

September 30-October 1, 2025

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EP3M SUMMIT

EXECUTIVE PROJECT, PROGRAM & PORTFOLIO MANAGEMENT SUMMIT

Optimize Portfolio Insights, Prioritization, and Decision Making for Pharma and Biotech

Enhance Strategic Alignment | Harness Data, Technology, and Analytics | Build Resilience in Decision Making

Featured Speakers



Axel Wiest

Vice President & Head, Portfolio & Program Management, Moderna Inc.



Ghislaine Bédulho

Global Head of R&D Portfolio Management, R&D Strategy & Portfolio, Sanofi



Ivan Kugener

Vice President & Head of Global Portfolio Management, Valuation & Analytics at Merck KGaA



Caroline Dewing

Executive Director, Head of Portfolio Planning, Ionis Pharmaceuticals



Peter Ray

Vice President, Head of Portfolio Analytics, Novartis



Joel Ott

Executive Director, Portfolio and Project Management, Eli Lilly & Company



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Dear Colleagues,



Success in pharmaceutical R&D increasingly hinges on making the right strategic decisions—faster and with greater precision in an increasingly volatile marketplace. As portfolios grow more complex and resources more constrained, organizations must prioritize smarter, mitigate risk proactively, and embed data-driven decision-making across every level.

That's why I'm excited to invite you to join us at the **Executive Project, Program & Portfolio Management (EP3M) Summit**, taking place this September. This is the premier event for biopharma leaders who are reimagining how decisions are made across the enterprise. Whether you're leading pipeline strategy, portfolio governance, or program delivery, the EP3M Summit brings you the latest thinking, real-world case studies, and transformative tools to help you optimize outcomes across the R&D value chain.

At the EP3M Summit, you'll gain:

- **Expert Insights** – Learn from top executives and thought leaders in pharma and biotech as they share proven strategies to drive alignment, accelerate decisions, and increase portfolio value.
- **Actionable Content** – From practical case studies to interactive panels and roundtables, walk away with real-world approaches to solving your most pressing project and portfolio challenges.
- **Cutting-Edge Tools** – Explore how emerging technologies—including advanced analytics and AI—are transforming decision-making and enabling more agile, responsive portfolio strategies.
- **Valuable Networking** – Engage with senior-level peers and decision-makers in a focused, collaborative setting designed to spark meaningful conversation and long-term connections.
- **Opportunities for Growth** – Whether you're leading enterprise strategy or managing complex development programs, the EP3M Summit is a powerful platform to elevate your thinking, expand your influence, and stay ahead of industry shifts.

We're excited to bring this vibrant community back together this September and provide a platform for fresh ideas, collaborative learning, and future-focused discussion. We look forward to welcoming you to this year's summit—and to the opportunity to learn, connect, and lead together.

Warm regards,



Bridget Kotelly
Senior Conference Director
Cambridge Healthtech Institute

Advisory Board



Kundini Amin

Head, Portfolio Leadership, Analytics & Insights (PLAI), Biogen



Stephen Cho, PhD

Senior Vice President & Head, Portfolio Strategy & Analytics, Strategy & Growth, Novartis



Michael Ferrante

Executive Director, Portfolio Prioritization, Global Regulatory Affairs & Clinical Safety, Merck



Leslie Lippard

Senior Director, Portfolio Analytics, Alnylam Pharmaceuticals



Michael Myers

Associate Vice President, LRL Project Management - Due Diligence, Eli Lilly & Co.



Joe Stalder

Vice President, Program Management, Zentaris Pharmaceuticals

"This was one of the best conferences I have attended focused on Portfolio Management and helping executives take enterprise decisions."

