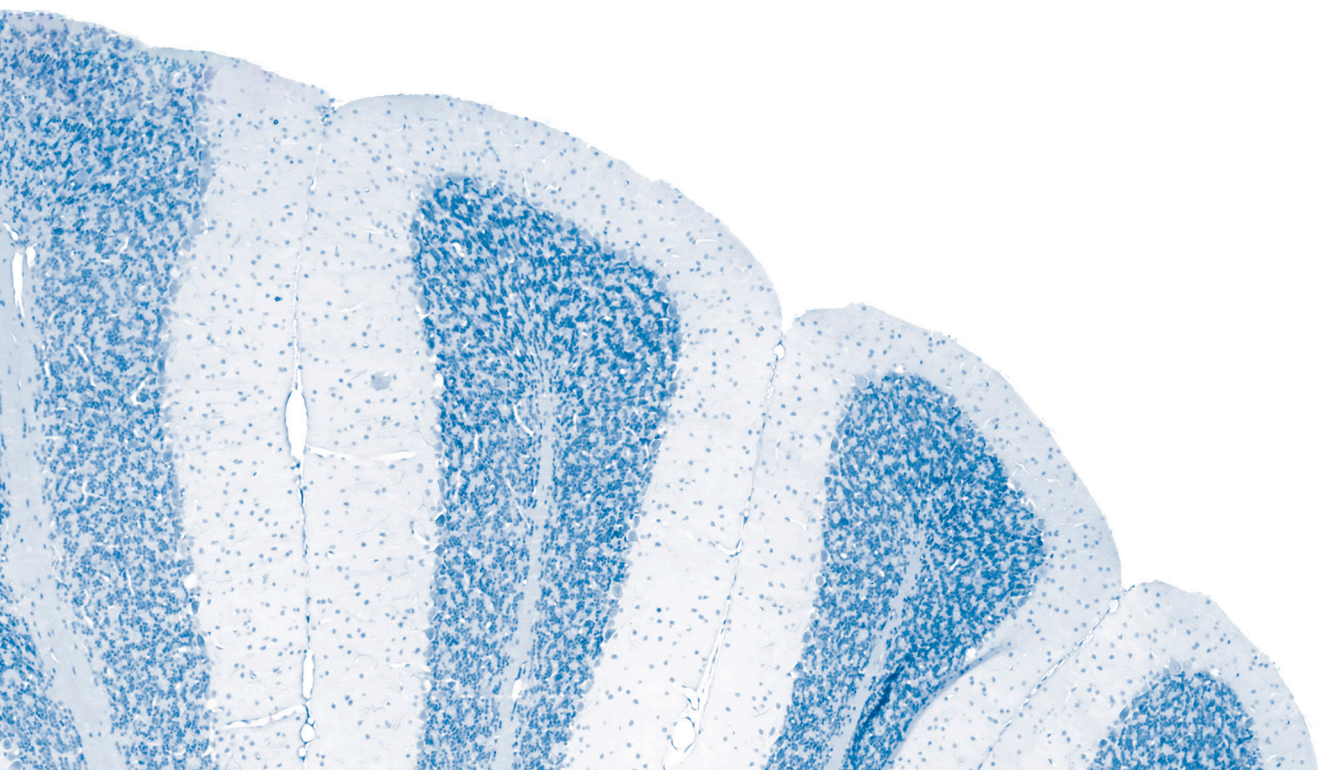


Global position paper 2026

Innovation as a driver of patient and societal value



This position paper outlines why innovation in neuroscience matters and what is needed to ensure that progress leads to meaningful benefits for patients, healthcare systems and societies. It describes Lundbeck's commitment across the innovation value chain and highlights the policy conditions that best support the development, delivery, and real-world impact of new treatments in neuroscience.



