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INTERVIEW

Chief executive officer and chairman of the board of directors



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THE LIFE **SCIENCES SECTOR**



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The 2021-2024 **STRATEGIC**





VISIBILITY

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Click for more information!

This document contains buttons. words and logos providing access to additional information.

MOBILIZATION



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DECISION-MAKERS

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OUR TEAM

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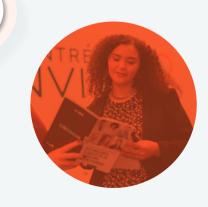
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OUR **ALLIES**



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THE PRESENCE OF **STAKEHOLDERS**



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Messages from our leadership



The pandemic that we have been experiencing for more than two years now has demonstrated to all of us the life sciences and health technologies sector's capacity for innovation and its great relevance. As I complete my term as Chairman of the Board of Montreal InVivo, I am more convinced than ever of our sector's major contribution as a driving force for technological innovation, economic development and improved health for the people of Montréal, Quebec and the world. I am also deeply convinced that the role of reflection, consultation and mobilization of the diversity of key players in the life sciences sector played by Montréal InVivo is an essential ingredient in the growth and vitality of our sector. At a time when society as a whole is questioning the nature, challenges and directions of the post-pandemic world, Montréal InVivo's actions will be more relevant than ever to help our sector seize the opportunities that will arise and continue to make progress in realizing its enormous potential for everyone's benefit.



The year 2021 marks the first year our new four-year strategic plan was deployed. The team has embarked on this year's projects with its usual energy and expertise to meet the challenges of the sector as well as those arising from a change in Montréal InVivo's operating model. The transition from working in the form of strategic committees to creating project committees

was an opportunity to invent, experiment, adjust and deploy a new way of doing things that is more agile, transversal, and inclusive. Montréal InVivo does more than just foster innovation in life sciences. The organization itself applies the principles of innovation to reinvent itself to benefit the members of the life sciences and health technologies ecosystem. Congratulations and thanks to the entire team for this successful transition!

The Quebec life sciences sector IN 2021

As a creator of high-impact innovations, the life sciences and health technologies (LSHT) sector includes:





since 2016!



than 60 organizations providing additional support for LSHT stakeholders





ABOUT THE SECTOR

- 01. Which company acquired

 Mosaic Laboratories LLC,

 a California-based histology and
 immunohistochemistry company?
- 02. Which investment group
 offered US\$6 million to Innodem
 Neurosciences to support its
 patented technology for biomarker
 analysis of neurodegenerative
 diseases?
- 03. What areas (2) of health are the subject of a \$13-million investment by the Quebec government in the FRQS,

 MEDTEQ+ and Prompt Quebec?
- 04. medcomXchange and the McPeak-Sirois Group partnered to accelerate research in which area?
- 05. Which organization has funded over 100 Impact projects between 2013 and 2021?

The strategic plan 2021-2024

On February 1, 2021, the Board of Directors of Montréal InVivo enthusiastically approved Montréal InVivo's new 2021-2024 strategic plan.

This plan is the result of a rigorous year-long process that involved brainstorming sessions within the team, some 40 interviews with senior ecosystem leaders and discussions with our business partners.

—— POSITIONING

We are known for our mobilizing strength, our voice as a privileged independent interlocutor for the public sector as well as our ability to initiate and lead impactful projects for the development of the sector.

--- MISSION

Montréal InVivo is a network that facilitates discussion, mobilization and collaboration within the LSHT ecosystem. We provide unifying leadership of all stakeholders in the Greater Montréal area to fuel and strengthen the sector's growth, competitiveness and reputation.

— VISION

Standing out through an innovative, collaborative and sustainable life sciences and health ecosystem.



AREAS OF INTERVENTION AND STRATEGIC PRIORITIES

The evolution of our organizational model

In order to better address to the needs of its partners in the LSHT ecosystem, Montréal InVivo has chosen to develop its operational model. This will make it possible to maintain the space for in-depth reflection and strategic monitoring that the Montréal InVivo strategic committees represented, while promoting greater agility and a project approach covering all of its areas of intervention. As a result, Montréal InVivo is transforming its strategic committees into project committees, while retaining its specific Strategic Committee, which brings together its partners' senior executives.

The Strategic Committee's mandate will be to advise the Board of Directors on the issues to be prioritized and the projects to be undertaken. It will also be able to respond to requests from the Board and focus on emerging issues.

Project committees

In its new 2021-2024 strategic plan, Montréal InVivo has developed its operational model while keeping its mission and main activities intact (business intelligence, mobilization/networking, core projects, outreach, support to entrepreneurship). Its Strategic Committees are now project committees that will allow for:

—— A 360-degree approach aligned with its five axes of intervention;

—— Greater agility;

The size of the committees adjusted based on project needs;

—— Simulated mobilization of participants according to their areas of interest;

—— More frequent meetings adjusted according to project needs;

— Better defined deliverables and timelines.

ACTIVE PROJECT COMMITTEES IN 2021 ARE DETAILED IN THE FOLLOWING PAGES.

Equity, diversity and inclusion in life sciences and health technologies

Quebec strategy for rare diseases

MANDATE

Develop measurement and support tools to promote equity, diversity and inclusion of all people in the LSHT sector.



- ACHIEVEMENTS

Throughout 2021, initiatives to support women entrepreneurs took place with funding from the City of Montréal. We offered scholarships to four women wishing to enroll in the Life Sciences Entrepreneurship Development Program, organized an activity on entrepreneurship for women active in the sector at the EFFERVESCENCE event and shot a video featuring two inspiring women entrepreneurs. Finally, the LSHT Equity, Diversity and Inclusion Project Committee met at the end of the year to decide on the actions to be taken in 2022. Among other things, we agreed to do our part to raise awareness and convey information on inclusive diversity projects in the sector.

