



# 15.482 Healthcare Finance

## Spring 2017

Andrew W. Lo, MIT

Unit 8, Part 2: Megafunds and Their Limits

# Unit Outline

- The Financial Crisis and Securitization
- Megafunds
- Sizing Megafunds and Modeling Correlation
- When Megafunds Fail

# Megafunds

Oct 2012

## PERSPECTIVE

nature  
biotechnology

## Commercializing biomedical research through securitization techniques

Jose-Maria Fernandez<sup>1</sup>, Roger M Stein<sup>1,2</sup> & Andrew W Lo<sup>1,3,4</sup>

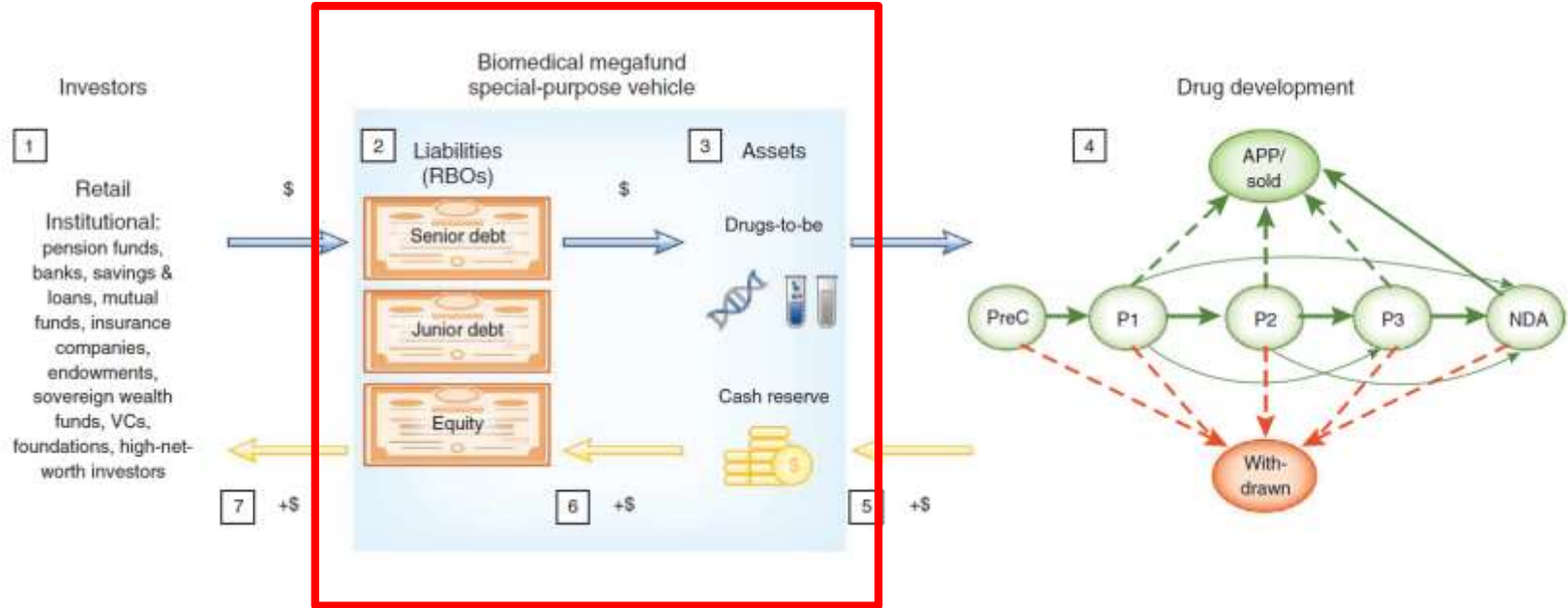
Biomedical innovation has become riskier, more expensive and more difficult to finance with traditional sources such as private and public equity. Here we propose a financial structure in which a large number of biomedical programs at various stages of development are funded by a single entity to substantially reduce the portfolio's risk. The portfolio entity can finance its activities by issuing debt, a critical advantage because a much larger pool of capital is available for investment in debt versus equity. By employing financial engineering techniques such as securitization, it can raise even greater amounts of more-patient capital. In a simulation using historical data for new molecular entities in oncology from 1990 to 2011, we find that megafunds of \$5–15 billion may yield average investment returns of 8.9–11.4% for equity holders and 5–8% for 'research-backed obligation' holders, which are lower than typical venture-capital hurdle rates but attractive to pension funds, insurance companies and other large institutional investors.

years, including gene therapies for previously incurable rare diseases, molecularly targeted oncology drugs, new modes of medical imaging and radiosurgery, biomarkers for drug response or for such diseases as prostate cancer and heart disease, and the use of human genome sequencing to find treatments for diseases that have confounded conventional medicine, not to mention advances in bioinformatics and computing power that have enabled many of these applications. Moreover, there are many life-threatening diseases for which the number of afflicted individuals continues to increase—if for no other reason than population growth—implying a growing demand for therapeutics from a grateful and price-insensitive clientele. Why, then, does the industry appear to be so challenged?

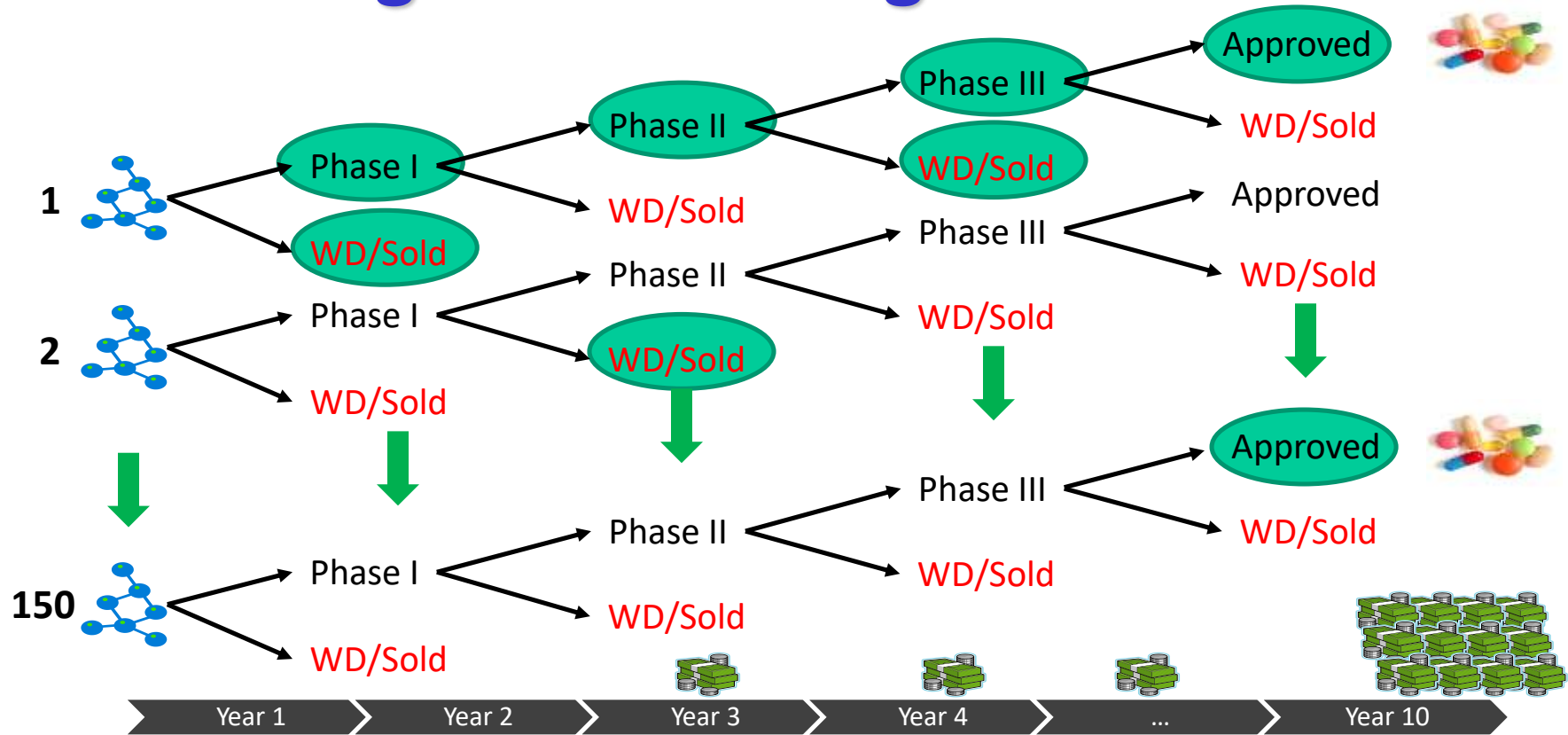
Here we propose one explanation for this apparent inconsistency and a possible solution. Our proposed explanation is the trend of increasing risk and complexity in the biopharma industry. This trend can be attributed to at least two distinct sources: scientific advances and economic circumstances. That biomedicine is far more advanced today than even a decade ago is indisputable, but breakthroughs such as molecular biomarkers for certain diseases generate many new

