM

"I have stood on the shoulders of biotech giants to help get me to where I am today... Now it's time for me to pay it forward."



Shardule Shah, PhD, MBA
Co-Founder & CEO, Lime Therapeutics | 2024 Termeer Fellow



ADVANCE PATIENT IMPACT

"The best science means nothing if it never reaches a patient."



Natalie Galant, PhD
CEO & Co-Founder, Paradox Immunotherapeutics | 2023 Termeer Fellow



EXPANDING OUR IMPACT

Developing the Next Generation of Biotech Executives

In 2026, the Termeer Institute expanded its reach with the launch of **Termeer Ascend: Leadership in Practice** in partnership with MassBio, supporting senior biotech and life sciences leaders preparing for greater executive responsibility.

Ascend combines practical leadership development, insights from experienced industry leaders, and a trusted peer community. The program strengthens the pipeline of values-driven executives equipped to navigate complexity, build strong teams, and advance innovation toward meaningful patient impact.

The Inaugural 2026 Cohort

Guzide Adhikari
SVP, CMC Operations & Strategy, QurAlis

Rhianna Cohen, MSW
Associate Director, Lab Operations
Tevard Biosciences

Kyle Denton, PhD
Director of Cell Biology
ALS Therapy Development Institute

Shane Hegarty, PhD
CSO & Co-Founder, Axonis Therapeutics

Jaspreet Khurana, PhD
Senior Director, Strand Therapeutics

Varun Kumar
Director, Value & Evidence Strategy
Alnylam Pharmaceuticals

Kiho Lee, PhD
Director, Translational Development
PhagePro

Pallavi Lonkar, PhD
VP, Research & Preclinical Development
PepGen

David Proia, PhD
SVP, Biology & Drug Discovery
Acrivon Therapeutics

Emily Radomile
VP, Program Management & Clinical Operations, Mahzi Therapeutics

Shaila Rahman, PhD
CEO & Founder, Respond Therapeutics

Rachel Roth Flach, MBA
VP, Head of Biology, Valo Health

Jenna Stein, MBA
VP, Strategic Operations, vTv Therapeutics

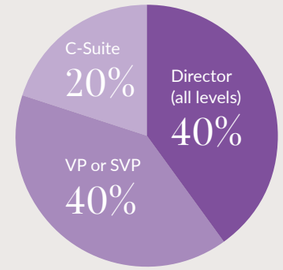
Lauren Trainor, CPA
Senior Director, Finance
Thymmune Therapeutics

Frederic Vigneault, PhD
CSO & Co-Founder, Unravel Biosciences



8
Average team size led

14 years
Average time in industry



Roles in industry

Program Impact

100% of participants…

- Strongly agreed that Termeer Ascend provided resources that will impact their leadership journey
- Stated they would recommend Termeer Ascend to a colleague
- Strongly agreed that the relationships they formed during Termeer Ascend will last well beyond the formal program.
- Stated Termeer Ascend was impactful on their leadership style and capabilities

"As a result of Termeer Ascend, I've learned a strategy for decision-making: proactively creating an environment where people can share their opinions honestly and comfortably, even when our information isn't perfect."

Kiho Lee, PhD
Director, PhagePro | 2026 Ascend Participant





2026

Termeer Fellows

Dr. Michel Abdel Malek
Founder & CEO, Delphyr
Amsterdam, NL
Area of Focus: Artificial intelligence in clinical medicine

Ashley Abel, PhD
Co-Founder & CEO, Metri Bio
Boston, MA
Area of Focus: Endometriosis drug discovery

Jumai Abioye, PhD
Founder & CEO, Itoka
Calgary, CA
Area of Focus: Diagnostics

Arno Bisschop, MD, PhD
CEO, Genewity
Leiden, NL
Area of Focus: Gene therapy

Dr. Frances Lasowski
Co-Founder & CEO
20/20 OptimEyes Technologies
Ontario, CA
Area of Focus: Biomaterials

Steve Linderman, MD, PhD
Founder & CEO, Absco Therapeutics
Boston, MA
Area of Focus: Immunotherapy, intratumoral therapy

Andrew Longenecker, MBA
Founder & CEO, PBD Project
Bethesda, MD
Area of Focus: Non-profit biotech incubator for diseases that involve the peroxisome