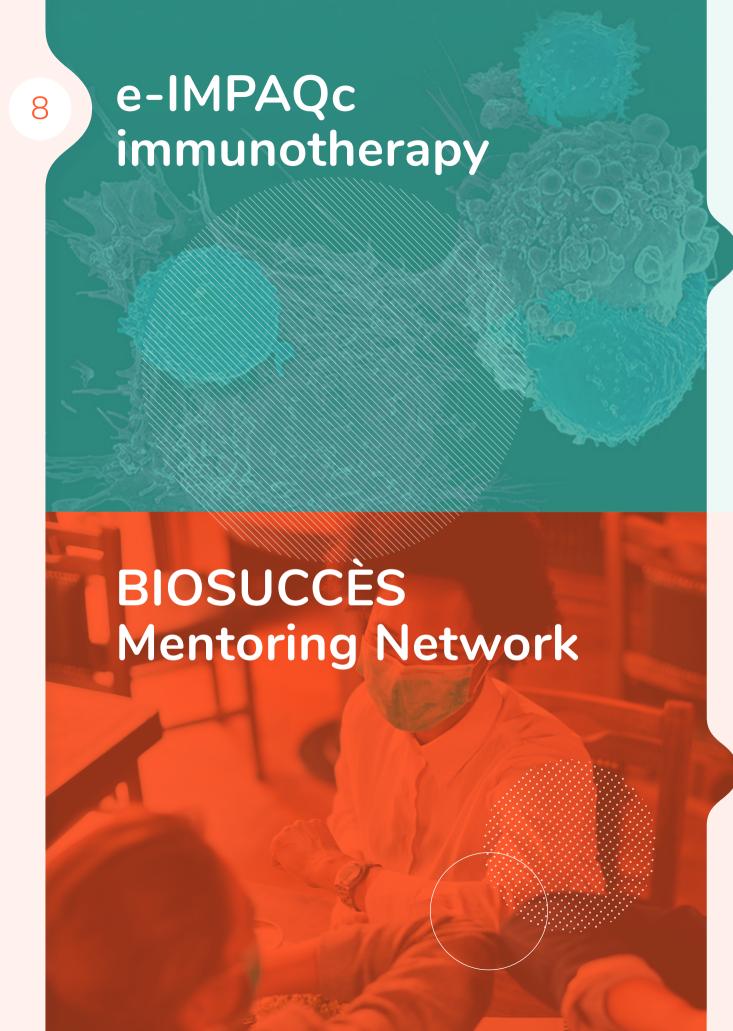
MANDATE

Develop a strategic plan
to provide patients with
better access to therapeutic
innovations, improve
the competitiveness
of the innovation ecosystem
and ultimately attract
investment.



- ACHIEVEMENTS

With the support of several partners, including Alexion, Biogen, Pfizer, Takeda, and Vertex, the cluster was able to hire the firm Synergex to conduct a public policy analysis for rare diseases from the best performing regions in the world. Based on these best practices and recommendations from the consultations conducted in 2020, Montreal InVivo submitted a brief in March 2021 to the federal consultations entitled "Building a National Strategy for High-Cost Drugs for Rare Diseases." In order to highlight all of the work of this Committee, several members of the Committee have collaborated to develop a strategic action plan. This plan is also intended to provide food for thought and to support the government's proposals to develop the Quebec Policy for Rare Diseases in 2022.



MANDATE

Support the integration of an innovation that engages patients in their care trajectories and equips them to transmit their health outcomes from their actual living environment.



- ACHIEVEMENTS

Montréal InVivo worked in collaboration with the Oncopole-FRQS to confirm funding for the project and recruit participating hospitals. The project will develop a Patient Reported Outcomes (PRO) screening program for cancer patients treated with checkpoint inhibitor immunotherapy and lay the groundwork for its implementation. The cluster commends the participation of AstraZeneca, BMS, Merck and Roche in this study in a non-competitive manner. Despite the pressure of pandemic management on the health care system, four hospitals have agreed to participate in the project: the CISSS de la Montérégie, the Centre Hospitalier de l'Université de Montréal (CHUM), the Institut universitaire de cardiologie et pneumologie de Québec and the CIUSSS de l'Est-de-l'Île-de-Montréal.

MANDATE

Contribute to the success of entrepreneurs in the LSHT sector by offering them the support of experienced mentors from the sector.



- ACHIEVEMENTS

In January 2021, Montréal InVivo facilitated an ideation session specifically for BIOSUCCÈS mentees. This year was also marked by the arrival of three new mentors seasoned in the sector and the formation of five new active dyads. In November 2021, we made a point of celebrating the efforts of our mentors at a BIOSUCCESS mentor recognition event. This is the beginning of the 10th year of existence for the BIOSUCCÈS initiative, which will be celebrated throughout 2022.

Life Sciences Entrepreneurship Development Program

MANDATE

Provide hands-on, immersive training to new entrepreneurs in the life sciences sector in order to develop their entrepreneurial skills and business intelligence.



— ACHIEVEMENTS

The Life Sciences Entrepreneurship Development Program was a great success again for this third cohort, which had the experience of a virtual training. Given the health context in January 2021, the pitch presentations of this cohort took place virtually. They all performed well and Montréal InVivo is once again very proud to see this new generation of entrepreneurs take shape.

A few weeks later, 19 new candidates forming the fourth cohort started their courses. This cohort also had to follow the Program in virtual format. However, this format made it possible for the Program to welcome its first international participants, one of whom was based in Chicago and the other in Amsterdam.

Enterprise financing



MANDATE

Propose initiatives that will improve the financing offer for all segments and stages of business development.



- ACHIEVEMENTS

The Enterprise Financing Project Committee will be officially launched in 2022. However, the Montréal InVivo team has carried out actions related to this theme, including:

- The submission in September 2021 of recommendations for funding LSHT companies in response to the Innovation, Science and Economic Development Canada (ISED) call for contributions for the renewed venture capital catalyst initiative;
- The submission of a grant application to CanExport-ICCI for a project to produce economic indicators on Quebec's LSHT sector, including those related to investment in LSHT companies. The project has been accepted and will start in 2022.



- MANDATE

Propose an innovative solution for matching training and employment in order to bridge the gap between the needs of a booming job market and meet the high demand for candidates for hybrid training between data sciences and life sciences.



- ACHIEVEMENTS

The year 2021 allowed the Continuum qualifying path to place its first four candidates in companies in the sector in order to put into practice the theory that was taught. To facilitate their integration, mentoring by a data science/IA expert was offered through a partnership with the Centre de recherche en informatique de Montréal (CRIM). This collaboration was made possible through funding received from the NovaScience Program.

In September 2021, 15 new candidates started the theoretical part of the second cohort of Continuum. In order to accommodate these candidates, the process of recruiting companies is underway. A networking meeting will be held in early 2022.

In addition to training, a partnership with the group MonBUG has provided candidates with access to a community of practice and information on new trends in the bioinformatics sector through webinars. In order to promote jobs in data sciences applied to LSHT, Montréal InVivo, in collaboration with VisTaScience and Pharmabio Développement, produced two spotlight videos. They were posted on the Montréal InVivo website and on the VisTaScience platform. A webinar presented by CRIM on AI jobs for the LSHT sectors was also made available to companies.

Strengthening the artificial intelligence health ecosystem



Drive the global commercialization of our health AI innovations by accelerating development and local adoption, by democratizing access to data, and fostering ecosystem collaboration.