- Can we use these same techniques to fund cancer drug development?
- **Should** we use these same techniques...?

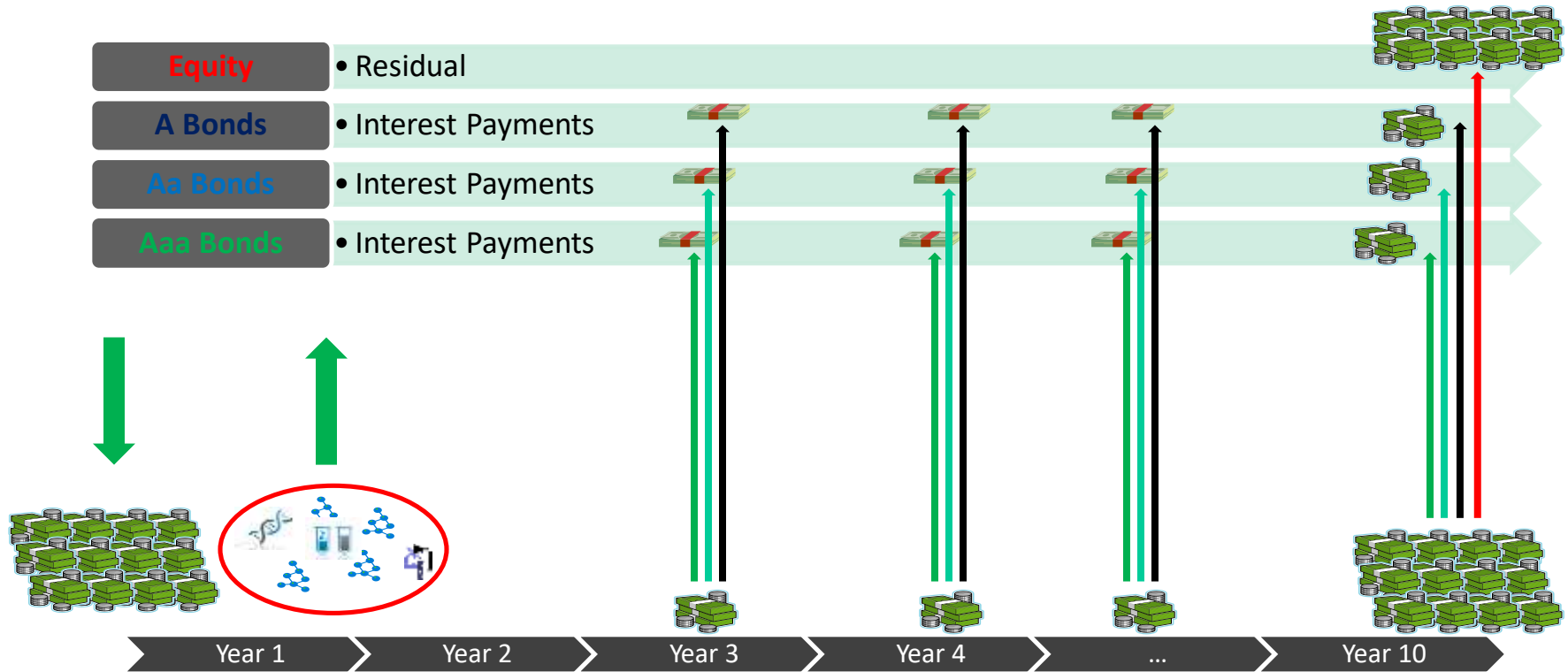
# Megafund Structure



# Simulating A Cancer Megafund



# Simulating A Cancer Megafund



# Fernandez, Stein, Lo (2012)

## Simulate Historical Investment Performance

- Cost assumptions:
  - DiMasi, Hansen, Grabowski (2004), Adams & Brantner (2006), DiMasi & Grabowski (2007), Paul *et al.* (2010)
- Historical data for revenues (valuations) and transitions:
  - DEVELOPMENT optimizer (Deloitte Recap, LLC), Center for the Study of Drug Development (Tufts); January 1990 to January 2011: +2,000  $\Rightarrow$  733 compounds
  - Bloomberg
- Seven-state Markov chain (PreC, Phases I–III, NDA, APP, WD)
  - Simulation A (PreC to Phase II), Simulation B (Phase III to APP)
  - run 500,000 simulations for each
- Financial structure of the megafund:
  - Senior tranche (5% coupon), junior tranche (8% coupon), equity tranche
  - 7.5-year tenor
  - 0.5% annual management fee,
  - \$5B for Simulation A (2:1 leverage), \$15B for Simulation B (2.5:1 leverage)



# Fernandez, Stein, Lo (2012)

| Stage  | Total | in % |
|--|-------|------|
| Approved:                                      | 38    | 5%   |
| Discontinued (NDA)                             | 2     | 0%   |
| Discontinued (Phase I)                         | 174   | 24%  |
| Discontinued (Phase II)                        | 171   | 23%  |
| Discontinued (Phase III)                       | 30    | 4%   |
| Still in process as of end compilation period: |       |      |
| In NDA   | 4     | 1%   |
| In Phase I                                     | 17    | 2%   |
| In Phase II                                    | 221   | 30%  |
| In Phase III                                   | 76    | 10%  |
| Total  | 733   | 100% |

Table 2: Composition of the final database of 733 oncology compounds in various clinical phases (percentages do not sum to 100% due to rounding).