–Stephen Cho, PhD, Novartis

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Tuesday, September 30

7:15 am Registration Open and Morning Coffee

8:15 Organizer's Welcome Remarks

8:20 Chairperson's Remarks

Michael Ferrante, Executive Director, Business Analytics, Global Regulatory Affairs & Clinical Safety, Merck

8:25 MORNING MEET & GREET ICEBREAKER (IN PERSON ONLY)

Michael Ferrante, Executive Director, Business Analytics, Global Regulatory Affairs & Clinical Safety, Merck

Jumpstart your conference experience with a lively morning speed networking! This informal networking session is the perfect chance to meet fellow participants and connect with your conference peers right from the start. Grab a cup of coffee, engage in conversations, and kick off the conference with a bang. Don't miss out on this fantastic opportunity to make new connections, share insights, and lay the groundwork for a memorable conference journey.

LEVERAGING AI IN PPM

8:55 Navigating Complexity with AI: Transforming Portfolio Governance and Decision Making Dynamics

Deepika Sharma Das, Director, Portfolio Strategy & Partnerships, Global Rare Disease Therapeutic Area, Novo Nordisk

An in-house GenAI tool was created to generate portfolio insights from project centric data and governance decisions. The objective was to create a comprehensive repository of historical project choices and their rationale to help understand the context and outcomes of previous decisions. GenAI tool serves as a valuable reference for future decision-making, enabling stakeholders to ask critical questions and make informed strategic choices.

9:25 Evolving Systems, Automation, and Processes to Prepare for an AI Future

Sylvia Marecki, PhD, Senior Director, Head, Portfolio Reporting & Analytics, Moderna

In today's rapidly evolving technology landscape, organizations must evolve systems and processes to fully harness the power and potential of AI. This session will explore the transformative journey toward real-time, AI-powered end-to-end planning and forecasting for portfolio and program management through automation, process, and system evolution. Attendees will gain valuable insights into strategies that can streamline operations, enhance data-driven decision-making, and create the foundation required to embrace an AI future.

9:55 AI-Powered PPM: The Landscape of Tools & How to Drive Adoption

Jennifer Kang, Director, Program Management, Formation Bio
Chris Knight, Director, Program & Portfolio Management, Formation Bio

This session will provide a structured overview of AI-powered tools at different maturity levels—from basic automation to advanced decision-support systems. Explore practical use cases, including setting up AI agents, leveraging tools for study data and documentation, and looking at the future of cutting edge platforms. Discuss strategies for AI adoption, addressing key challenges such as overcoming resistance to change, data governance, and selecting the right AI solutions for your organization.

10:25 Coffee Break with Exhibit Viewing

TECH-ENABLED DECISION MAKING IN MODERN PORTFOLIO MANAGEMENT

10:55 Past, Present and Future: Portfolio Strategy in the Decision Room

Dimitrios Skaltsas, CEO & Co Founder, Intelligencia AI

In the worlds of drug development and portfolio strategy, some practices remain stuck in the past, while others are rapidly evolving with the advent of data, technology, and AI and changing the future as we speak. In this session, Intelligencia AI's CEO and co-founder will share practical lessons and industry-

driven insights from leading pharma companies. He will explore how AI, when grounded in expertly curated data and validated, transparent models, is reshaping decision-making across the development lifecycle. Real-world examples will highlight where AI delivers clarity, consistency, and confidence—and where human judgment continues to play an essential role.

11:25 From Data to Decisions: AI-Supported Portfolio Insights in Real Time

Magnus Ytterstad, Captario



In this presentation, we'll show how AI combined with Monte Carlo simulation can support better project and portfolio decisions. We'll demonstrate how SUMbuddy turns complex data into clear, actionable insights in seconds. You'll see how different "what-if" scenarios can be explored interactively during the session.

11:55 PANEL DISCUSSION: Tech-Enabled Decisions: Implementing Tools and Processes That Transform Portfolio Strategy

Moderator: Kundini Amin, Head, Portfolio Leadership, Analytics & Insights (PLAI), Biogen

Pharma and biotech leaders are turning to digital platforms, AI/ML analytics, and governance frameworks to drive smarter, faster decision-making across trials, programs, and portfolios. This panel explores real-world implementation journeys—what worked, what didn't, and how to drive adoption. Panelists will share lessons on tool selection, change management, and measuring success through improved scenario planning, resource optimization, and strategic alignment. Walk away with practical insights to inform your own technology investments.