Dr. Yue Clare Lou
Co-Founder & CEO, Sift Biosciences
San Carlos, CA
Area of Focus: Microbiology, ml/computational biology, immuno-oncology, autoimmunity

Ángel Lucio, MBA
CEO, Tetraneuron
Madrid, ES
Area of Focus: Gene therapy

Debesh Mandal, PhD
Co-Founder & CEO, Nanograb
London, UK
Area of Focus: AI, genetic medicine delivery, non-viral genetic medicines

Ben Naovarat, MD
Co-Founder & CEO, Enexa Bio
Boston, MA
Area of Focus: Small molecule

Dr. Pahini Pandya
Founder & CEO, Panakeia
Cambridge, UK
Area of Focus: Multi-omics/molecular profiling in oncology, AI/ML

Ben Swanson, DDS, PhD
Co-Founder & CEO, Skeletalis
Boston, MA
Area of Focus: Endocrinology

Cody Tranbarger, MBA
Founder & CEO, Mithril Medicine
Cambridge, MA
Area of Focus: Multi-specific antibodies, rare disease

Johanna Vincze Webb
President & CEO, RiverWalk Therapeutics
San Antonio, TX
Area of Focus: Small molecules

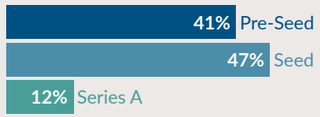
Mengdie Wang, PhD
Co-Founder & CEO, RedPoint Oncology
Worcester, MA
Area of Focus: Targeted cancer therapies

Shana Wang
Co-Founder & CEO, PathCision Medicine
Watertown, MA
Area of Focus: Computational pathology-enabled precision therapeutics

Number of Fellows



Funding Stage



Geography



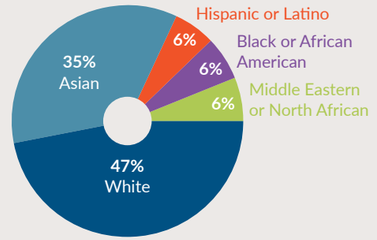
Average Company Tenure

4 years

Median Funding Raised

$1.3 million

Race/Ethnicity



2026

Fellow & Scholar Achievements

Agomab *(Tim Knotnerus, MBA, 2020 Fellow)* announced its initial public offering and received a U.S. patent for AGMB-447, an investigational treatment for idiopathic pulmonary fibrosis (IPF).

ALS Therapy Development Institute *(Fernando Vieira, MD, 2024 Fellow)* launched PRISM, an iPSC-based initiative to improve sporadic ALS modeling, in collaboration with LifeArc and Axol Bioscience.

Cirrus Therapeutics *(Kai Chan, PhD, 2024 Fellow)* announced its strategic expansion into Singapore to advance its global ocular immunology efforts.

DUB Therapeutics *(Tere Williams, PhD, 2025 Fellow)* and **SiNON Nano Sciences** *(Afreen Allam, 2023 Fellow)* partnered to explore CNP delivery of sdRNA to the retina and brain.

Holobiome *(Phil Strandwitz, PhD, 2019 Fellow)* partnered with Ingredion to explore connections between food and the gut microbiome.

Larkspur Biosciences *(Catherine Sabatos-Peyton, PhD, 2024 Fellow)* dosed its first participant in a Phase 1 trial of LRK-4189, a first-in-class targeted protein degrader.

Leyden Labs *(Koenraad Weidhaup, MBA, 2022 Fellow)* announced a €40 million investment to advance protection against influenza and other respiratory viruses.

Mahzi Therapeutics *(Yael Weiss, MD, PhD, 2022 Fellow)* received FDA Rare Pediatric Disease Designation for MZ-1866, an investigational Pitt Hopkins syndrome therapy.

QurAlis *(Kasper Roet, PhD, 2022 Fellow)* announced topline results from its Phase 1 proof-of-mechanism trial of QRL-101 in people with ALS.

Surge Therapeutics *(Michael Goldberg, PhD, 2023 Fellow)* completed dosing in its Phase 1 trial of SRG-514 for breast cancer.