# Fernandez, Stein, Lo (2012)

## Simulate Historical Investment Performance

$$P = \begin{matrix} & \begin{matrix} \text{Preclinical}_{t+1} & \text{Phase I}_{t+1} & \text{Phase II}_{t+1} & \text{Phase III}_{t+1} & \text{NDA}_{t+1} & \text{Approved}_{t+1} & \text{Withdrawn}_{t+1} \end{matrix} \\ \begin{matrix} \text{Preclinical}_t \\ \text{Phase I}_t \\ \text{Phase II}_t \\ \text{Phase III}_t \\ \text{NDA}_t \\ \text{Approved}_t \\ \text{Withdrawn}_t \end{matrix} & \left( \begin{matrix} 50.0 & 34.5 & 0.0 & 0.0 & 0.0 & 0.0 & 15.5 \\ 0.0 & 80.8 & 13.3 & 0.5 & 0.0 & 0.0 & 5.3 \\ 0.0 & 0.0 & 84.5 & 6.7 & 0.3 & 0.1 & 8.5 \\ 0.0 & 0.0 & 0.0 & 84.8 & 6.8 & 2.1 & 6.3 \\ 0.0 & 0.0 & 0.0 & 0.0 & 56.7 & 41.2 & 2.2 \\ 0.0 & 0.0 & 0.0 & 0.0 & 0.0 & 100.0 & 0.0 \\ 0.0 & 0.0 & 0.0 & 0.0 & 0.0 & 0.0 & 100.0 \end{matrix} \right) \end{matrix}$$

| Source           | Time Period   | Number of Compounds | Preclinical to Phase I | Phase I to Phase II | Phase II to Phase III | Phase III to NDA | NDA to Approved |
|------------------|---------------|---------------------|------------------------|---------------------|-----------------------|------------------|-----------------|
| Megafund*        | 1990–2010     | 733                 | 69.0%                  | 72.4%               | 45.2%                 | 58.6%            | 95.2%           |
| Natanson*        | 1988–May 2010 | 164                 | —                      | 72.6%               | 40.3%                 | 66.7%            | 90.6%           |
| Reichert et al.* | 1990–2006     | 920                 | —                      | 78.0%               | 43.0%                 | 52.0%            | 89.0%           |
| Walker et al.*   | 1995–2007     | 974                 | —                      | 77.0%               | 44.0%                 | 52.0%            | —               |
| Dimasi et al.    | 1993–2002     | 838                 | —                      | 76.8%               | 59.4%                 | 57.1%            | —               |
| Paul et al.      | 15 years      | —                   | 69.0%                  | 54.0%               | 34.0%                 | 70.0%            | 91.0%           |

\*These probabilities are calculated only for cancer related compounds.

Table 5: Comparison of cancer compound transition probability by development phase.

# Fernandez, Stein, Lo (2012)

Table 4 Performance summary statistics of the biomedical megafund simulations

| Variable or summary statistic                     | Simulation A |                             | Simulation B |                             |
|---|--------------|-----------------------------|--------------|-----------------------------|
|   | All equity   | Research-backed obligations | All equity   | Research-backed obligations |
| Number of compounds                               |              |                             |              |                             |
| Preclinical                                       | 50           | 100                         | —            | —                           |
| Phase 1   | 50           | 100                         | —            | —                           |
| Phase 2   | —            | —                           | 40           | 100                         |
| Phase 3   | —            | —                           | —            | —                           |
| Research impact                                   |              |                             |              |                             |
| Number of compounds to reach phase 2              | 52.8         | 101.7                       | —            | —                           |
| Number of compounds sold in phase 3 and NDA       | 0.9          | 2.3                         | 6.0          | 21.3                        |
| Number of compounds sold once APP                 | 0.6          | 1.0                         | 5.1          | 7.6                         |
| Liabilities                                       |              |                             |              |                             |
| Capital (\$ millions)                             | 2,500        | 5,000                       | 6,000        | 15,000                      |
| Senior tranche (\$ millions)                      | —            | 1,250                       | —            | 6,000                       |
| Junior tranche (\$ millions)                      | —            | 1,250                       | —            | 3,000                       |
| Equity tranche (\$ millions)                      | 2,500        | 2,500                       | 6,000        | 6,000                       |
| Equity tranche performance                        |              |                             |              |                             |
| Average annualized return on equity               | 7.2%         | 8.9%                        | 7.2%         | 11.4%                       |
| Prob. (return on equity < 0 )                     | 17%          | 20%                         | 17%          | 10%                         |
| Prob. (return on equity > 5% )                    | 61%          | 68%                         | 63%          | 79%                         |
| Prob. (return on equity > 15% )                   | 15%          | 35%                         | 14%          | 40%                         |
| Debt tranches performance                         |              |                             |              |                             |
| Senior tranche: default prob., expected loss (bp) | —            | 1, <1                       | —            | 6, <1                       |
| Junior tranche: default prob., expected loss (bp) | —            | 87, 27                      | —            | 60, 30                      |

bp, units of basis points or 0.01%; prob., probability.

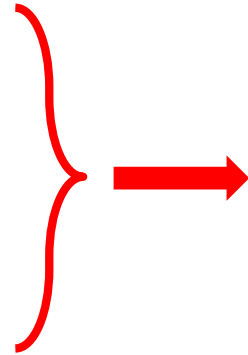
Source: Fernandez, Stein, Lo (2012)

# **Sizing Megafunds and Modeling Correlation**

# How Much Capital Do We Need?

## The Amount of Capital Needed Depends On:

- Cost per shot
- Probability of success
- Duration of trials
- Correlation of shots
- Profits per success



Fernandez, Stein, Lo,  
(NBT 2012)

- Sourcecode available  
in R and Matlab

## Finance and Biomedical Experts Must Collaborate

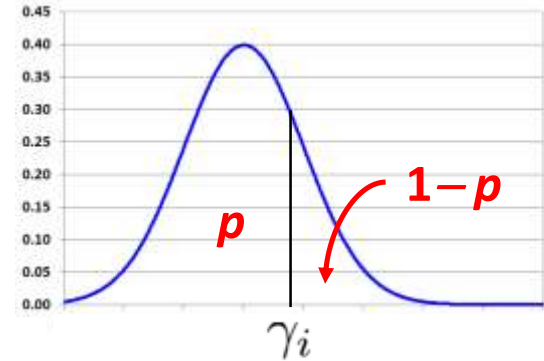
- Cultures are very different
- Value created in being able to bridge this gap

# Modeling Correlations Is Key

Denote Success/Failure of Project  $i$  By  $I_i = \{0,1\}$

- Payoff is  $(I_1 + I_2 + \dots + I_n) \times \text{rNPV}$
- What is  $\Pr(I_1 + I_2 + \dots + I_n = k)$ ? For IID:

$$\Pr\left(\sum_{i=1}^n I_i = k\right) = \sum_{j=0}^k \binom{n}{j} p^j (1-p)^{n-j}$$



- How does correlation effect these probabilities?

$$I_i = \begin{cases} 1 & \text{if } X_i > \gamma_i \\ 0 & \text{if } X_i \leq \gamma_i \end{cases}, \quad X_i \sim \mathcal{N}(\mu_i, \sigma_i^2)$$

$$\begin{bmatrix} X_1 \\ X_2 \\ \vdots \\ X_n \end{bmatrix}$$

$$\sim \mathcal{N}(\mu, \Sigma)$$

What is this?