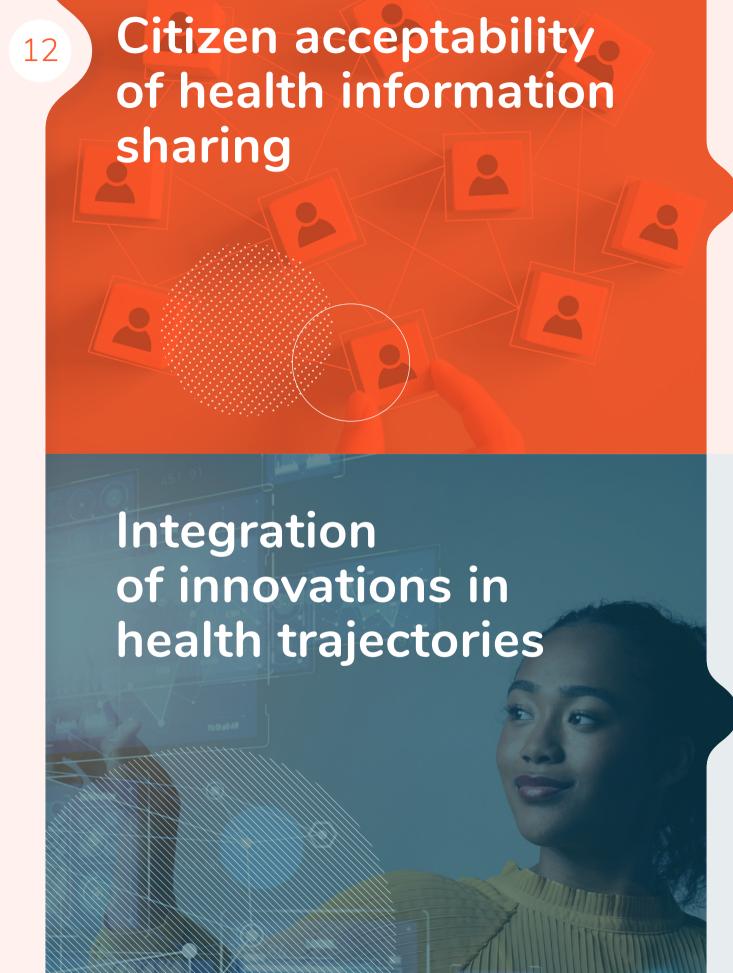
- ACHIEVEMENTS

In conjunction with Montréal International, Montréal InVivo piloted the project to create an innovation zone in artificial intelligence applied to health (in French, ZINNIAS). The business plan for the project was developed with the firm Deloitte and was submitted to the Ministère de l'Économie et de l'innovation (MEI) on January 29. The organization was then granted a budget by the Ministère to pay a resource to work full time on the project.

The hiring of Max Fehlmann gave a new impetus to the project and mobilized a large number of partners in the identification of concrete projects that could benefit from the establishment of the ZINNIAS. The work also focused on structuring the future governance of the zone and on the social and urban development element of the specifications of the innovation zone.

As part of the transition to project committees, a final AI strategic committee was conducted in May 2021 to identify priority projects related to connected health and to entrepreneurial support (including for enterprises in AI-health). A resulting action was the development of an AI stakeholder engagement plan in LSHT.

In collaboration with the FRQS's Table IA santé, a mapping of recommendations from briefs and initiatives on AI in LSHT across Canada was delivered in April 2021. Finally, a request for a NovaScience grant for an AI-health podcast training project, the first francophone podcast of its kind, was submitted in collaboration with the CHUM's School of Artificial Intelligence in Health (ÉIAS) (accepted in 2022). To promote our LSHT AI ecosystem internationally, Montreal InVivo collaborated with WORLDiscoveries Asia in February 2021 to present at the Osaka Chamber of Industry and Commerce event, which was attended by over 100 participants.



MANDATE

Develop communication tools and strategies to raise awareness and educate citizens on the issue of health information sharing.



ACHIEVEMENTS

In connection with EFFERVESCENCE 2021, a session about health data was developed in partnership with the FRQS. This session brought together three panelists from the Quebec life sciences ecosystem to exchange, comment and react to the proposals of three international experts on citizen engagement in health data sharing. A webinar was also held on November 24, 2021 with CGI and Fasken on the implementation of Bill 64 on the protection of personal information and its impact on personal health information. With 88 registrations for this webinar, participants were able to benefit from the speakers' expertise and apply the experts' concrete recommendations in their organizations.

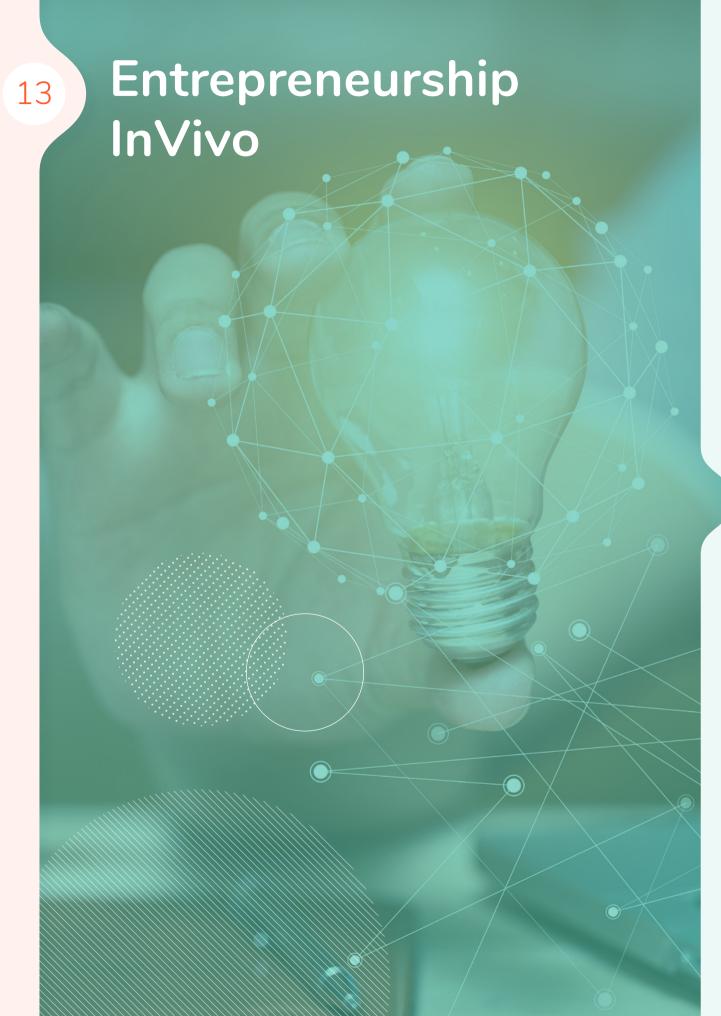
MANDATE

Support the integration and adoption of innovations in care trajectories while promoting knowledge sharing along the continuum of care, all the way to the patient's home.