Why innovation in neuroscience matters

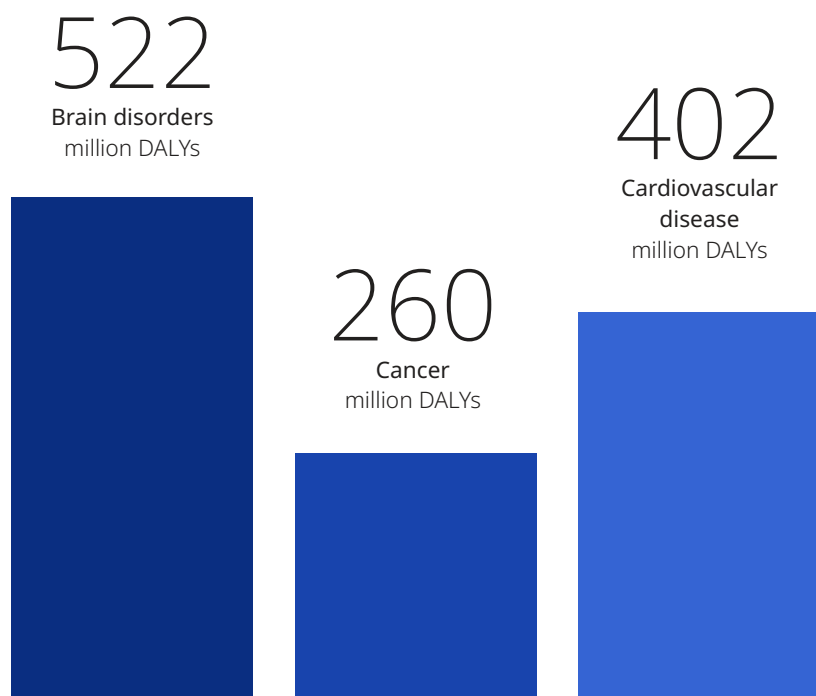
Innovation is essential to advancing how brain disorders are understood, diagnosed, and treated worldwide.

Brain disorders directly affect around half of the world's population and account for 522 million disability-adjusted life years (DALYs), exceeding the burden associated with cancer (260 million DALYs) and cardiovascular disease (402 million DALYs), and are among the leading causes of disability globally¹.

Scientific progress in neuroscience is accelerating: From 2010 to 2020, the number of neuroscience publications quadrupled², and global investment in the field grew by 23% annually between 2012 and 2021³.

Neuroscience innovation delivers benefits far beyond research laboratories. It enables more effective treatments, strengthens workforce participation, and supports sustainable health systems.

Neuroscience innovation spans discovery, development, manufacturing, and implementation in real-world care, with each step depending on the others to deliver meaningful patient outcomes. Realizing these benefits requires policy environments that support discovery, foster collaboration, enable responsible data use, and ensure that scientific breakthroughs translate into meaningful outcomes for patients and societies.



Brain disorders account for 522 million disability-adjusted life years.

Lundbeck's commitment

Lundbeck advances innovation across the full neuroscience value chain, from early discovery and target identification to clinical development, manufacturing, and global patient access.

Our purpose is clear: advancing brain health to transform the lives of people living with brain disorders. Our research and development (R&D) activities are anchored in R&D centers in Denmark, the United States, China, Japan, and Singapore⁴, enabling collaboration across scientific cultures, technologies, and expertise.

We invest approximately 20% of our annual revenue in R&D⁵, reflecting our long-term commitment to advancing solutions for complex and underserved brain disorders.

Our Focused Innovator strategy guides how we prioritize partners and invest in areas with high unmet needs and where neuroscience innovation can have the greatest impact⁵. Lundbeck also fosters early-stage partnerships with biotech companies, academic groups, and technology innovators, enabling new ideas, modalities, and technologies to enter the neuroscience pipeline.

Our purpose

Advancing
brain health.
Transforming
lives.

The Lundbeck Foundation

Enabling long-term neuroscience innovation

70% of Lundbeck is owned by the Lundbeck Foundation⁵, one of Denmark's largest industrial foundations.