# Modeling Correlations Is Key

$$\Sigma = \begin{bmatrix} \sigma_1^2 & \sigma_{12} & \cdots & \sigma_{1n} \\ \sigma_{21} & \sigma_2^2 & \cdots & \sigma_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \sigma_{n1} & \sigma_{n2} & \cdots & \sigma_n^2 \end{bmatrix}$$

- If project A fails, does that change your mind about project B's prospects?

$$= \begin{bmatrix} \sigma_1 & 0 & \cdots & 0 \\ 0 & \sigma_2 & \cdots & 0 \\ \vdots & \vdots & \ddots & \vdots \\ 0 & 0 & \cdots & \sigma_n \end{bmatrix} \begin{bmatrix} 1 & \rho_{12} & \cdots & \rho_{1n} \\ \rho_{21} & 1 & \cdots & \rho_{2n} \\ \vdots & \vdots & \ddots & \vdots \\ \rho_{n1} & \rho_{n2} & \cdots & 1 \end{bmatrix} \begin{bmatrix} \sigma_1 & 0 & \cdots & 0 \\ 0 & \sigma_2 & \cdots & 0 \\ \vdots & \vdots & \ddots & \vdots \\ 0 & 0 & \cdots & \sigma_n \end{bmatrix}$$

# Orphan Diseases

- Often due to mutation in a single gene, e.g, Huntington's, cystic fibrosis, Gaucher, paroxysmal nocturnal hemoglobinuria
- 25 million Americans suffer from all rare diseases
- Smaller population, urgent need, higher prices, lower development costs, higher success rates (20%), faster time to approval (3–7 years)
- \$400–\$500 million of capital and 10–20 projects sufficient
- **Lack of correlation is critical!** (see Fagnan, Stein, Gromatzky, Fernandez, Lo, 2014, DDT)

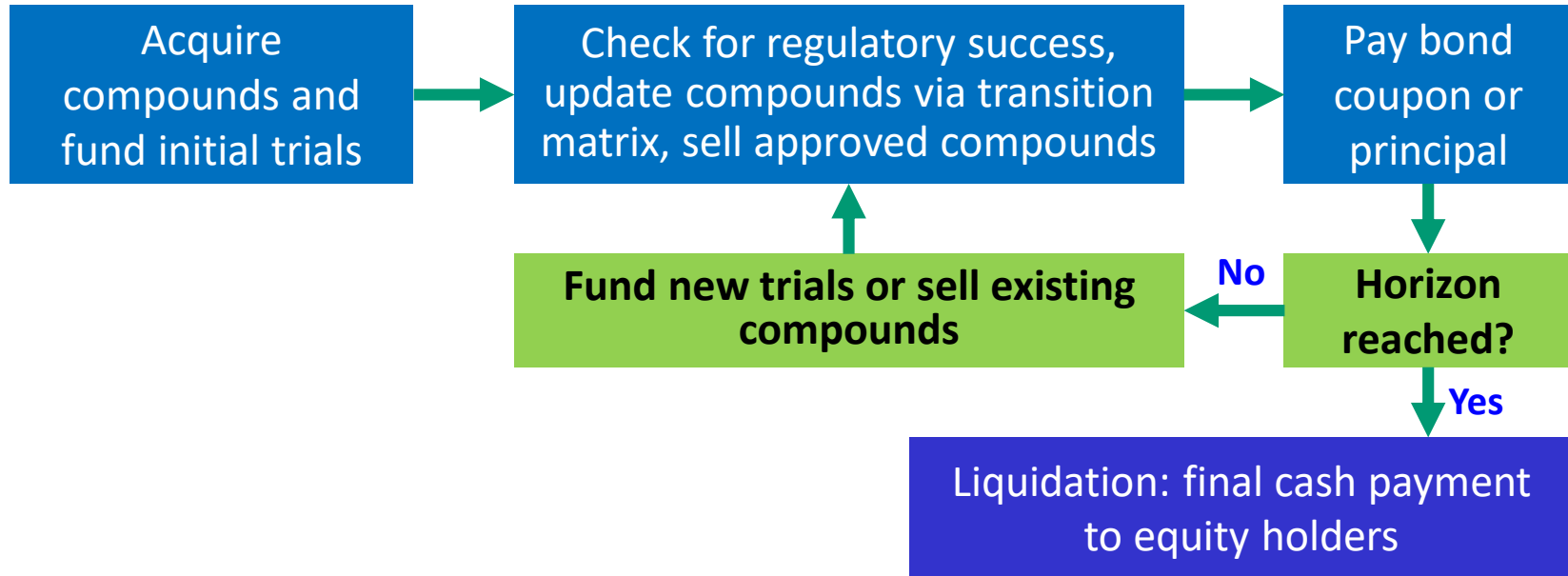


# Fagnan, Yang, McKew, Lo (2015)

## Simulation Using Data From Live Portfolio

- National Center for Advancing Translational Sciences (NCATS); part of NIH established in 2012
- Therapeutics for Rare and Neglected Diseases (TRND) and Bridging Interventional Development Gaps (BrIDGs), 28 projects in various stages of development
- Used actual expenses borne by NCATS and researchers, convened valuation panel of experts to estimate market value

# Fagnan, Yang, McKew, Lo (2015)\*



\*This is a simplified flowchart intended to highlight the overall structure of the simulation—please see the MATLAB code for the details.

# Fagnan, Yang, McKew, Lo (2015)

**Table 1. Structure and function.** Simulated performance comparing an all-equity structure (using no debt financing); an RBO structure using a senior and junior debt tranche paying 5 and 8% annual coupon rates, respectively; and a second RBO structure with a single guaranteed senior tranche. The senior tranche is paid before the junior (mezzanine) tranche, which is paid before the equity holder. In the event that the fund defaults or fails to meet its debt obligations, the guarantor will pay the difference. Each structure acquires only preclinical compounds, with a target goal of reaching phase 3 within a maximum horizon of 11 years. Dashes indicate cases in which the corresponding type of financing and/or guarantee is not used. IRR, internal rate of return; ROE, return on equity.

| Simulation results                                      | All equity<br>(similar equity) | Research-backed<br>obligation (RBO) | RBO with guarantee<br>(no mezzanine) |
|---|--------------------------------|-------------------------------------|--------------------------------------|
| <b>Equity tranche performance</b>                       |                                |                                     |                                      |
| Equity tranche performance                              | 3.25                           | 5.14                                | 5.32                                 |
| Average IRR   | 26.7%                          | 21.6%                               | N/A                                  |
| Average MIRR (0% financing)                             | 18.3%                          | 18.3%                               | 22.7%                                |
| Average annualized ROE                                  | 11.6%                          | 11.6%                               | 15.4%                                |
| Probability (equity wiped out)                          | 1.3 bp                         | 0.52%                               | 0.34%                                |
| Probability (return on equity <0)                       | 8.0%                           | 6.2%                                | 5.1%                                 |
| Probability (return on equity >10%)                     | 61.9%                          | 76.8%                               | 78.6%                                |
| Probability (return on equity >25%)                     | 2.2%                           | 10.4%                               | 11.0%                                |
| <b>Debt tranches performance</b>                        |                                |                                     |                                      |
| Senior tranche: default probability, expected loss (bp) | —                              | 0.1, <0.1                           | <0.1, <0.1                           |
| Junior tranche: default probability, expected loss (bp) | —                              | 50, 15                              | —                                    |
| <b>Guarantee performance</b>                            |                                |                                     |                                      |
| Probability (cost of guarantee >0)                      | —                              | —                                   | 0.3%                                 |
| Expected cost, 2% discount (\$)                         | —                              | —                                   | 65,000                               |
| No-arbitrage cost of guarantee (\$)                     | —                              | —                                   | 110,000                              |

# Fagnan, Yang, McKew, Lo (2015)



Embargoed for Release: Wednesday, July 9, 2014 9 a.m. EDT

## First drug candidate from NIH program at biopharmaceutical company

*Potential treatment targets sickle cell disease*

A drug candidate developed by researchers at the NIH's National Center for Human Genome Research (NCHGR) and its collaborators to treat sickle cell disease has been acquired by a biopharmaceutical company. The drug candidate, Aes-103, is the first specifically developed to target the mechanism of sickle cell disease. Baxter now will advance the clinical development of the drug candidate through regulatory approval and commercialization.