Panelists:

Ghislaine Bédulho, Global Head of R&D Portfolio Management, R&D Strategy & Portfolio, Sanofi

Stephen Cho, PhD, President, SSC Strategic Advisors LLC.

Chris Knight, Director, Program & Portfolio Management, Formation Bio

Axel Wiest, Vice President & Head, Portfolio & Program Management, Moderna, Inc.

12:40 pm LUNCHEON PRESENTATION: Navigating Complexity: Building Portfolio Agility in Life Sciences

Erik Raper, Senior Managing Director, North Highland
Dougal Beard, Director Global Life Sciences, Mgmt Consulting Global Life Sciences, North Highland



R&D portfolio leaders face growing pressure to accelerate innovation, manage shifting priorities, and do more with less. This session shares a practical, people-centered approach to portfolio agility. Learn how North Highland's NH360 framework helps integrate strategy, governance, execution, and leadership behaviors to enable smarter decisions, cross-functional alignment, and sustainable transformation.

1:10 Session Break

FRAMEWORKS FOR BETTER DECISIONS: GOVERNANCE, RISK & STRATEGIC ALIGNMENT

1:55 Chairperson's Remarks

Michael Ferrante, Executive Director, Business Analytics, Global Regulatory Affairs & Clinical Safety, Merck

2:00 Role and Relevance of Benchmarks in Project Forecasting and Valuations

Ghislaine Bédulho, Global Head of R&D Portfolio Management, R&D Strategy & Portfolio, Sanofi

Maud Brault, Head of Regulatory Portfolio Strategy, Sanofi

This session will explore how benchmarks can enhance forecasting accuracy and valuation strategies. The speaker will share insights from a regulatory-focused use case, highlighting how benchmark data informed decision-making, risk assessment, and resource planning. Attendees will gain practical perspectives on incorporating benchmarking into project evaluation frameworks to drive more informed and confident portfolio decisions.



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2:30 The Intelligent Portfolio: How AI-Powered Planning Rapidly Transforms Strategic Intent into Adaptive Execution



Andy Mehrotra, CEO, Unipr

Traditional biopharma planning approaches trap organizations in static templates and lengthy strategy-to-execution gaps, where shifting opportunities often conflict with operational agility. This session explores how AI-powered planning intelligence learns from thousands of completed life sciences projects to instantly transform natural language strategic intent into industry-specific, audit-ready execution plans. We'll examine how leading organizations build "intelligent portfolios" that seamlessly pivot between scenarios while maintaining compliance rigor and strategic agility. Attendees will discover practical frameworks for implementing planning systems that rapidly operationalize strategic pivots that previously took months to execute.

3:00 Refreshment Break with Exhibit Viewing

3:30 Using the Framework of Governance and Risk Management to Improve Project and Program Decision Making

Kristin Robbins, Vice President, Program & Portfolio Management, Normunity

Does your organization make project and program decisions in silos? Are the process and responsibilities for decision making unclear? Is risk management an afterthought? By distinguishing governance, focused on accountability and strategic alignment, from risk management, centered on identifying and mitigating uncertainties, leaders can create a structured approach for informed, proactive decisions. Attendees will gain insights and real-world examples empowering them to drive smarter, risk-aware confident decision making.

4:00 PANEL DISCUSSION: Corporate Strategy's Journey to Operational Reality and Back

Moderator: Stephen Smith, Senior Program Director, Corcept Therapeutics

Each year a company's strategy is reiterated or redefined to keep alignment across the organization. The strategies inform goals and then teams action to complete them. The abstract nature of the strategy and real world constraints of implementing it can be challenging to identify. This discussion will include how this relationship is kept in sync and methods to keep a tight connection between the two.