Through annual grants and investments, the Foundation reinvests part of Lundbeck's financial revenue into brain research, health data science, talent development, and the support of early-stage research initiatives and start-ups. The Foundation currently allocates approximately DKK 500 million in research funding each year and has announced an ambition to double this by 2030⁶. In addition, the Foundation prize The Brain Prize, the world's largest price for brain research, which grants DKK 10 million annually to recognize groundbreaking contributions to neuroscience⁷.



This unique ownership structure enables a self-sustaining innovation cycle: Lundbeck's success fuels new scientific discovery, and the Foundation's investments strengthen the research ecosystem that supports future innovation. The model enables long-term scientific commitment and sustained focus on neuroscience, even during periods of uncertainty in the wider pharmaceutical industry.

Partnerships and collaboration

Innovation in neuroscience depends on collaboration across disciplines, technologies, and sectors. Lundbeck's Focused Innovator strategy is therefore built around partnerships that strengthen early discovery, expand our technological capabilities, and generate real-world evidence.

Rather than doing everything alone, we aim to be an active and reliable partner within a broader ecosystem of biotech companies, academic institutions, clinical experts, digital innovators, and data-science groups.

Our partnerships span several complementary layers. At the ecosystem level, we work with entrepreneurial environments, incubators, and large-scale public-private clusters to support early-stage ideas and build strong local and international neuroscience communities. In parallel, we engage in specialized collaborations in AI and smart data, where advanced computational methods,

high-throughput experimentation, and supercomputing help accelerate discovery and improve the way we design and run clinical development.

Finally, we collaborate closely with clinical and digital-health partners to generate real-world evidence and better understand how treatments perform in everyday practice.

The boxes below illustrate how these different types of partnerships, ecosystem building, AI and data innovation, and real-world clinical collaboration, together support a more connected, resilient, and future-oriented innovation landscape in neuroscience.



An innovation journey in depression

The development of a modern antidepressant at Lundbeck demonstrates the long and complex path from scientific idea to global patient access.

Over nearly 20 years, one of our well-known antidepressant molecules progressed through target identification, preclinical research, 13 Phase II and III clinical studies, extensive regulatory review, and post-marketing evidence generation.

Since its approval, more than one million people worldwide have been treated daily for depression with this treatment option, illustrating the scale of real-world use of long-term neuroscience innovation⁹.

This journey highlights why neuroscience innovation requires long-term investment, scientific persistence, strong collaborations, and policy frameworks that support predictable research environments and timely patient access.

Ecosystem building

– partnerships that strengthen global neuroscience innovation



Lundbeck's global innovation ecosystem spans early discovery, translational science, digital health, advanced technologies, clinical research, and real world evidence generation. This ecosystem is realised through coordinated partnerships that combine internal capabilities with external expertise, as illustrated by the examples below across the research and development continuum.



Early innovation and entrepreneurial science

BioLabs, LabCentral, BII

Our collaboration with local and global bioincubators supports early-stage biotech innovators by providing access to high-quality laboratory environments, scientific mentorship, and an entrepreneurial community. This expands the global pipeline of ideas and technologies in brain disorder biology.



Large scale public private collaboration

Lighthouse Life Science

As part of Lighthouse Life Science, Lundbeck has over a period of three years contributed to a national multi-stakeholder partnership connecting hospitals, universities, municipalities, digital health innovators, and industry. Lighthouse Life Science strengthens knowledge exchange, supports health equity, and drives economic growth through public private life science innovation.



Real world evidence and digital health innovation

HEAD WIND®

Through HEAD-WIND® (Headache Well-being in Denmark), Lundbeck partners with headache specialists, digital health companies, and patient communities to generate large-scale real-world evidence on migraine. Insights strengthen early diagnosis, treatment pathways, and patient-reported outcomes.



Supporting new neuroscience ventures

Lundbeck Biotech Incubator

Through the Lundbeck Biotech Incubator based at our headquarters in Denmark, we support scientists and founders exploring breakthrough ideas in early neuroscience and drug discovery. The incubator strengthens Denmark's and Europe's role as emerging hubs for neuroscience innovation.