## Orphan Drugs Industry Databases

LICENSING & OTHER DEALS, M&A AND PRIVATE EQUITY FUNDING ROUNDS  
MERGERS & ACQUISITIONS

## Shire: Acquisition of Bikam Pharmaceuticals, Inc.

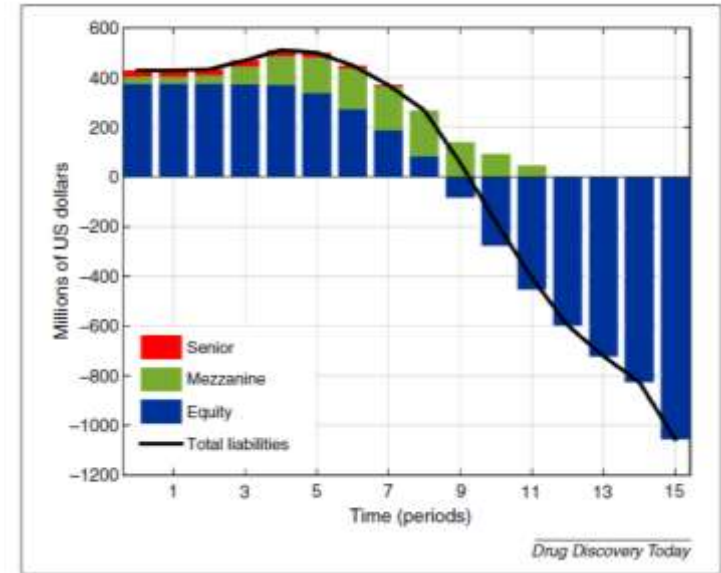
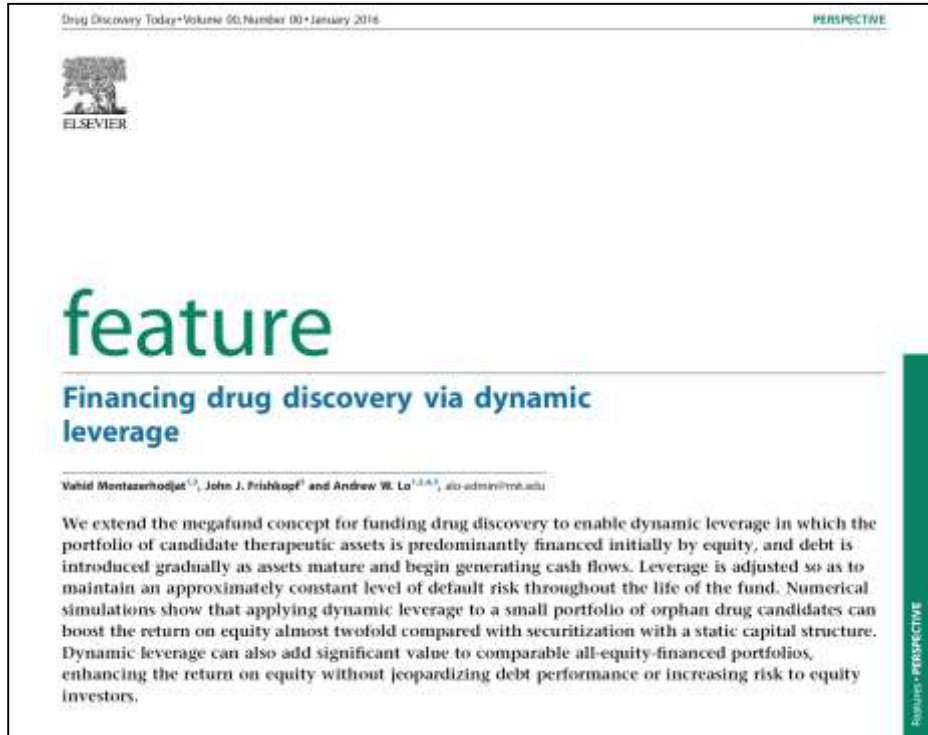
POSTED BY [CHRISTIAN@ORPHANDRUGSINDUSTRY.COM](mailto:CHRISTIAN@ORPHANDRUGSINDUSTRY.COM) · JULY 9, 2014

FILED UNDER [BIKAM PHARMACEUTICALS \(US\)](#), [RETINITIS PIGMENTOSA \(OPHTHALMOLOGY\)](#), [SHIRE \(IE\)](#)

On July 9, 2014 Shire completed the acquisition of Bikam, a biopharmaceutical company with pre-clinical compounds that could provide an innovative approach to treating autosomal dominant retinitis pigmentosa (adRP).

Stock market reaction = **\$238.3** million for Baxter  
**\$423.1** million for Shire

# What About Early Stage Assets?



- Start off with mostly equity and increase leverage over time as cash flows increase

# When Megafunds Fail

# And Now The Bad News...

## For Alzheimer's, \$30 Billion May Not Be Enough!

- Lo, Ho, Cummings, Kosik (STM, 2014)
- 13-year development time, not 10; \$500M to \$600M in out-of-pocket costs; probability of success  $\leq 5\%$
- But not enough “shots on goal” (beta amyloid, tau)
  - Correlated shots provide less risk reduction
- Basic science is not as developed as in oncology
- We have to “invest” in basic science of AD biology
- **The private sector will not do this**

# And Now The Bad News...

Cummings et al. *Alzheimer's Research & Therapy* 2014, 6:37  
<http://alzres.com/content/6/4/37>

2014



## RESEARCH

### Alzheimer's disease drug-development pipeline: few candidates, frequent failures

Jeffrey L Cummings<sup>1\*</sup>, Travis Morstorf<sup>2</sup> and Kate Zhong<sup>1</sup>

**Table 1 Overview of Alzheimer's disease clinical trials from clinicaltrials.gov**

| Year registered | Phase 1 | Phase 2 | Phase 3 | Total |
|-----------------|---------|---------|---------|-------|
| 2002            | 0       | 2       | 3       | 5     |
| 2003            | 0       | 5       | 7       | 12    |
| 2004            | 1       | 9       | 4       | 14    |
| 2005            | 4       | 19      | 9       | 32    |
| 2006            | 5       | 14      | 6       | 25    |
| 2007            | 16      | 22      | 8       | 46    |
| 2008            | 25      | 27      | 9       | 61    |
| 2009            | 28      | 30      | 14      | 72    |
| 2010            | 16      | 24      | 11      | 51    |
| 2011            | 15      | 26      | 4       | 45    |
| 2012            | 14      | 28      | 8       | 50    |
| Total           | 124     | 206     | 83      | 413   |

“The failure rate since 2002 (excluding agents currently in Phase 3) is 99.6%”



# And Now The Bad News...

## We Need Parallel Drug Discovery Efforts

- If a single project takes 13 years and has a 1% chance of success, how long is the average waiting time  $E[T^*]$  before the first success in a sequence of trials?