ACHIEVEMENTS

As part of the consultations for the new Quebec Life Sciences Strategy (SQSV), Montréal InVivo submitted a brief containing recommendations on how to integrate technological innovations into the health care system. The same process was carried out in connection with the Quebec Research and Innovation Strategy (SQRI). The recommendations of this first brief also fueled the discussions at the MEI's strategic committee dedicated to the integration of innovations. Through these consultations, Montréal InVivo emphasized the importance of supporting the health care system in its ability to accommodate new innovations and the need to contribute to the measurement of their value in real care settings. Montréal InVivo is pleased to note that this recommendation has been accepted by the MEI.



MANDATE

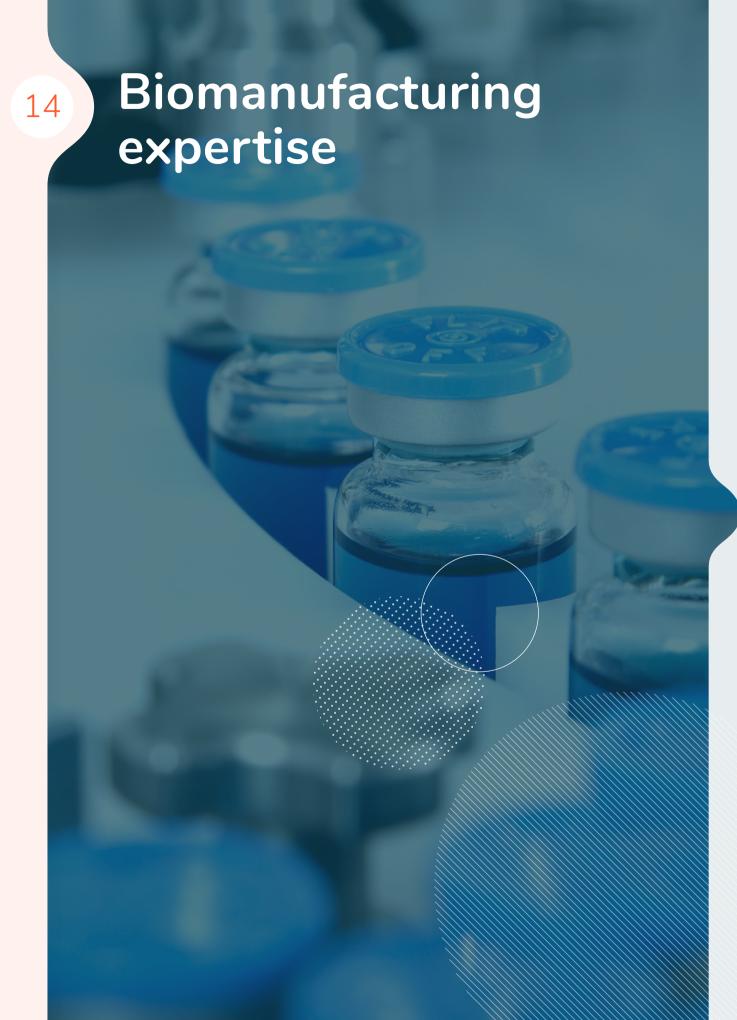
of the support provided to start-ups in life sciences and health technologies (LSHT) in order to propose solutions or measures to be developed to improve it, in line with and complementary to existing initiatives.



ACHIEVEMENTS

Four (4) briefs related to entrepreneurship and innovation in LSHT were submitted throughout 2021. These briefs were developed to specify the resources needed to better support entrepreneurs and start-ups in the sector, to present the results of its consultations within the framework of the new Quebec Research and Innovation Strategy (SQRI), to accompany the MEI's government action plan on entrepreneurship and to present the findings of the consultations within the framework of the new Quebec Life Sciences Strategy (SQSV). The Entrepreneurship InVivo Project Committee was set up in December 2021, with an initial meeting that helped prioritize the key actions to be undertaken together for entrepreneurship in LSHT in 2022. In fact, several players in the LSHT ecosystem offer services to entrepreneurs and businesses that would benefit from being better aligned, or even improved, to better meet the needs expressed. The Entrepreneurship InVivo Committee has positioned itself as a forum for discussion and concerted action to achieve this. Montréal InVivo wishes to solidify its own service offer, complementary to that of its partners, to better support entrepreneurs, businesses and entrepreneurial support organizations.

To promote Montréal's oncology start-ups, Montréal InVivo has co-organized the International Cancer Cluster Showcase in June 2021 to highlight Cura Therapeutics and Immune BioSolutions. Montréal InVivo has also hosted two AccelerAction expert panels for a medical technology start-up, which has added great value to the company through advice and contacts with targeted experts in their field of activity.



- MANDATE

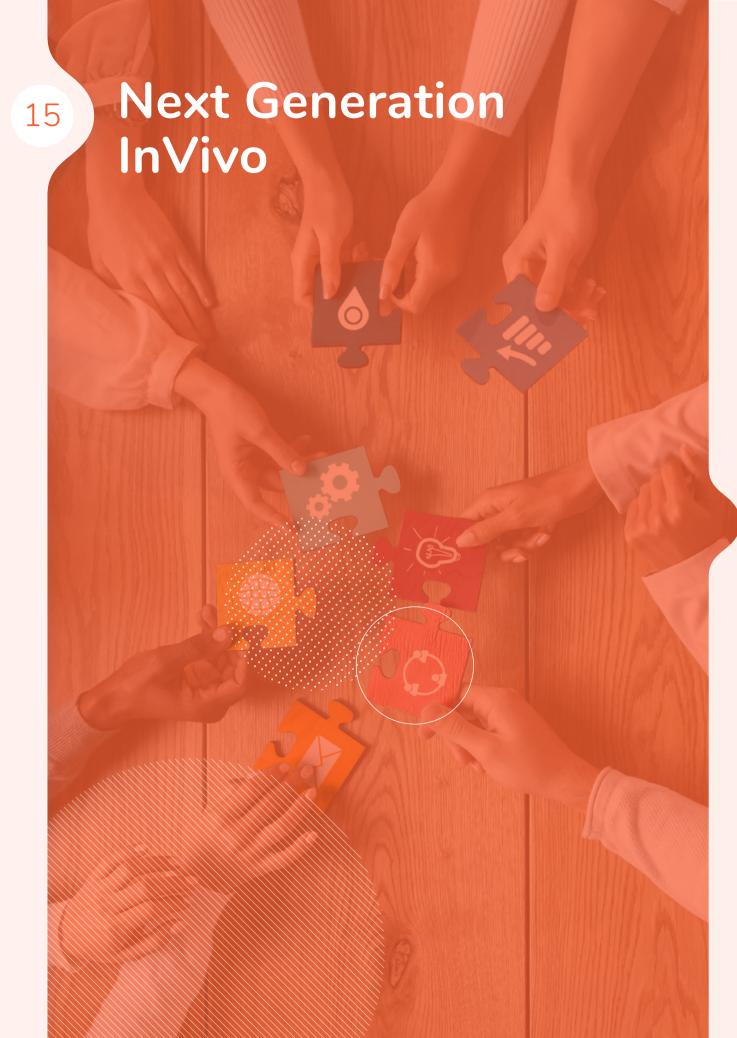
Optimize cooperation between companies, cutting-edge research and the training community to provide this biomanufacturing niche with a qualified workforce that meets its needs.



