



## SEARCH TIMELINE

JULY 11, 2023	Search kick-off
JULY 17, 2023	THG begins outreach
AUGUST 8, 2023	Client begins interviewing candidates
SEPTEMBER 7, 2023	THG first interviewed hired candidate
SEPTEMBER 18 – SEPTEMBER 27, 2023	Hired candidate's interviews with client
OCTOBER 10, 2023	Negotiations begin with hired candidate
OCTOBER 23, 2023	First written offer extended to hired candidate
NOVEMBER 9, 2023	Revised offer extended to and accepted by hired candidate
NOVEMBER 20, 2023	Hired candidate's start date

Total Days of Search = 121 Days

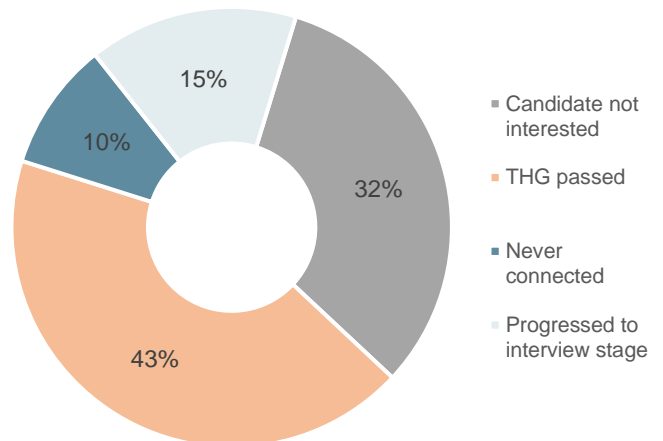
## TARGET CANDIDATE PROFILE

- ✓ MD, or MD/PhD, ideally with sub-specialty training in either oncology or ID
- ✓ Substantial clinical development experience in industry in infectious disease and/or immune-oncology
- ✓ Research experience in innate and/or adaptive immunity and/or recombinant proteins
- ✓ Translational Depth with ability to move science into the clinic
- ✓ Entrepreneurial, hands-on, collaborative, and team oriented
- ✓ Excellent leadership skills with an ability to shape the culture.
- ✓ Located in or willing to relocate to client's local area

## CANDIDATE LANDSCAPE

Candidates sourced from biotech and pharma across the US

- 338 – Individuals sourced and reviewed
- 109 – Candidate not interested, due to timing, location, or other factors
- 145 – THG passed, candidate did not meet bar
- 32 – Never connected
- 52 – Progressed to interview stage
  - 41 – Progressed to THG Interview
  - 11 – Progressed to (Client) Interview



## MARKETPLACE FEEDBACK

The Higgins Group received the following feedback from potential candidates:

- On balance, CMO candidates are more risk averse than is typically the case given the uncertainty of the markets, and many in large pharma or more established biotechs are reluctant to consider early-stage companies at this time.
- The high number of RIFs expanded the candidate pool in an absolute sense, but most of those affected by layoffs that engaged on this opportunity did not meet our bar.
- In light of the challenging recruiting environment, the response was robust and the candidate pool strong, when compared to similar searches.
- While our search covered the entire US, most interest came from the Boston area.
- There was slightly more interest among ID-focused physicians than I/O-focused physicians, many of whom wanted to stay exclusively in the oncology space and some of whom were skeptical of cancer vaccines' prospects for success. The role was also attractive to some immunologists without the therapeutic expertise in ID or I/O.
- Potential candidates expressed a great deal of excitement about client's science.
- Potential candidates were universally impressed with the quality of client's BOD, SAB, and leadership team.
- The candidates that interviewed with client had very positive interactions, all commenting on the warmth, thoughtfulness, and level of engagement of team members.
- With more emerging biotechs relying on part-time and consultant CMOs, many strong candidates were open to fractional employment.

## CANDIDATES PRESENTED (hired candidate in bold)

- **Greg Nauman, MD | CMO at Smith Biotech**
- John Trenton MD, PhD | CMO at Red Letter Biotechnology
- Carolyn Brown, MD | CMO at Swell Pharma
- MaryAnn Housman, MD | Executive Vice President & Chief Medical Officer at Banner Pharmaceuticals
- Fred Williams, MD | Vice President, Cell Therapy, and Immunology Research at Banner Pharmaceuticals
- Nicole Kent | CMO at Montana Pharmaceuticals
- Jason George, MD | Former CMO at ICU Biotech
- Illan Frank, MD, PhD | Interim CMO at Feast Biotechnology
- Chris Wagner, MD | Head of Therapeutics Development at Morrow Pharmaceuticals
- Linda Erikson MD, PhD | SVP Translational Research at Banner Pharmaceuticals
- Peter Yost MD, PhD | Former VP Head of Clinical Development at Smith Biotech
- Matthew Beck MD | CMO at Ardent Biotech
- Mike Hall MD | CMO at ICU Biotech
- Philip Hun MD | CMO at Prime Biotechnology
- Kimberly Snout MD, PhD | CMO and Global Head of Clinical R&D at Keen Pharmaceuticals
- Mikayla Dawson MD | Executive Group Medical Director, Global Oncology, Early Clinical Development at Avid Pharmaceuticals
- Christina Kirkwood MD, MPH | Former VP Global Health Partnership Clinical & Medical Lead, Emerging Markets at Flight Pharmaceuticals
- John Chow MD | former Global Head of Infectious Diseases Clinical Translational Sciences at Avid Pharmaceuticals
- Anthony Gollob MD, PhD | CMO at Lead Biotechnology
- Amiee Brown MD | SVP, CMO at Red Letter Biotech
- Roger Moore MD, PhD | CSO at Start-Up Company Stealth
- Lori Cullen MD, PhD | Clinical Development Advisor at Avid Pharma
- Jim Holcomb MD | VP and Head of Clinical Sciences, Hematology at Morrow Pharmaceuticals