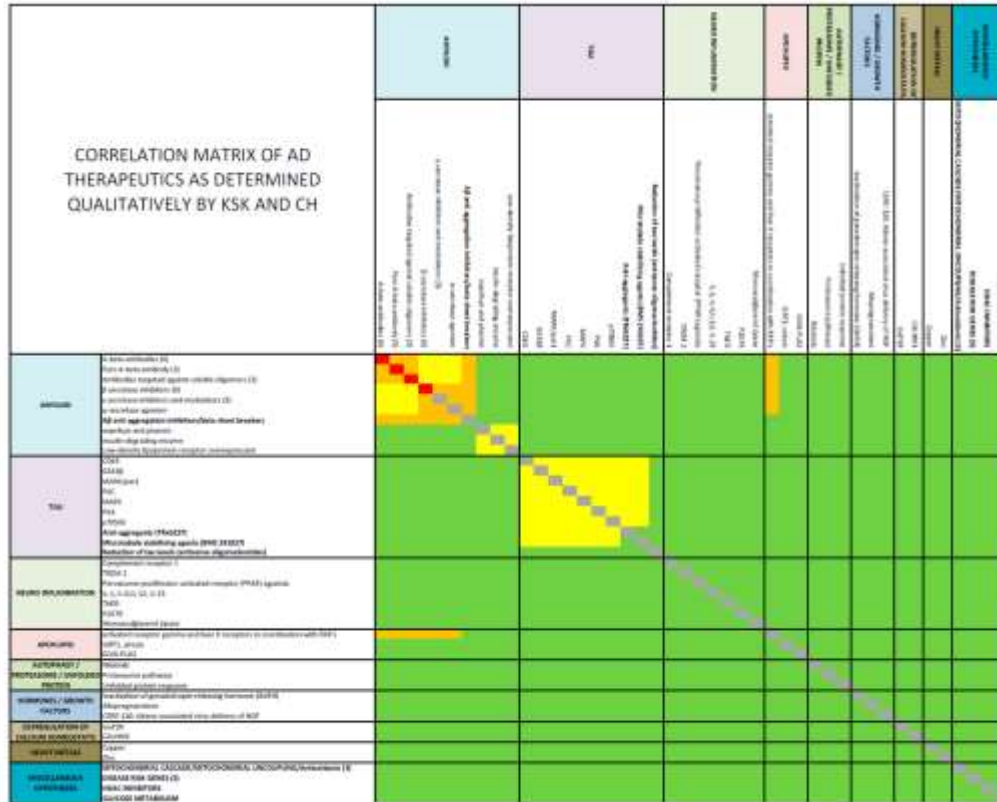
$$E[T^*] = 13 \times \frac{1}{p} = 1,300 \text{ Years}$$

- Apart from diversification benefits, there are costs to waiting for success (in 2017, Medicare + Medicaid costs = **\$175 billion**)

# Lo, Ho, Cummings, Kosik (2014)

| Projects   | Degree of validation | Projects   | Degree of validation |
|--|----------------------|--|----------------------|
| <b>AMYLOID</b>   |                      | <b>NEUROINFLAMMATION</b>   |                      |
| <b>A<math>\beta</math> Passive Immunotherapy</b>                                 |                      | Complement receptor 1  | low                  |
| A-beta antibodies (6)  | high                 | TREM 2   | low                  |
| Pyro A-beta antibodies (3)   | high                 | Peroxisome proliferator-activated receptor (PPAR) agonists             | low                  |
| Antibodies targeted against soluble oligomers (3)                                | high                 | IL-1, IL-6, IL-12, IL-23   | low                  |
| <b>A<math>\beta</math> Synthesis</b>   |                      | TNFR   | low                  |
| $\beta$ secretase inhibitors (6)   | medium               | P2X7R  | low                  |
| $\gamma$ secretase inhibitors and modulators (3)                                 | low                  | Monoacylglycerol Lipase  | low                  |
| $\alpha$ -secretase agonism  | low                  | <b>AUTOPHAGY/PROTEASOME/UNFOLDED PROTEIN RESPONSE</b>                  |                      |
| <b>A<math>\beta</math> anti aggregation inhibitors/beta sheet breakers</b>       | low                  | Nilotinib  | low                  |
| <b>A<math>\beta</math> clearance</b>   |                      | Proteasome pathways  | low                  |
| neprilysin and plasmin   | low                  | Unfolded protein response  | low                  |
| insulin-degrading enzyme   | low                  | <b>HORMONES/GROWTH FACTORS</b>   |                      |
| Low-density lipoprotein receptor overexpression                                  | low                  | Inactivation of gonadotropin-releasing hormone (GnRH)                  | low                  |
| <b>TAU PATHWAY</b>   |                      | Allopregnanolone   | low                  |
| <b>Phosphorylation inhibitors</b>  |                      | CERE-110: Adeno-associated virus delivery of NGF                       | low                  |
| CDK5   | low                  | <b>DYSREGULATION OF CALCIUM HOMEOSTASIS</b>                            |                      |
| GSK3 $\beta$   | low                  | InsP3R   | low                  |
| MARK/par1  | low                  | CALHM1   | low                  |
| PKC  | low                  | <b>HEAVY METALS</b>  |                      |
| MAPK   | low                  | Copper   | low                  |
| PKA  | low                  | Zinc   | low                  |
| p70S6K   | low                  | <b>MITOCHONDRIAL CASCADE/MITOCHONDRIAL UNCOUPLING/Antioxidants (3)</b> |                      |
| Anti-aggregants (TRx0237)  | low                  | DISEASE RISK GENES (3)   | low                  |
| Microtubule stabilizing agents (BMS 241027)                                      | low                  | HDAC INHIBITORS  | low                  |
| Reduction of tau levels (Tau antibodies and antisense oligonucleotides)          | low                  | GLUCOSE METABOLISM   | low                  |
| <b>APOE4 / LIPID METABOLISM</b>  |                      |  |                      |
| activated receptor gamma and liver X receptors in coordination with RXR $\alpha$ | low                  |  |                      |
| SIRT1, sirtuin   | low                  |  |                      |
| GIVA-PLA2  | low                  |  |                      |

# Lo, Ho, Cummings, Kosik (2014)



- = 90% correlation
- = 50% correlation
- = 25% correlation
- = 10% correlation

- Must ensure **positive definiteness**!
- Qi, H. and Sun, D., 2006, "A Quadratically Convergent Newton Method for Computing the Nearest Correlation Matrix," *SIAM J. Matrix Anal. Appl.* 28, 360–385