ACHIEVEMENTS

The year 2021 was an opportunity for Montréal InVivo to mobilize the sector around biomanufacturing. Montréal InVivo, in collaboration with McGill University, organized a first consultation event on October 29, 2021. This event brought together 127 participants to define Quebec's and Montréal's positioning in this niche of excellence for the coming years and to identify priorities. The main themes that were discussed were: workforce training, available funding and research in this sector.

With the theme drawing so much attention, a project committee on biomanufacturing was set up to mobilize the stakeholders and act together to implement solutions to make biomanufacturing an area of expertise in Quebec. In connection with this committee, Montréal InVivo has been mandated to carry out a mapping of the training courses that can be applied to biomanufacturing. This mapping of training courses compared to the needs for skills for jobs in biomanufacturing will be used to identify the needs to be met in terms of manpower training in this niche. Projects on value chain stakeholders and on research being carried out in the sector will also be developed in 2022 by this committee. As part of the federal government's consultations on the development of a new biomanufacturing capacity for Canada, Montréal InVivo was consulted by the federal department of Innovation, Science and Economic Development Canada (ISED) on key elements of its work.



- MANDATE

Involve and offer a voice
to the next generation
in Montréal InVivo's actions
by promoting understanding
of the sector, related careers
and jobs, and by optimizing
opportunities to meet
with sector stakeholders.



- ACHIEVEMENTS

Following the consultation sessions with the next generation of students in the summer of 2021 and discussions with student groups at the end of 2020, Montréal InVivo has created a project committee on the next generation of LSHT professionals. Made up of students from various Montréal universities and young professionals, this committee has identified three major areas of action: introduction to the industry, exposure to the sector and networking. The year 2022 will be an opportunity to implement concrete actions. In connection with the "Introduction to Industry" area, Montréal InVivo is working in active collaboration with Pharmabio Développement. Indeed, the VisTaScience project was finally launched in 2021. Created to promote careers, the <u>VisTaScience</u> web platform (in French only) presents the jobs of the future in the biopharmaceutical and biotechnology sector as well as the training required to fill these jobs. In addition to the Web platform, spotlight videos were produced to showcase the tasks performed by people in the industry. The completion of two of the spotlight videos was possible thanks to the financial support of the CanExport Community Investments (CECI) federal program. Some of the spotlight videos were also created specifically to promote jobs in data sciences applied to LSHT and were used to promote the Continuum qualifying path. CanExport's financial support also enabled Montréal InVivo to develop new promotional pages for the jobs of the future.

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Participants in Project Committees

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ALAIN COUTURE

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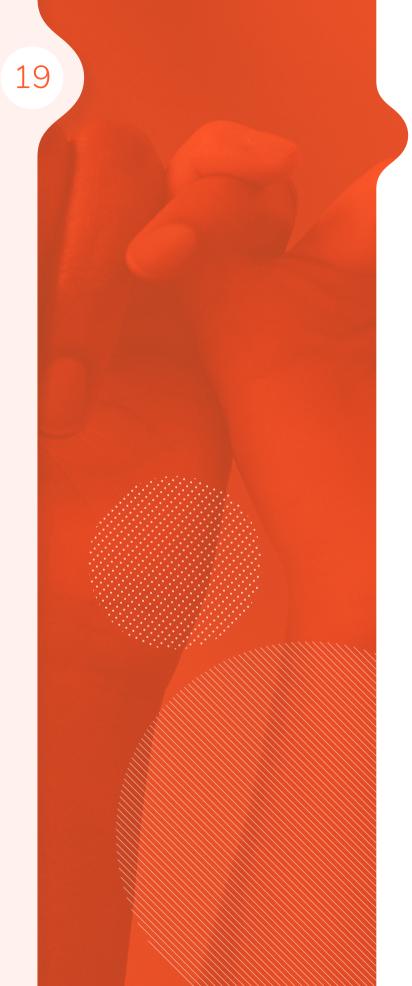
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Visibility

A productive year for the new communications team

The communications team underwent a few changes, including the departure of Sabrina Bernier, and the new positions of Véronique Rochefort and Ève Labissière. Laurence Guilbault joined the team at the end of the year to help with the organization of EFFERVESCENCE 2022.

Well settled in, the team has undertaken some changes to improve the targeting of newsletter readerships and a review of the benefits associated with the visibility of Montréal InVivo partners. In charge of highlighting successful companies in the sector, the communications team collaborated with four companies (Diex Research, Eli Health, Greybox Solutions and enGene) and with the production team at Prémisse | Boîte créative to develop three spotlight videos. Thanks to our financial partners, CanExport-ICCl and the City of Montréal, these videos were a great success on Montréal InVivo's social media. A new niche of excellence web page dedicated to digital health was created on the Montréal InVivo website. In collaboration with CTS, healthcare technology accelerator, and Medxlab, digital health accelerator, we were able to develop an informative web page to attract investment and foster collaborations by highlighting key digital health sectors, key stakeholders, researchers impacting the connected health ecosystem, training, hospital initiatives and important events.

MEDIA REPRESENTATION THAT POSITIONS MONTRÉAL INVIVO AS A REFERENCE

Montréal InVivo once again made a name for itself in the press, demonstrating the organization's importance in the sector and its credibility in positioning life sciences. Articles in French only, the titles are unofficially translated for information.





June 14

Le journal de Montréal, Novavax affirms that its vaccine is over 90% effective, including against variants



February 3

La Presse, A vaccine against COVID-19 produced in Montréal according to Novavax's recipe



June 14

La Presse, For a Quebec start-up ecosystem to benefit Quebec's collective wealth



March 21

La Presse, Innovation in health, a team effort



June 23

Les affaires, Back to the future for life sciences downtown



April 27

La Presse +, Lessons from the pandemic in biopharma: Agility, opportunities, lessons and jobs



August 18

Le journal de Montréal, Tough fight between Ontario and Quebec for Moderna plant

Web, newsletters and social media in numbers

The sector's outreach is essential to achieving Montréal InVivo's strategic priorities. This is why the organization places great importance on its communication channels and the messages they convey.

Whether on its website, through its newsletters or on social media, the communications team promotes news and relays important information about the sector. More engaging posts have been developed to promote more targeted content to our subscribers on social media.