Tetraneuron *(Ángel Lucio, MBA, 2026 Fellow)* received approval to begin first-in-human clinical testing of TET-101 for Alzheimer's disease in Australia.





Thymmune Therapeutics *(Stan Wang, MD, PhD, 2020 Fellow)* was acquired by United Therapeutics Corporation for $140 million.

Unravel Biosciences *(Richard Novak, PhD, 2024 Fellow)* partnered with Evogene to develop a first-in-class therapy targeting neurological damage in demyelinating disorders.

Erin Ahn, PhD *(2025 Scholar)* partnered with **Richard Novak, PhD** *(2024 Fellow, Unravel Biosciences)* through the ZTTK SON-SHINE Foundation to study potential drug repurposing opportunities using patient samples.

Victor Santoro Fernandes, PhD *(2025 Scholar)* founded CellTrack, developing non-invasive PET imaging technology to track therapeutic cells with 100× greater sensitivity than existing methods.

Chidiebere Ibe *(2024 Scholar)* launched Project Kreate to advance inclusive medical illustrations and animations for healthcare education and clinical practice.

Tristan Scott, PhD *(2025 Scholar)* secured non-dilutive funding for preclinical in vivo research supporting disease target identification and validation.



"Being a biotech CEO and launching a company from scratch is a lonely and rare calling, so it's been great to talk with other people doing the same thing. I've been inspired by what everyone is building and their determination for it. I truly believe many transformative therapies for patients will come out of this community."

Robert Kruse, MD, PhD
Co-Founder & CEO, HydroGene Therapeutics | 2025 Termeer Fellow

"The Termeer Scholars program fundamentally changed how I think about company building. Rather than viewing success as advancing individual technologies, I now focus on making strategic decisions that build a sustainable therapeutics company."

Bin Jiang, PhD
Founder & CEO, MitoWay Therapeutics | 2025 Termeer Scholar



The Termeer Network

A diverse, global community of life science innovators and visionaries who accelerate cures for patients worldwide.

The strength of the Termeer Network is not simply its size, but in how its members engage. Experienced leaders share lessons learned. Peers navigate challenges together. Emerging leaders gain access to perspectives to accelerate their growth. And those who have benefited from the community give back to those coming behind them. Together, the Termeer Institute is building a stronger, more connected, and more impactful biotech leadership community.



200
LEADERS DEVELOPED & SUPPORTED

600+
MEMBERS OF THE TERMEER NETWORK

11
COUNTRIES REPRESENTED

10
STATES REPRESENTED

200+
CONNECTIONS MADE ANNUALLY

1 mission
UNTIL EVERY PATIENT HAS A CURE



"The Termeer community brings together accomplished leaders who are not only focused on their own organizations, but also on developing the next generation of industry leaders. That spirit of mentorship is distinctive."

Neil F. McFarlane
President & CEO, Zevra Therapeutics | Termeer Mentor & Corporate Partner

A Community Built on Shared Values





RESPONSIBILITY

"Having had the privilege of working for Henri at Genzyme and later having him serve on my advisory board when I was first-time CEO, I feel highly motivated to help carry forward Henri's unwavering focus on patients and his commitment to developing the next generation of biotech leaders."



Hans Schikan, PharmD
Co-Founder & Vice Chairman of the Board, Pharvaris
Termeer Mentor

PASSION

"If sharing my experience...helps a Fellow keep their company alive through a difficult moment, hold to their vision, and get a life-changing product into the hands of a patient, then all of this is worthwhile."



Craig Shimasaki, PhD, MBA
Co-Founder, President & CEO, Moleculera Biosciences
Termeer Mentor, Programmatic Advisory Board Member

INNOVATION

"I hope my involvement helps create the conditions for leaders to make braver, more values-driven decisions earlier in their careers."



Marnie Hoolahan, MBA
Founder, Milestone Heights Consulting
Programmatic Advisory Board Member

HUMILITY

"No matter where we are in our careers, there is always something we can learn from one another."



Tamar Thompson
VP, Global Patient Advocacy, Experience & Insights,
Alexion Pharmaceuticals
Termeer Mentor, Corporate Partner

CONNECTIVITY

"Leaders come into the community, grow and build, and then give back as mentors and advisors creating a community where each generation of leaders strengthens the next."