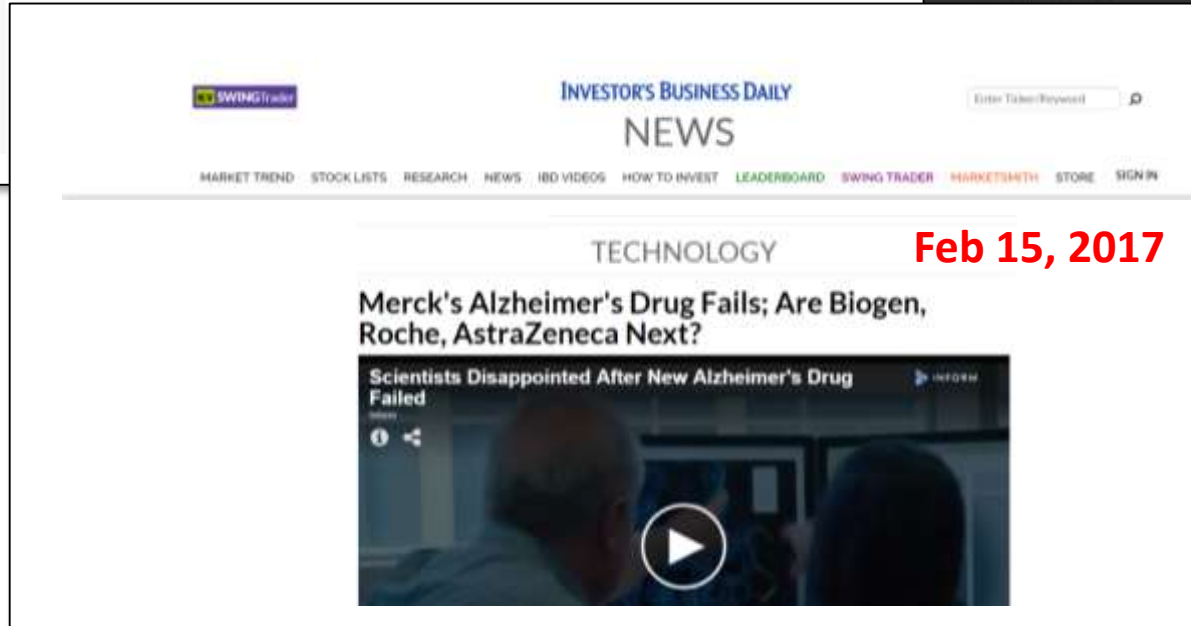
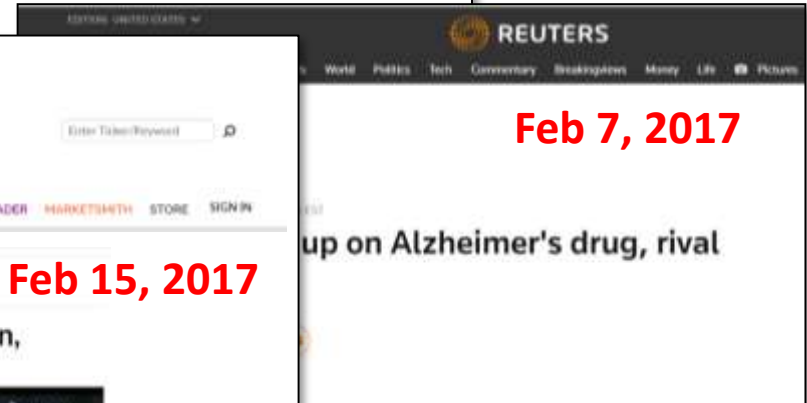
# Lo, Ho, Cummings, Kosik (2014)

## Simulated Return of AD Megafund

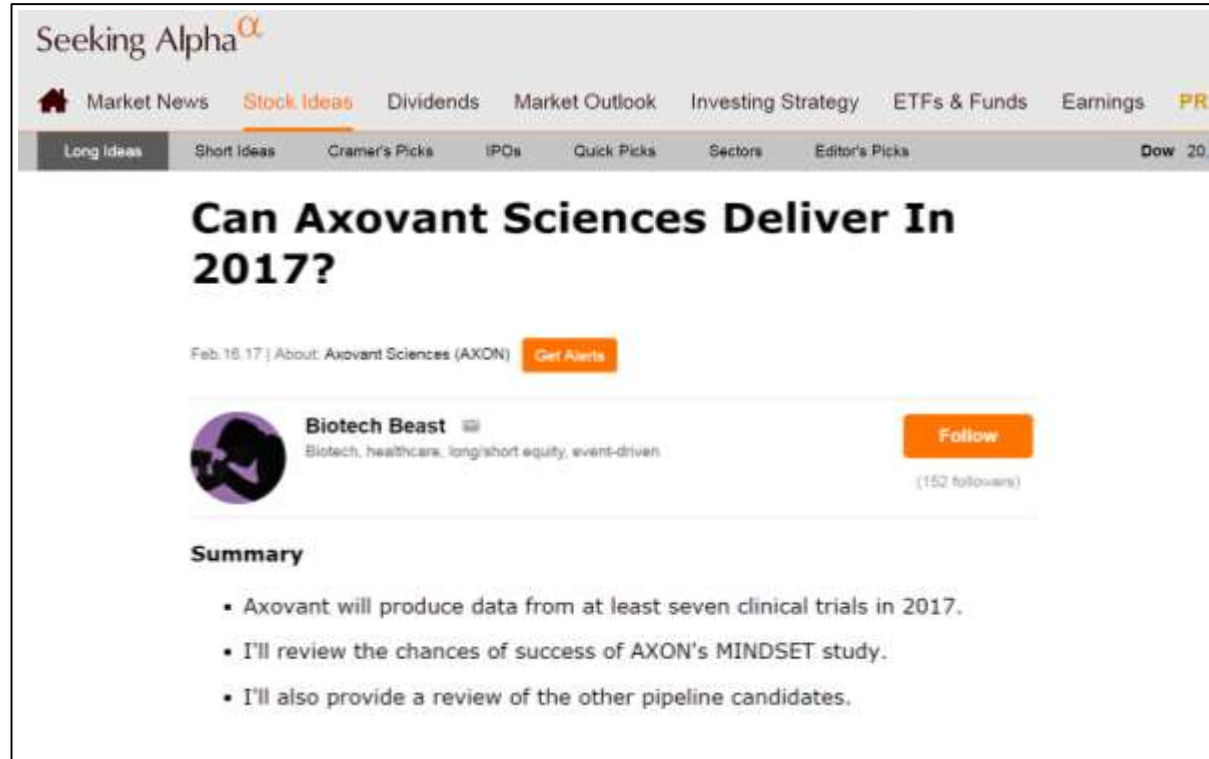
| Parameters  |       |                    | Private-Sector Returns |       | M&M Returns Over Various Horizon (Years) Using AA Model |       |       |                               |      |      |                             |       |       |                              |      |      |
|---|-------|--------------------|------------------------|-------|---|-------|-------|-------------------------------|------|------|-----------------------------|-------|-------|------------------------------|------|------|
|   |       |                    |                        |       | 10  | 20    | 30    | 10                            | 20   | 30   | 10                          | 20    | 30    | 10                           | 20   | 30   |
| p (%)   | ρ (%) | p <sub>1</sub> (%) | E[R]                   | SD[R] | E[R]: Delayed-Onset (T2) (%)                            |       |       | SD[R]: Delayed-Onset (T2) (%) |      |      | E[R]: Slowed-Prog. (T3) (%) |       |       | SD[R]: Slowed-Prog. (T3) (%) |      |      |
| Expectation and Standard Deviation of Annualized Return |       |                    |                        |       |   |       |       |                               |      |      |                             |       |       |                              |      |      |
| 5   | 0     | 96                 | -4.2                   | 19.4  | 10.2  | 22.3  | 28.3  | 21.8                          | 24.1 | 25.3 | 7.7                         | 17.3  | 22.4  | 21.3                         | 23.2 | 24.2 |
| 5   | 40    | 69                 | -32.5                  | 46.0  | -21.5   | -13.0 | -8.6  | 53.2                          | 59.0 | 61.9 | -23.3                       | -16.5 | -12.9 | 52.0                         | 56.6 | 59.0 |
| 5   | 80    | 40                 | -61.3                  | 47.2  | -54.0   | -48.9 | -46.4 | 56.1                          | 62.3 | 65.4 | -55.0                       | -51.0 | -48.9 | 54.9                         | 59.7 | 62.3 |
| 10  | 0     | 100                | 5.0                    | 5.0   | 14.4  | 26.9  | 33.2  | 3.9                           | 4.4  | 4.6  | 11.8                        | 21.7  | 27.0  | 3.8                          | 4.2  | 4.4  |
| 10  | 40    | 91                 | -7.2                   | 29.4  | 4.5   | 15.9  | 21.7  | 32.3                          | 35.9 | 37.7 | 2.2                         | 11.2  | 16.0  | 31.6                         | 34.4 | 35.9 |
| 10  | 80    | 46                 | -54.5                  | 49.0  | -46.8   | -41.0 | -38.0 | 57.1                          | 63.4 | 66.5 | -48.0                       | -43.4 | -40.9 | 55.8                         | 60.8 | 63.4 |
| 15  | 0     | 100                | 8.6                    | 2.8   | 14.5  | 27.0  | 33.3  | 0.6                           | 0.7  | 0.7  | 11.9                        | 21.8  | 27.1  | 0.6                          | 0.7  | 0.7  |
| 15  | 40    | 98                 | 3.2                    | 15.8  | 12.3  | 24.6  | 30.8  | 15.8                          | 17.5 | 18.4 | 9.8                         | 19.5  | 24.7  | 15.5                         | 16.8 | 17.5 |
| 15  | 80    | 62                 | 28.5                   | 18.4  | 29.1  | 31.5  | 37.4  | 55.6                          | 61.7 | 64.7 | 30.6                        | 24.5  | 21.2  | 54.4                         | 59.2 | 61.7 |
| KSK-CH  | 87    |                    | -14.3                  | 33.4  | -0.4  | 10.5  | 16.0  | 38.5                          | 42.7 | 44.8 | -2.6                        | 6.0   | 10.6  | 37.6                         | 41.0 | 42.8 |