Here are some figures that demonstrate the importance of Montréal InVivo's communication channels and its credibility in the sector:



79 newsletters

INFOINVIVO, RÉSOINVIVO AND FLASHINVIVO

+ 57 % 1

4,374 subscribers to our newsletters

129 newsletters in total

INCLUDING

45 special newsletters related to our internal events AND those co-organized with our partners



105 events

PUBLISHED ON THE CALENDAR

+ 26.5 % 1



59 322 visits

ON THE PAGES OF OUR WEBSITE

+ 12.2 %



Social media

SUBSCRIBERS

2,233 Twitter

+ 10.1 % 9,055 LinkedIn

542 Facebook

+ **64.2** % **1** 153 Youtube

125 Instagram Opening in 2021

Mobilization

Throughout the year, members of the Montréal InVivo team initiated, organized or participated in a large number of events and meetings in order to maintain lasting relationships with the various stakeholders in the sector and to strengthen its positioning.

The members of the team participated throughout the year in the Strategic Committees of the Quebec Life Sciences Strategy (SQSV). The CEO also spent many hours developing new relationships, whether with potential partners, with economic or political influencers, with the business world outside the LSHT sector, or when hosting foreign companies or delegations.

Montréal InVivo also offered free informative webinars to sector stakeholders. These webinars, entitled "Ask the Experts," aim to provide expertise to the entrepreneurial ecosystem while showcasing the know-how of its partners. In October 2021, a first webinar co-organized by Fasken and CGI highlighted the specifics of Bill 64 as well as concrete actions to be taken within companies to comply with this bill.

In December 2021, Montréal InVivo organized a second "Ask the Experts" webinar with its new partner Fundica, a company offering a non-dilutive and personalized financing research platform for businesses. Fundica used the webinar to introduce its platform, which can be accessed directly from the Montréal InVivo website.



March 15 to 17 EFFERVESCENCE

June 8 and 10 COGITONS for Next Generation InVivo

April 21, June 30 and September 22

Continuum information session

April 26

SQRI consultation -Montréal InVivo

June 9

Presentation of the impactful projects of MIV – SQSV

September 15

X EFFERVESCENCE

October 1

Launch of Montréal InVivo's Project Committees

October 29

Biomanufacturing: a developing expertise

November 5

AMA individual meetings

November 19

Canada-Italy business forum on Al

November 24

Protection of Personal Information: Implications for the Life Sciences Industry

December 13

Protection of Personal Information: Implications for the Life Sciences Industry

23

a second edition, an outstanding virtual success

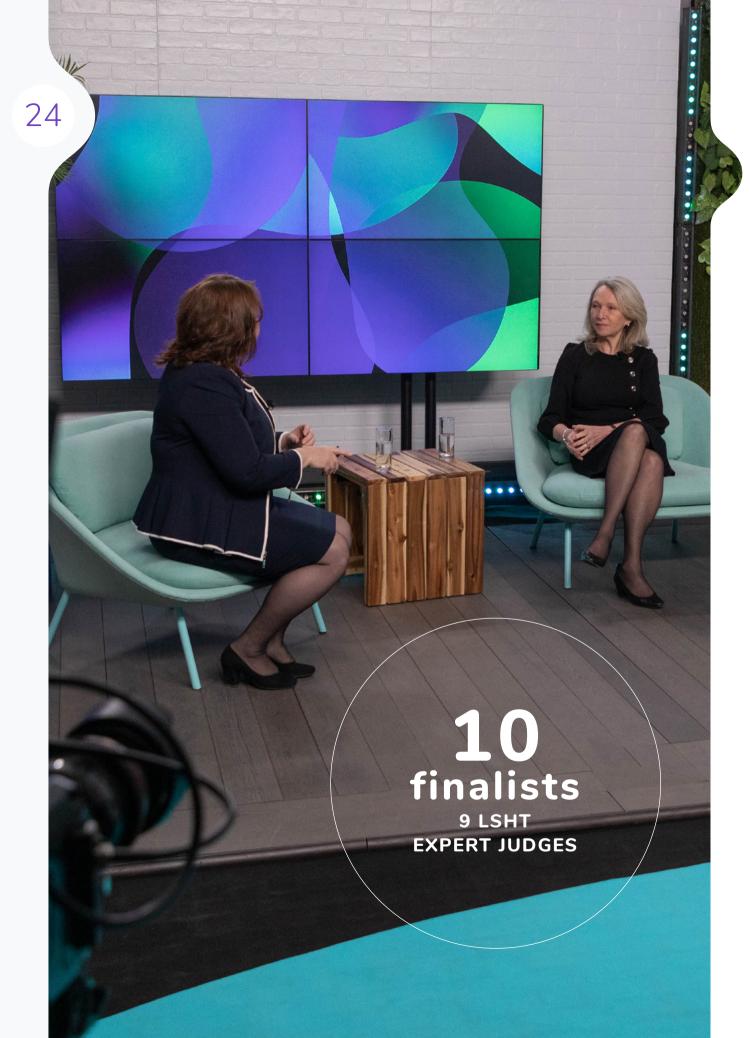
The second edition of the EFFERVESCENCE event was held virtually from March 15 to 17, 2021 and brought together participants and speakers.

600 participants

INCLUDING

120 speakers Several important guests from the sector and politicians were present, including Premier François Legault and Mayor Valérie Plante, Minister Fitzgibbon and Minister Dubé. The 15 members of the Organizing Committee planned a total of 12 thematic sessions, 11 training sessions and 2 competitions: the Pan-Canadian Start-up Pitch Competition and the EFFERVESCENCE Stars Contest. At a press conference, Minister Fitzgibbon, along with Luc Sirois, Quebec's Chief Innovation Officer, launched Axelys, Quebec's new provincial technology transfer organisation. Amgen also launched its AI-LSHT centre at MILA. The event was made possible thanks to the financial support of over 42 private members of the ecosystem! Let's not forget our great partner, the Quebec government.

For the first time at EFFERVESCENCE, a job fair was held. Thanks to the financial support of our partner, Services Québec, the virtual activity provided participants of the event with three days of discussions on job opportunities. In addition, businesses were able to schedule meetings with Services Québec advisors. In all, 55 representatives of companies looking for new talent and 139 candidates looking for a job participated in the fair. Given the success of this first edition and the comments on the importance of having more events of this kind, the Job Fair will be back at EFFERVESCENCE 2022.



Another first for EFFERVESCENCE in 2021 was the highly successful **Pan-Canadian Startup Pitch Competition.** A total of **\$48,000** in prizes were awarded to 6 companies to support their industry-transforming journey. **An additional 12 startups received in-kind prizes from one** of the 10 sponsoring organizations. The **10 finalists** received exposure to 500-600 online participants and feedback from **9 LSHT expert judges** from Canada, the US and Europe. In addition, a Creative Collisions event was also organized in conjunction with the pitch competition, in collaboration with District 3, Montreal NewTech, Centech and Desjardins Open Innovation. The event aimed to showcase the initiatives and collaborations that are driving the future of life sciences and had over 700 registrations online.