Inga Orozco
Audit & Assurance Partner, Crowe
Programmatic Advisory Board Member, Corporate Partner

OCTOBER 2025 – SEPTEMBER 2026

Donors

With deepest gratitude, we thank our donors for making this impact possible. Your generosity fuels innovation, supports leaders, and strengthens our community.

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Patients & families living with rare disease, whose resilience continues to inspire progress
Danielle Costello

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Lucia Fontinel

The Genzyme Giving Collaborative
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This donor list reflects contributions received from September 22, 2025 – September 21, 2026. Every gift is deeply appreciated, and we have made every effort to ensure the accuracy of this list. Despite our best efforts to be precise, errors can occur. Please notify us of any inaccuracies or omissions at donations@termeerinstitute.org so we can correct our records. Thank you again for your vital support.









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This year's progress is a testament to the power of your support. Together we are building a future shaped by bold leaders and lasting impact.

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Co-Founder, President & CEO, Moleculera Biosciences

Phil Strandwitz, PhD
Co-Founder & CEO, Holobiome

Belinda Termeer
Co-Founder, President & Member of the Board of Directors, Termeer Institute

"Henri was not just a mentor, but he was an aggregator- not only would he talk to people, but he actually made the connections and did the kind of things organically that we are doing now as part of the program."

Alan Walts, PhD
Chairman & CEO, Aleta Biotherapeutics
Treasurer, Mentor, Co-Founder & Member of the Board of Directors, Termeer Institute



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Chair of the Board
TMAB Therapeutics

Hilary Malone
CEO, Corrixr Therapeutics

John Maraganore, PhD
CEO and Principal
JMM Innovations, LLC
Founding CEO
Alnylam Pharmaceuticals, Inc

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Bart Scheerder
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Hans Schikan
Chairman, Co-Founder, Board Member, Former CEO
Various Companies

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"The ecosystem of the Termeer Institute is teaming with bright, talented and passionate global leaders as well as industry executives who are dedicated to ensuring that each patient has a cure; the ability to contribute, learn and grow within this ecosystem has fundamentally changed how I see the world while creating relationships with new colleagues and lifelong friendships."

Theo Hill, MD, MBA, MS
Programmatic Advisory Board Member



Carrying the Legacy Forward

Q&A WITH BOARD MEMBER, DANIEL DE BOER AND CO-FOUNDER, BELINDA TERMEER



Henri Termeer was known not only for his leadership in biotechnology, but for the generosity with which he shared his experience, opened doors, and supported leaders navigating difficult decisions. Daniel de Boer experienced that mentorship firsthand as a first-time CEO.

Following Henri's passing, Daniel, Belinda Termeer, and a group of Henri's mentees helped create the Termeer Fellows program to make that kind of support available to more leaders. Today, Daniel continues that work as a mentor and member of the Termeer Institute's Board. In this conversation, Daniel and Belinda reflect on the community that has grown from that early vision and how Henri's patient-focused approach to leadership continues to shape its future.

Belinda: Daniel, you were instrumental in inspiring the creation of the Termeer Fellows program. What did you see in the biotech community at that time that made you believe this kind of leadership program was needed?

Daniel: Henri was a mentor to many leaders in the industry, and personally he was an instrumental guide in building my company and in my own development as a leader. What I saw around me, and experienced myself, was that first-time biotech CEOs are expected to have well-formed opinions on almost everything—fundraising, hiring, regulatory strategy, deals—often on topics they're facing for the first time, usually without other senior leaders in the company yet to lean on. Henri was one of the few people willing to sit with founders through that gap. With you and a group of Henri's mentees, we started the Fellows program to make that kind of support available more broadly, and to continue his legacy of mentorship.

> Staying open to being challenged and coached doesn't stop once you've been doing this for a while.
>
> **Daniel de Boer**
> *Founder & CEO,* ProQR Therapeutics
> *Member of the Board of Directors,*
> Termeer Institute

Belinda: You went on to become a mentor to Termeer Fellows. What did you learn through those relationships, and how did mentoring these emerging CEOs influence your own thinking about leadership?