Crossing the blood brain barrier through research

Partnerships with Wyss and Rigshospitalet

Lundbeck collaborates with the Wyss Institute at Harvard University and Rigshospitalet, Denmark's largest hospital, to explore more effective approaches and new technologies for delivering medicines across the blood-brain barrier, a central challenge that limits treatment options for many neurological conditions. Advances in blood-brain barrier science could expand future therapeutic possibilities for brain disorders.



Emerging modalities and enabling technologies

Novel CNS research platforms

Our ecosystem approach also supports emerging modalities and technologies in neuroscience, including RNA-based innovation platforms, research into neuronal circuits, mechanisms involved in protein aggregation and clearance, hormonal and neuropeptide signaling, and advanced delivery systems for therapies targeting the central nervous system.

AI and smart data innovation – transforming neuroscience research

AI and advanced data science are reshaping how neuroscience is conducted. Lundbeck's partnerships in AI, machine learning, and high performance computing support faster discovery, deeper biological insight, and more precise clinical development. The examples below illustrate how smart data science is applied across the research and development value chain to enable faster learning cycles, more efficient research, and improved decision making.



AI-driven molecular design – partnerships with Iambic and Logica

Through collaborations with Iambic and Logica, Lundbeck applies generative AI, predictive modelling, machine learning, and high-throughput experimentation in combination with wet-lab experimentation to support early-stage discovery of small-molecule and RNA-based therapies. These partnerships expand the range of potential drug candidates, reduce early-stage attrition, and accelerate discovery cycles.



RNA research partnerships – Rgenta and Contera Pharma

Through the partnership with Rgenta, we identify and optimize RNA targeting using small molecules. In parallel, our newly announced research partnership with Contera Pharma explores RNA targeted therapeutic platforms to unlock neuro rare disease opportunities, marking Lundbeck's first step into this emerging treatment area.



Digital and data-driven neuroscience

Lundbeck works with partners who develop digital biomarkers that capture measurable signs of disease using devices or sensors. We also collaborate on high-speed experimental platforms and apply artificial intelligence to analyze brain activity, imaging, and electrical signals. In addition, our partners build computational models that simulate how diseases progress over time. Together, these tools help identify which patients may benefit most from specific treatments, detect treatment effects earlier, and make clinical research more precise and efficient.



Supercomputing and advanced analytics – Gefion

Our work with the Danish supercomputing center Gefion enables large-scale data integration, mechanistic modelling, and biomarker exploration. High-performance computing helps us analyze complex datasets and investigate disease pathways.



From science to patient value

Innovation creates value only when patients can access the treatments they need.

Lundbeck invests in innovative manufacturing, supply, and distribution capabilities required to bring medicines to patients worldwide. As a mid-sized, specialized neuroscience company, we rely on flexible production partnerships and global networks to maintain quality and scale.

Access to innovative treatments varies across countries. Fragmented health technology assessments, inconsistent reimbursement processes, and health system capacity constraints can delay or limit access. Strengthening these pathways is essential to ensure that neuroscience innovation delivers meaningful benefits for individuals and societies.



Lundbeck remains committed to advancing neuroscience innovation through

Continued investment in scientific excellence and long term R&D across the innovation lifecycle

Partnerships that strengthen discovery, technology development, and real-world evidence

Responsible development, manufacturing, and global access to new treatments

Collaboration with policymakers, researchers, and patient communities to build impactful innovation ecosystems



Policy priorities for innovation

Innovation in neuroscience is crucial for developing treatments that improve lives, strengthen healthcare systems and impact societies. Yet policy frameworks often do not match the long timelines, high uncertainty, and scientific complexity of neuroscience research. The following policy priorities outline how governments can strengthen innovation ecosystems and accelerate the delivery of novel solutions to patients.