In September 2021, our partner Roche held a satellite event at EFFERVESCENCE: **Roche X EFFERVESCENCE** where the Roche team presented its collaboration with Mila, Amii and Vector in its Al with Roche (AiR) project. **This free one-day event was a great success with nearly 800 participants online**. Our partner emphasized their satisfaction with the work of the Montréal InVivo team and EFFERVESCENCE.

In the wake of X EFFERVESCENCE, Montréal InVivo hired Laurence Guilbault to coordinate the meetings of the Organizing Committee and to be responsible for the communications of EFFERVESCENCE 2022. A call for participation was launched in October 2021 to recruit new organizations and to build the program for this 3rd edition. Following this call, 17 organizations were selected to form the Organizing Committee. The third edition of EFFERVESCENCE will be held from May 10 to 12, 2022 at Marché Bonsecours. The event planning firm Altitude/C is once again an important partner in the organization of EFFERVESCENCE and Montréal InVivo would like to highlight its excellent work.

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The decision-makers

MEETINGS

Members of the Board of Directors

SONIA BÉLANGER

CIUSSS Centre-Sudde-l'Île-de-Montréal

FRANK BÉRAUD*

Chief Executive Officer. Montréal InVivo

CÉDRIC BISSON*

Teralys Capital

VÉRONIQUE BOUGIE

Semathera (since May 19, 2021)

BENOÎT BOULET

McGill University (since May 19, 2021)

FABRICE BRUNET

Centre Hospitalier de l'Université de Montréal

MIGUEL BURNIER

Research Institute of the McGill University Health Centre (from May 2021 to October 2021)

DANIEL CODERRE

Génome Ouébec (until May 19, 2021)

NADIA DI CHIARA

Fonds de solidarité FTO

FARIS EL REFAIE

GlaxoSmithKline Pharma Inc. (GSK) (since May 19, 2021)

PHILIPPE GROS

McGill University (until May 19, 2021)

PAVEL HAMET

Medpharmgene (until May 19, 2021)

MARIE-JOSÉE HÉBERT

Université de Montréal (until May 19, 2021)

YVES JOANETTE

Université de Montréal (until May 19, 2021))

JEAN-FRÉDÉRIC LAFONTAINE

TACT Conseil (since May 19, 2021)

ALEXANDRE LE BOUTHILLIER

Imagia

CHRISTIAN MACHER

Novartis

GORDON MCCAULEY*

adMare Bioinnovations (since May 19, 2021)

JACQUES MILETTE

MEDTEQ+

COLE PINNOW

Pfizer Canada (since October, 2021)

ANDREW PLANK

Roche Diagnostics

JEAN-MAURICE PLOURDE

Honorary member, Montréal InVivo

RÉMI QUIRION

Fonds de recherche du Ouébec (FRQ)

FRANCO SICILIA

TELUS Health (since May 19, 2021)

SUZIE TALBOT

DIEX Recherche (since May 19, 2021)

RHIAN TOUYZ

Research Institute of the McGill **University Health Centre McGill** (since October, 2021)

ANNA VAN ACKER

Merck Canada Inc. (until May 19, 2021)

LUC VILANDRÉ

TELUS Health (until May 19, 2021)

PAULA WOOD-ADAMS

Concordia University (since May 19, 2021)

Chairman of the Board

MARTIN LEBLANC*

Caprion Biosciences Inc. / CellCarta

Vice-Chairman of the Board

JACQUES GAGNÉ*

Honorary member Montréal InVivo (until May 19, 2021)

DIANE GOSSELIN*

Ouébec Consortium For Drug Discovery

Secretary-Treasurer of the Board

PIERRE FALARDEAU*

Consultation Pharm-Asset Inc.

* Members of the Executive Committee



Montréal InVivo has seen some changes in its team members. New players have joined the team to continue to support the LSHT sector. Passionate about science and the Montréal region, we share the same vision: to stand out through an innovative, collaborative and sustainable LSHT ecosystem.



The team's most memorable parts of 2021 27



InVivo's activities.

2 The great mobilization around EFFERVESCENCE and the ever-growing support an issue. of our partners for Montréal



The strategic plan for rare diseases. I have rarely seen such great involvement of our partners to advance



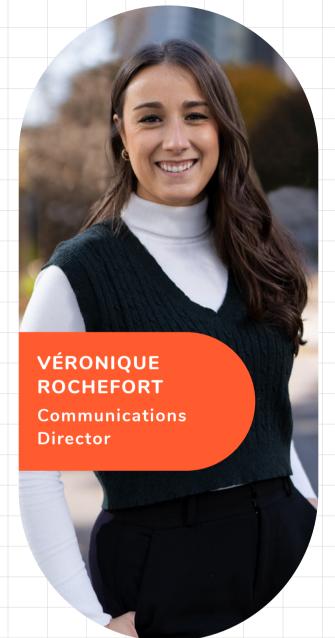
2

The decision to work based on a hybrid model for the future, a symbol of a modernized return to normalcy, and a recognition of the team's productivity during a pandemic.



2

The launch of the VisTaScience platform to promote jobs to the next generation of leaders.



82

Two ministers, the Premier of Quebec and the Mayor of the City of Montreal, attended **EFFERVESCENCE 2021.**



82

EFFERVESCENCE 2021,

a reinvented edition -

A 100% virtual event

that was a real success.





The Pan-Canadian Startup Pitch Competition at EFFERVESCENCE, a great mobilization of the entire ecosystem to fuel the rise of the 10 most innovative startups in life sciences.



Meetings with entrepreneurs and entrepreneurship support organizations that allowed us to submit a brief and recommendations to MEI as well as to update our mapping of support organizations in the LSHT ecosystem.





2

Joining Montréal InVivo and meeting the team in person during the only two weeks in the office of the year!