Source: Lo, Ho, Cummings, Kosik (2014)

# Recent Failures vs. New Approaches



# Recent Failures vs. New Approaches



The screenshot shows the Seeking Alpha website interface. At the top, the logo 'Seeking Alpha' is followed by a navigation bar with links: Home, Market News, Stock Ideas (highlighted), Dividends, Market Outlook, Investing Strategy, ETFs & Funds, Earnings, and PR. Below this is a secondary navigation bar with links: Long Ideas, Short Ideas, Cramer's Picks, IPOs, Quick Picks, Sectors, Editor's Picks, and Dow Jones. The main article title is 'Can Axovant Sciences Deliver In 2017?'. Below the title, it says 'Feb. 16, 17 | About: Axovant Sciences (AXON)' with a 'Get Alerts' button. The author's profile is 'Biotech Beast' with a bio 'Biotech, healthcare, long/short equity, event-driven' and a 'Follow' button. Below the profile, the article summary is displayed.

**Can Axovant Sciences Deliver In 2017?**

Feb. 16, 17 | About: Axovant Sciences (AXON) [Get Alerts](#)

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Biotech, healthcare, long/short equity, event-driven  
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**Summary**

- Axovant will produce data from at least seven clinical trials in 2017.
- I'll review the chances of success of AXON's MINDSET study.
- I'll also provide a review of the other pipeline candidates.

# Recent Failures vs. New Approaches

LETTER

**Nature** (published online 12 Oct 2014)

doi:10.1038/nature13800

## A three-dimensional human neural cell culture model of Alzheimer's disease

Se Hoon Choi<sup>1\*</sup>, Young Hye Kim<sup>1,2\*</sup>, Matthias Hebesch<sup>1,3</sup>, Christopher Sliwinski<sup>1</sup>, Seungkyu Lee<sup>4</sup>, Carla D'Avanzo<sup>1</sup>, Hechao Chen<sup>1</sup>, Basavaraj Hooli<sup>1</sup>, Caroline Asselin<sup>1</sup>, Julien Muffat<sup>5</sup>, Justin B. Klee<sup>1</sup>, Can Zhang<sup>1</sup>, Brian J. Wainger<sup>4</sup>, Michael Peitz<sup>3</sup>, Dora M. Kovacs<sup>1</sup>, Clifford J. Woolf<sup>4</sup>, Steven L. Wagner<sup>6</sup>, Rudolph E. Tanzi<sup>1</sup> & Doo Yeon Kim<sup>1</sup>

**We have successfully recapitulated amyloid- $\beta$  and tau pathology in a single 3D human neural cell culture system. Our unique strategy for recapitulating Alzheimer's disease pathology in a 3D neural cell culture model should also serve to facilitate the development of more precise human neural cell models of other neurodegenerative disorders.**

# Recent Failures vs. New Approaches

## RESEARCH ARTICLE

### ANTIBODY THERAPEUTICS

## Therapeutic bispecific antibodies cross the blood-brain barrier in nonhuman primates

Y. Joy Yu,<sup>1\*</sup> Jasvinder K. Atwal,<sup>1\*</sup> Yin Zhang,<sup>2</sup> Raymond K. Tong,<sup>3</sup> Kristin R. Wildsmith,<sup>4</sup> Christine Tan,<sup>2</sup> Nga Bien-Ly,<sup>1</sup> Maria Hersom,<sup>1</sup> Janice A. Maloney,<sup>1</sup> William J. Meilandt,<sup>1</sup> Daniela Bumbaca,<sup>4</sup> Kapil Gadkar,<sup>4</sup> Kwame Hoyte,<sup>5</sup> Wilman Luk,<sup>5</sup> Yanmei Lu,<sup>5</sup> James A. Ernst,<sup>3</sup> Kimberly Searce-Levie,<sup>1</sup> Jessica A. Couch,<sup>4</sup> Mark S. Dennis,<sup>2</sup> Ryan J. Watts<sup>1†</sup>

Using therapeutic antibodies that need to cross the blood-brain barrier (BBB) to treat neurological disease is a difficult challenge. We have shown that bispecific antibodies with optimized binding to the transferrin receptor (TfR) that target  $\beta$ -secretase (BACE1) can cross the BBB and reduce brain amyloid- $\beta$  (A $\beta$ ) in mice. Can TfR enhance antibody uptake in the primate brain? We describe two humanized TfR/BACE1 bispecific antibody variants. Using a human TfR knock-in mouse, we observed that anti-TfR/BACE1 antibodies could cross the BBB and reduce brain A $\beta$  in a TfR affinity-dependent fashion. Intravenous dosing of monkeys with anti-TfR/BACE1 antibodies also reduced A $\beta$  both in cerebral spinal fluid and in brain tissue, and the degree of reduction correlated with the brain concentration of anti-TfR/BACE1 antibody. These results demonstrate that the TfR bispecific antibody platform can robustly and safely deliver therapeutic antibody across the BBB in the primate brain.

[www.ScienceTranslationalMedicine.org](http://www.ScienceTranslationalMedicine.org) 5 November 2014 Vol 6 Issue 261 261ra154



# Recent Failures vs. New Approaches

WASHINGTON UNIVERSITY  
School of Medicine

◀ Visit the News Hub

**Jan 25, 2017**

NEWS RELEASE

## Drug compound halts Alzheimer's-related damage in mice

Appears to reverse some neurological harm

by **Tamara Bhandari** • January 25, 2017

# Many Other Possible Applications

- Pediatric oncology
- Vaccines
- Anti-infectives
- Clean energy
- Climate change
- Asteroid mining
- Space colonization
- etc.



**“Funding Long Shots”**

# Can We Afford It?

Softbank Corp

October 14, 2016

SoftBank and Saudi Arabia plan \$100bn tech fund

Partnership to be based in London will be investing over 5 years



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