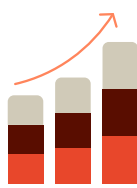
Leadership and long-term direction

Why this matters:

Neuroscience innovation requires long-term commitment and coordinated leadership. Clear strategic direction helps align research, industrial policy, and health system goals over decades rather than years. Countries with dedicated life-science strategies typically attract significantly higher levels of private R&D investment, according to multiple OECD assessments⁹.

Lundbeck recommends that governments:

1. Develop coordinated national life science and neuroscience strategies linking research, innovation, industrial competitiveness, and health outcomes.
2. Create governance structures that ensure cross-ministerial alignment across health, industry, research, digital, education, and finance portfolios.
3. Establish public-private innovation councils that bring together authorities, academia, patient groups, and industry to provide long-term guidance and remove systemic barriers.



Strengthening the innovation ecosystem

Why this matters:

Neuroscience depends on high-quality basic research, access to talent, predictable intellectual property frameworks, and strong research infrastructure. Collaborative innovation environments help early discoveries advance into real-world solutions. Publicly funded science provides the foundation for most medical innovation. Leading innovation hubs (Kendall Square, London, Copenhagen) demonstrate significantly higher rates of scientific output and commercialization due to cluster effects⁹.

Lundbeck recommends that governments:

1. Increase investment in basic and translational neuroscience research.
2. Support research infrastructure such as biobanks, data hubs, secure access to health data, and high-quality clinical research networks.
3. Foster dynamic innovation clusters and incubators that connect universities, hospitals, start-ups, and industry.



Access, implementation, and value

Why this matters:

Scientific breakthroughs matter only when they reach people. Efficient, evidence-driven access pathways enable timely implementation, generate real-world data, and ensure sustainable use of resources. Across Europe, patient access to innovative medicines varies significantly. Some countries provide access in approximately 128 days following regulatory approval, while others may take up to around 840 days. These differences illustrate how system inefficiencies delay the impact of scientific advances and limit timely patient benefit¹⁰.

Lundbeck recommends that governments:

1. Strengthen regulatory and reimbursement pathways to ensure timely and predictable patient access to innovative treatments.
2. Encourage adaptive access models such as outcome-based agreements and structured use of real-world evidence.
3. Treat health innovation as a strategic investment, recognizing its contribution to societal productivity, workforce participation, and long-term healthcare sustainability.
4. Promote the use of data and digital technologies to support implementation and measure treatment outcomes.

Lundbeck is a biopharmaceutical company focusing exclusively on brain health. With more than 70 years of experience in neuroscience, we are committed to improving the lives of people with neurological and psychiatric disorders.

Brain disorders affect a large part of the world's population, and the effects are felt throughout society. With the rapidly improving understanding of the biology of the brain, we hold ourselves accountable for advancing brain health by curiously exploring new opportunities for treatments.

As a focused innovator, we strive for our research and development programs to tackle some of the most complex neurological challenges. We develop transformative medicines targeting people for whom there are few or no treatments available, expanding into neuro-specialty and

neuro-rare from our strong legacy within psychiatry and neurology.

We are committed to fighting stigma and we act to improve health equity. We strive to create long term value for our shareholders by making a positive contribution to patients, their families and society as a whole.

Lundbeck has more than 5,000 employees in more than 20 countries and our products are available in more than 80 countries. For additional information, we encourage you to visit our corporate site www.lundbeck.com and connect with us via LinkedIn.

Notes

1. Brain Health Atlas. Understanding brain health around the world. Accessed August 2025.
2. PubMed search query.
3. Compound annual growth rate in the indicated period.
4. Lundbeck. Lundbeck, A Premier Neuroscience Company. Accessed December 2025.
5. Lundbeck (2025). Lundbeck Annual Report 2024.
6. Lundbeck Foundation. The Lundbeck Foundation. Accessed August 2025.
7. Lundbeck Foundation. The Brain Prize. Accessed August 2025.
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9. OECD (2021). OECD Science, Technology and Innovation Outlook 2021: Times of Crisis and Opportunity. OECD Publishing.
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