2

Joining the Montréal InVivo team and participating in the development of the event **EFFERVESCENCE 2022.**

Our allies

Financial partners

- · AbbVie
- adMare BioInnovations
- · Alexion Pharma Canada
- Amgen
- · Amplitudes Ventures
- AstraZeneca
- · National Bank
- · Bausch Health, Canada Inc.
- · Biogen Canada Inc.
- BioQuébec
- Bio Talent
- · BML TECHNOLOGY
- · Bristol-Myers Squibb
- · Boehringer Ingelheim Canada Ltd.
- · <u>Caisse Desjardins du Réseau</u> de la Santé
- · Caprion/CellCarta
- CGI inc.
- · Cirion BioPharma Recherche Inc.
- · Biotech City
- · CIUSSS du Centre-Sudde-l'Île-de-Montréal

- National Council of Research Canada (NRCC) – Human Health Therapeutics
- MEDTEQ Consortium
- · Québec for Drug Discovery (CQDM)
- · CTS Health
- · Eli Lilly Canada
- Entreprises Amorchem
- · École de technologie supérieure (ÉTS)
- · FASKEN
- Fonds de recherche du Québec -Santé (FRQS)
- · Fonds de solidarité FTQ
- · Gilead Sciences Canada
- · GlaxoSmithKline Inc.
- · Imagia
- · INO
- Research Institute of the McGill
 University Health Centre
- · IQVIA Solutions Canada Inc. (IMS)
- · Janssen Inc.
- Lundbeck
- · Innovative Medicines Canada IMC-MNC

- Merck Canada
- Novartis Pharma Canada
- · Novo Nordisk Canada Inc.
- Pfizer Canada
- Plakett Service Clinique
- Polytechnique MTL
- Réseau universitaire intégré de santé et de services sociaux de l'Université de Montréal (RUISSS de l'UdeM)
- Roche Diagnostics
- · Saint-Hyacinthe Technopole
- Sectoral asset Management Inc.
- **TELUS Santé**
- · Teralys Capital
- · Teva Canada Innovation
- · Concordia University
- Université de Montréal
- McGill University
- Vertex Pharmaceuticals (Canada)

LEVELS OF GOVERNMENT

Government of Quebec

- Ministère de l'Économie et de l'Innovation (MEI)
- · Secrétariat à la région métropolitaine

Government of Canada

- Canada Economic Development of Quebec Regions
- CanExport ICCI Program for Québec Regions

Municipal

- Montréal Metropolitan Community (CMM)
- · City of Montreal

PARTNERSHIP AGREEMENTS

- · Life Sciences Ontario (LSO)
- · Innovative Medicines Canada
- · WORLDiscoveries Asia

65 allies

66 collaborators

Montréal InVivo would like to thank its new 2021 partners, in particular: Bausch Health Canada Inc., Baxter Corporation, Biogen Canada Inc., Caisse Desjardins du Réseau de la santé, Citoyen Optimum, CIUSSS du Centre-Sud-de- l'Île-de-Montréal, Exka Inc., Hermes Medical Solutions Canada Inc., Medpharmgene, Novo Nordisk Canada Inc., Plakett Service Clinique, Sectoral Asset Management, TransBIOTech.

Collaborators

- · Aéro Montréal
- AluQuébec
- Axelys
- · Royal Bank of Canada
- BIOTECanada
- · Bonjour Startup Montréal
- Bureau du cinéma et de la télévision du Québec
- · Cargo M
- · Cartagene
- · CATALIS Québec
- · CÉGEP Gérald-Godin
- · CEM
- · Centech
- Chamber of Commerce of Metropolitain Montreal (CCMM)
- · CHU Sainte-Justine
- CIUSSS de la Capitale-Nationale
- CIUSSS de la Mauricie-etdu-Centre-du-Québec
- CIUSSS Estrie
- · Clinical Trials Ontario
- Collège Ahuntsic
- · Collège John-Abbott
- CHUM Research Centre (CRCHUM)
- District 3 Innovation Hub
- Écotech Québec

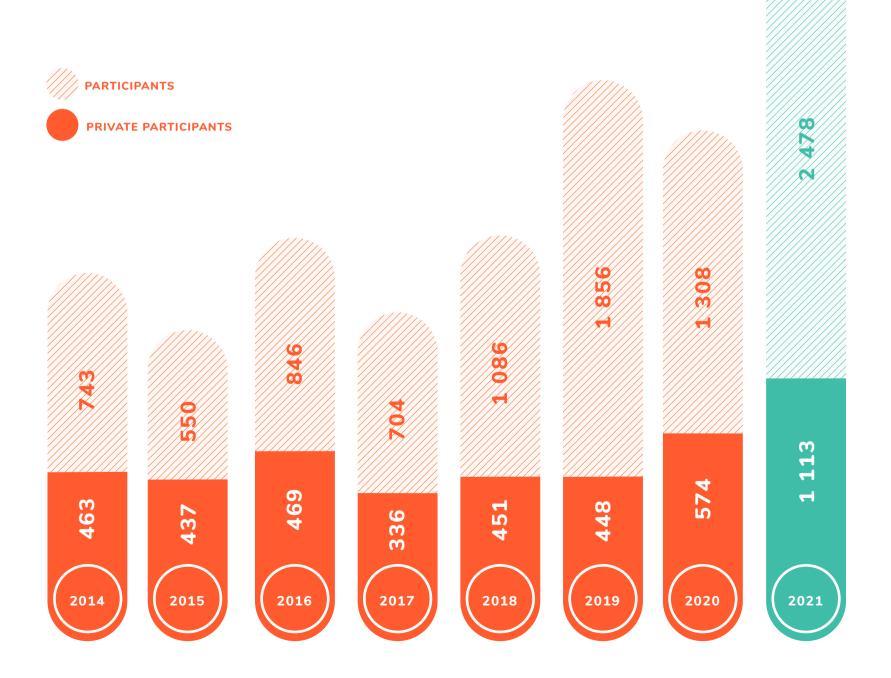
- · Emploi-Québec
- Simplified Clinical Trials
- · Finance Montréal
- Forum IA Québec
- Hacking Health
- Hexoskin
- · INESSS
- Innovation, Sciences et Economic

 Development Canada
- Montreal Clinical Research Institute (IRCM)
- · TransMedTech Institute
- · Investissement Québec
- · IRIC
- · IRICoR
- IVADO
- · John Molson School of Business
- Lavery
- Le Réseau Mentorat
- MEDEC/MEDTECH Canada
- Mila
- Mouvement des accélérateurs d'innovation du Québec
- My Intelligent Machines (MIMs)
- Ministère de la Santé et des Services
 sociaux du Québec
- · mmode
- Montréal International

- Montreal NewTech
- Montréal Relève
- · Ordre des chimistes du Québec
- · Palais des congrès de Montréal
- Pharmabio Développement
- Polytechnique Montréal
- · Prompt
- Propulsion Québec
- · Qualifications Québec
- · Québec International
- · Québec Vitae
- · Quebec Network for Personalized
- Health Care (QNPHC)
- · SAGE Innovation
- Services Québec
- · Sherbrooke Innopole
- TechnoMontréal/NUMANA
- Université du Québec à Montréal (UQAM)

Presence of the cluster's stakeholders

Total participation of the cluster's stakeholders



\$ contribution

\$479,370 IN INDUSTRIAL

CONTRIBUTIONS

+ 91 %

1

\$593,780

IN PUBLIC OR SEMI-PUBLIC CONTRIBUTIONS

+ 65.4 % 1

\$1,073,150

TOTAL IN-KIND CONTRIBUTIONS

+ 75.4 % 1



360
MEETING
HOURS

5,321
TOTAL HOURS
OF PARTICIPANT
INVOLVEMENT