Panelists:

Deepika Sharma Das, Director, Portfolio Strategy & Partnerships, Global Rare Disease Therapeutic Area, Novo Nordisk

Ananya Jain, Research Portfolio Lead, Biogen

Ivan Kugener, Vice President & Head of Global Portfolio Management, Valuation & Analytics, Merck KGaA

Alexander Rucci, Director, Project Management, Sumitomo Pharma America

INTERACTIVE ROUNDTABLE DISCUSSION (IN PERSON ONLY)

4:45 Lifecycle of a Decision—Managing the Continuum of Risk through Key Principles and Structured Decision-Making

Kundini Amin, Head, Portfolio Leadership, Analytics & Insights (PLAI), Biogen

Shawn Malloy, Director, R&D Portfolio Management, Biogen

Karthik Venkatesh, Development Governance Strategy, Biogen

Risk, time, and leadership complexity in drug development rarely follow a standard governance model. This interactive session explores key traits that support quality decision-making—structured processes, organizational maturity, stakeholder engagement, and enabling tools. Breakout groups will discuss real-world approaches to strengthening these pillars, examining both successes and challenges. Each group will report back insights, offering a broad view of how organizations are navigating decision-making across the R&D risk continuum.

5:45 Networking Reception with Exhibit Viewing

6:45 Close of Day

Wednesday, October 1

8:00 am Registration and Morning Coffee

8:25 Chairperson's Remarks

Joe Stalder, Vice President, Program Management, Zentalis Pharmaceuticals

INTERACTIVE ROUNDTABLE DISCUSSION (IN PERSON ONLY)

8:30 Growth Pathways and Talent Development in PPM

Kundini Amin, Head, Portfolio Leadership, Analytics & Insights (PLAI), Biogen

Michael Myers, PhD, Adjunct Associate Professor, Indiana University School of Medicine, former Associate Vice President, LRL Project Management—Due Diligence, Eli Lilly and Company

Joel Ott, Executive Director, Portfolio and Project Management, Eli Lilly & Company

Explore how organizations can cultivate career growth and develop future-ready talent in PPM. This interactive session begins with a short overview, followed by breakout discussions on key development themes—from leadership pathways to cross-functional influence. Each table tackles a specific topic, culminating in a rapid-fire readout of insights. Ideal for leaders and rising professionals alike, this session delivers fresh ideas to strengthen your PPM talent strategy.

TOOLS & MODELS FOR PORTFOLIO PRIORITIZATION

9:15 Leveraging AI-Powered Project Portfolios to Address the Need for Speed: Results from the 2025 Global State of Strategy Execution Benchmark Study



Carrie Nauyalis, Planview

Explore findings from the 2025 Global State of Strategy Execution Benchmark Study, highlighting how organizations are meeting strategic goals and where gaps remain. Examine key trends in governance, alignment, speed, and data access with special focus on the role of AI and portfolio management in driving execution success. Gain insights into what sets Strategy Leaders apart from Laggards and take away practical actions inspired by the data to improve speed and effectiveness across the enterprise.

9:45 Building a "5R" Based Asset Investment Decision Tool (Phase 0 to POC): From Stakeholder Engagement, to Tools Design, Communication, Training, and Execution

Ivan Kugener, Vice President & Head of Global Portfolio Management, Valuation & Analytics, Merck KGaA

We will review how we managed the project, the challenges we faced and how we resolved them. Then, we will look at the resulting process and new tools (from 5R to 6R). We will finish by navigating the outcomes of the implementation and integration of this new method into our day-to-day project management and decision making. We will wrap-up the session with the lessons learned and next steps.

