




READINESS DASHBOARD™

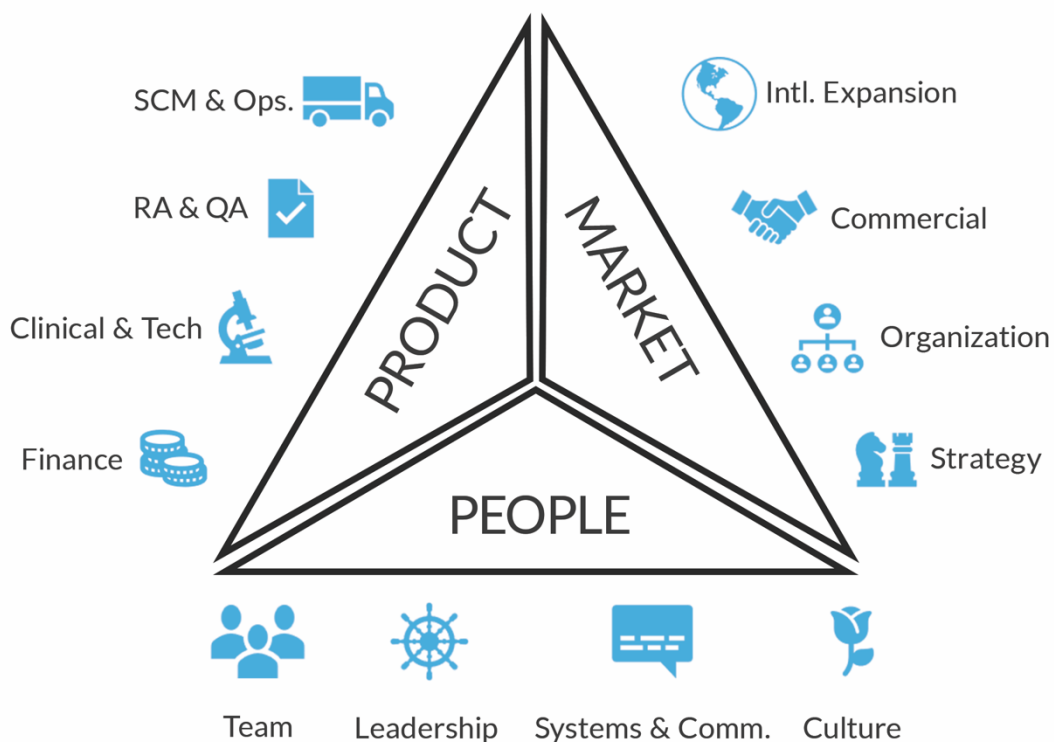
The purpose of the Readiness Dashboard is to provide a snapshot of your company's current scaling readiness - and identify where to focus next. The goal is to evolve the organization's competencies in the areas that matter most for resilient, scalable growth.

This tool is best completed by the executive leadership team or a select group of individuals who can engage in constructive dialogue and help shape follow-up actions.

On the following pages, you'll find guidance for rating the 12 focus areas of the Life Science Scaling Triangle™, which form the foundation of this assessment. Each area is described from red (low readiness) to green (high readiness). Use the color code to assess your company's current state in each area:

-  Red – Not yet ready
-  Yellow – In progress, but gaps remain
-  Green – Ready and scalable

Circle each focus area on the triangle with the selected color to create a shared visual overview - and use it as a starting point for strategic discussion and prioritization.



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PRODUCT

FOCUS AREA	Red	Green
Finance	Financial matters are handled ad hoc with no or only part-time resources. The budget may only contain cost estimates rather than a P&L	The finance function is well-integrated and works proactively, a financial model is in place to simulate scenarios, and monthly reports compare budget to actuals
Clinical & Technology	Trial-and-error approach, basic assumptions and tests/prototypes in place	Mature technology: working prototypes in use/product approved, or clinical studies are advanced with no or little adverse events
Regulatory and Quality	The regulatory and quality assurance pathways are under development, external specialists support the organization's efforts	RA and QA are embedded functions in the organization, securing compliance across all teams and departments
SCM and operations	Very few activities are present in this field and handled ad hoc by people involved but not necessarily trained in the field	SCM and/or operations is seamlessly integrated into the company's daily life, and bottlenecks are mitigated proactively

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MARKET

FOCUS AREA	Red	Green
Strategy	Reactive, and still pivoting. The strategy may be documented only in form of an investor deck	The strategy is revisited every year to set goals and define KPI's. It is cohesive and long-term
Organization	In early days the organization is made up by mavericks and operated with an anarchistic approach	The organization is well supported by aligned processes and a clear decision-making process and hierarchy
Commercialization	Explorative approach, testing pricing models with early adaptors or partners. The overall business model is still open for development	Market access pathway is fully under control and being (or already) implemented. The commercial function is established
International expansion	Early dialogue with international partners in the clinic, the technology is tested in the home market	An approach to the international expansion is aligned with the board, markets have been analyzed and prioritized. Market access is now focusing on addressing the key markets

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PEOPLE

FOCUS AREA	Red	Green
Team	A small, growing family. Everyone knows each other well even on a personal level. Most people are generalists, and everyone accepts that their respective job functions are very wide	The team has evolved into a professional sports team, with dedicated job functions. There are now more specialists than generalists
Leadership	Focused on operational <u>management</u> from day-to-day	An executive leadership team has been established that sets strategic direction together with the board and translates strategy to action. Focus is on <u>leading</u> people
Communication	Communication and IT systems lack structure, evolving without a plan—resulting in inefficiency and limited clarity	Information flows clearly, systems support processes, and people feel empowered through transparency and knowledge sharing
Culture	Driven by the founder's passion, the company culture is evolving organically	Shared behaviors based on distinct core values are embedded into the culture to support the company's mission