Daniel: Mentoring taught me as much as it gave the Fellows. Having to explain clearly how I'd made a decision, to someone facing that same choice for the first time, forced me to examine reasoning I'd been running on instinctively for years. It also showed me there's no single formula—what worked for my company doesn't always transfer to a different context. That's stayed with me in my own leadership: staying open to being challenged and coached doesn't stop once you've been doing this for a while.

> If the Institute keeps doing its job, Henri's legacy won't just be remembered—it will keep compounding, one fellow at a time.

Belinda: Looking back, what have you seen change in the Fellows—and in the broader Termeer community—as the Institute has grown?

Daniel: The Fellows became a real peer group – a place to share vulnerabilities and learn from each other how to approach the issues they run into building their companies. That peer community grew beyond what I expected, and it's probably the most valuable part of the program for the Fellows. What's changed most as the Institute has grown is that this community doesn't stop at the end of a Fellow's year—people from different classes stay in touch, help each other out, and a number now come back to mentor the next group themselves. Most of the decisions you face as a first-time CEO are ones you're facing for the first time, yet your board still expects a well-formed opinion. The Fellow community gives people a place to work through those unknowns together, and that network keeps getting bigger and stronger with every class.

Belinda: The Institute has evolved significantly since its founding. From your perspective, what has remained constant about the vision you and Henri had for this community?

Daniel: The patient and purpose focus. Henri had a unique ability to tie everything back to the mission—to use the purpose of changing patients' lives to motivate people and drive toward meaningful products. I see that same focus in many of the Fellows: real, purpose-driven efforts to impact patients' lives.

Belinda: The Institute is built on the premise that leadership is the one variable the life sciences can actually control. What have you seen that convinces you that stronger leaders raise the probability that a treatment reaches a patient?

Daniel: Science is unpredictable, and drug development is a series of difficult decisions with uncertain outcomes at every step. You can't control whether the biology works, but you can control who you bring around you to compensate for what you don't know yourself. The strongest leaders I've seen—as a CEO and as a mentor—are quick to recognize their own gaps and go find people who are better than them at filling those gaps, rather than trying to be the expert on everything. Programs run by leaders who build strong teams around themselves tend to catch problems earlier and correct course faster. That earlier correction is often the difference between a treatment that eventually reaches a patient and one that quietly runs out of time.

Belinda: You have now joined the Termeer Institute's Board. What made you want to take this next step, and what do you believe the Institute is uniquely positioned to contribute to the biotech community today?

Daniel: After years as a mentor, joining the Board felt like a natural continuation and a chance to help ensure the Institute itself is built with the same rigor and long-term thinking Henri brought to every company he touched. What makes the Institute unique is that it isn't a course or an accelerator—it's a community of people who share the experience of leading a patient focused biotech company. That gives it the trust to talk openly about the parts of the job that are genuinely hard and often lonely: the isolation, the unknowns, the moments where the "right" answer isn't obvious. Very few organizations in this industry are built to have that conversation. I think that's exactly what today's first-time CEOs need most.

Belinda: As you look ahead, what do you hope the Termeer Institute will make possible for the next generation of biotech leaders—and ultimately for the patients they serve?

Daniel: I hope more first-time CEOs get to skip some of the costly trial and error and get to make more rapid progress in getting good medicines to the people waiting for them. And I hope that, over time, the impact becomes measurable in the number of treatments that reached patients because a leader had the judgment, the support, and the humility to make the right call at the right moment. If the Institute keeps doing its job, Henri's legacy won't just be remembered—it will keep compounding, one fellow at a time.

"Leaders in our industry, not unlike mountaineers, engage in a very high-risk environment to reach their goals. You need courageous people, who pursue their goals believing it is all extremely worthwhile and who surround themselves with highly skilled and equally passionate people."

Henri Termeer



TERMEER INSTITUTE®

Thank you for supporting the critical work of the Termeer Institute. From multi-year campaign contributions to annual fund contributions, your donation directly funds programming that expands capacity for emerging and early-stage biotech leaders.

Join us as we drive innovation, bringing life-changing treatments to patients worldwide. Together, we are supporting and empowering brilliant life science leaders to advance groundbreaking, patient-centered solutions.

Discover more about the Termeer Institute and how you can support, engage with, and join our ever-expanding network at termeerinstitute.org or follow us on LinkedIn @TermeerInstitute

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