10:15 Managing an Integrated Portfolio across Research and Development

Peter Ray, Vice President, Head of Portfolio Analytics, Novartis

A key challenge in portfolio management is fairly comparing projects at different stages, as financial metrics like NPV often favor later-stage programs. This becomes more complex when including research-stage projects and strategic priorities. How can teams align candidate selection, platform strategy, and throughput goals with clinical priorities while balancing R&D investment? This discussion will review some important considerations for managing tradeoffs and getting the balance right.

10:45 Coffee Break with Exhibit Viewing

11:15 The Cost Challenge: Evaluating Approved Program Funds to Fuel New Portfolio Investment Opportunities

Joel Ott, Executive Director, Portfolio and Project Management, Eli Lilly & Company

Lilly's Portfolio and Project Management team runs an annual process to evaluate opportunities to reallocate funds from late phase approved programs to fund new investment requests. The intent is to not tangibly impact the value commitment of the approved assets while enabling new investment

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requests to be funded. This helps internal governance have optionality for funding new investments that they view more favorably than previously approved investments.

11:45 Portfolio Prioritization and Role of Target Product Profile and Target Label Profile

Saeid (Sam) Yazdani, Senior Director, Project, Program, and Portfolio Management, Drug Development, argenx

Target Product Profiles (TPPs) and Target Label Profiles (TLPs) are essential tools in strategic portfolio management. They align clinical, regulatory, and commercial goals, enabling data-driven decisions. This session explores how embedding TPPs and TLPs into governance improves prioritization, resource allocation, and risk management—ensuring development stays focused on delivering differentiated, market-ready assets that maximize portfolio value and meet payer and patient expectations.

12:15 pm From Disconnected Data to Strategic Insights: Transforming Portfolio and Program Management for Biopharma Growth

Jeff DeVito, Head of PMO, Pioneering Medicines, Flagship Pioneering

An overview of how Pioneering Medicines, a Flagship Pioneering company, transformed its program and portfolio management processes from fragmented systems into a structured, insight-driven framework using innovative tools and strategic process improvements. We will share how we redesigned foundational systems, streamlined workflows, and enhanced cross-functional visibility to support portfolio growth and efficient program management. Attendees will gain insights into scalable methodologies for operational excellence, decision-enabling analytics, and R&D program execution.

12:45 Luncheon Presentation (Sponsorship Opportunity Available) or Enjoy Lunch on Your Own

1:15 Session Break

DATA-DRIVEN INSIGHTS: ENHANCING VISIBILITY, KPIS, AND FORECASTING

2:00 Chairperson's Remarks

Joe Stalder, Vice President, Program Management, Zentalis Pharmaceuticals

2:05 Quantitative Decision Making—Navigating Uncertainty and Biases

Caroline Dewing, Executive Director, Head of Portfolio Planning, Ionis Pharmaceuticals

NPV and eNPV estimates are the cornerstone of financial modeling for many portfolio teams. Programs get distilled in one number, making it an easy way to compare and prioritize programs. But when and why should NPVs not drive decision making? During this talk, we'll discuss when certain forecasts and NPVs can lead to unideal investment decisions and how to make program and portfolio forecasting enablers of strong decision making.

2:35 Monitoring Clinical Trial Progress Using KPIs and Data Visualizations

Joe Stalder, Vice President, Program Management, Zentalis Pharmaceuticals

This session will address the use of KPIs to monitor clinical trial progress, including best practices for identifying appropriate KPIs (vs. measures or metrics), presenting KPIs visually for easy interpretation, and using KPIs as a tool for issue identification.

3:05 Strategic Sourcing of Biopharmaceutical R&D: The Role of Project Uncertainty, Value, and Diversification

Christopher Larson, Tilburg University

Biopharmaceutical firms face critical choices when sourcing external R&D projects to balance strategy, risk and potential value. By uncovering systematic patterns, we advance understanding of risk management, capability acquisition, and strategic decision-making in biopharma external innovation. Findings suggest licensing is preferred for high-value but uncertain projects, asset acquisitions for projects with high value and probability of success, and company acquisitions for low-value projects and entry into new therapeutic areas.

3:35 Networking Refreshment Break

INTERACTIVE ROUNDTABLE DISCUSSION (IN PERSON ONLY)

3:55 Driving Operational Excellence and Strategic Agility in PPM

Stephen Cho, PhD, President, SSC Strategic Advisors LLC.
Caroline Dewing, Executive Director, Head of Portfolio Planning, Ionis Pharmaceuticals
Jennifer Kang, Director, Program Management, Formation Bio
Leslie Lippard, former Director, Portfolio Analytics, Alnylam Pharmaceuticals
Joe Stalder, Vice President, Program Management, Zentalis Pharmaceuticals

As biopharma portfolios become more complex and resource constraints more pressing, organizations must continuously evolve how they govern, prioritize, and measure success. Operational excellence in PPM today means striking the right balance between structure and flexibility—ensuring rigor without sacrificing responsiveness. In this interactive session, participants will explore how their peers are tackling some of the most pressing questions in modern portfolio and project management.

4:55 Close of Summit

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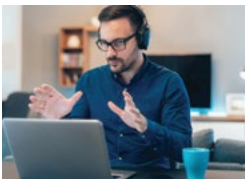
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Back by popular demand, these highly engaging sessions offer unparalleled opportunities for collaborative learning and meaningful connection. Designed to spark conversation and drive insight, the roundtables provide a dynamic forum to address persistent challenges and explore emerging trends.

- Participate in **three dedicated sessions** centered on in-depth, interactive dialogue
- **Tackle shared obstacles and uncover opportunities** through collective brainstorming
- **Capture and synthesize key takeaways** to share with the broader group
- **Strengthen your network** and inspire future partnerships

Unparalleled Networking Opportunities

In addition to the multiple networking opportunities available for onsite attendees during dedicated networking sessions, refreshment breaks, and cocktail reception, the EP3M Summit has invested in innovative technology to ensure attendees can connect with fellow participants whether they are attending in-person or virtually.

- Take part in 1-on-1 networking with an easy-to-navigate profile search, filter, and scheduling platform
- Receive personalized 1-on-1 networking recommendations based on CHI's unique matchmaking algorithm
- Identify and establish meetings with participants who have similar initiatives and challenges within minutes



“A great opportunity to discuss decision making with peers, share experiences on innovative practices, cutting-edge technologies or emerging trends.”

– Ghislaine Bedulho, Global Head of R&D Portfolio Reporting, Benchmarking & Competitive Intelligence, Sanofi

Sponsorship & Exhibit Opportunities

CHI offers comprehensive packages that can be customized to your budget and objectives. Sponsorship allows you to achieve your goals before, during, and long after the event. Packages may include presentations, exhibit space and branding, as well as the use of delegate lists. Signing on early will maximize your exposure to qualified decision-makers and drive traffic to your website in the coming months.

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Showcase your solutions to a guaranteed, targeted audience through a 15- or 30-minute presentation during a specific program, breakfast, lunch, or a pre-conference workshop. Package includes exhibit space, onsite branding, and access to cooperative marketing efforts by CHI. Lunches are delivered to attendees who are already seated in the main session room. Presentations will sell out quickly! Sign on early to secure your talk.

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“Excellent opportunity to plug into the portfolio and program management community and learn about other approaches to issues we all are faced with.”

— Cynthia Barber, Senior Director Portfolio & Program Management at Vertex Pharmaceuticals

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“All of the topics here really drew me in—Particularly the AI-focused piece and leveraging AI to help us work more efficiently.”

–Jennifer Kang, Director, Program Management, Formation BioInvestigator, Senior Scientist, Pfizer



“This Summit truly stands out in its ability to provide great networking and deep insights. I'm looking forward to the next one”

–Marta Noguera Serrat, Senior Principal Capability Manager, Boehringer Ingelheim

