



Build
Ventures.
Advance
Health.

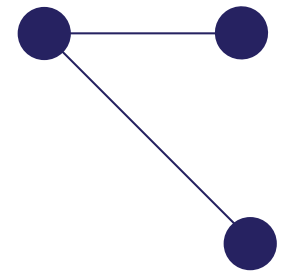


NLC
THE EUROPEAN HEALTHTECH
VENTURE BUILDER

VINC
THE CAPITAL OF LIFE SCIENCES

Project Flywheel

€35m Follow-on Equity Raising into NLC,
the #1 Healthtech Venture Builder Company
in Europe



NLC – The European Healthtech Venture Builder

Scalable (majority) ownership approach combined with a high number of built ventures to cater for steadily high rates of return



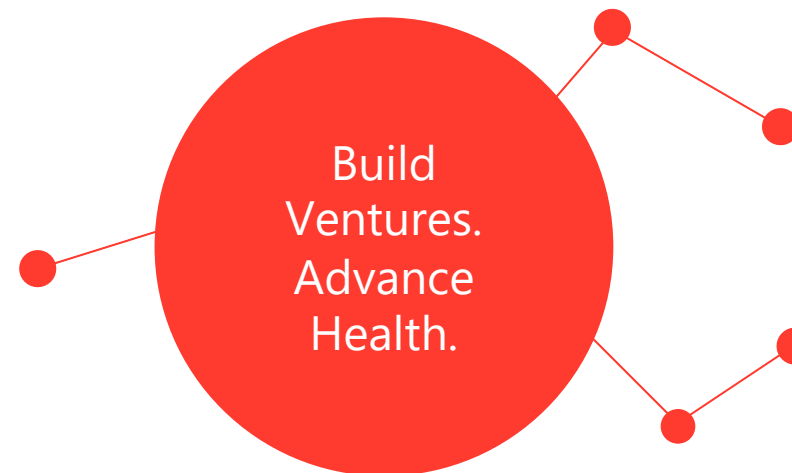
Structured Approach in Advancing Innovation for Better Health

Win-win for inventors, patients, as well as our shareholders



"To me NLC is about superior outcome and impact for our society by bringing science to life at scale: showing that Europe has the assets, and we provide support by bringing talent and early stage capital to it."

Bert-Arjan Millenaar
Founder and CEO



Advancing the success rate for inventors

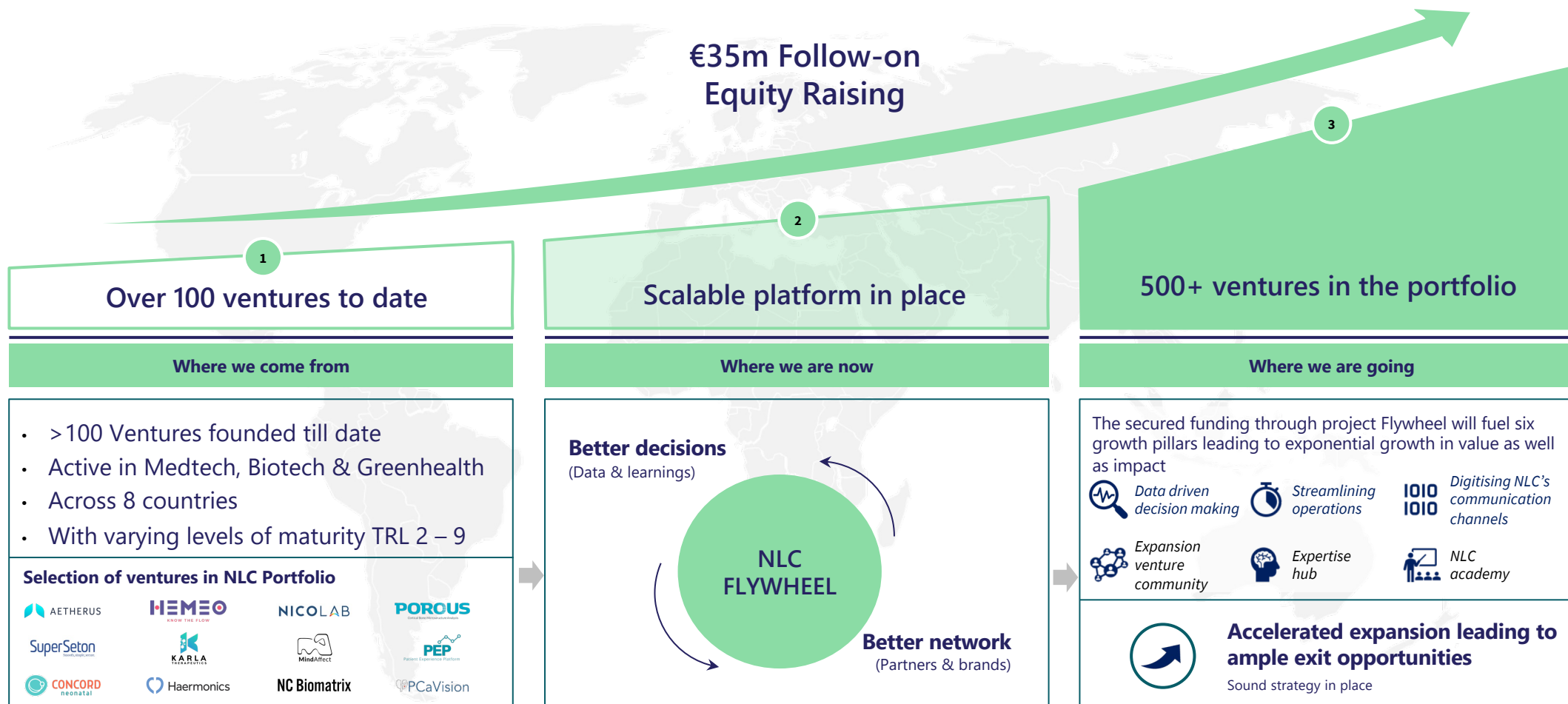
- ✓ Single scientist versus a professional team in place, across various disciplines
- ✓ Putting the right operational team in place, bringing in leadership roles and adding necessary advisory board
- ✓ Market access to grow innovation from the first MVP

Optimising the risk/return profile for our shareholders

- ✓ Majority shareholding with 70%+ ownership (at start)
- ✓ 10x higher number of ventures in portfolio compared to other players
- ✓ De-risked investments through NLC platform
- ✓ Early access to "Blue Ocean" of opportunities

The NLC „Flywheel“: Risk-Adjusted Acceleration of Innovation

NLC at the Inflection Point for Exponential Growth



80+ Specialists Spinning the Flywheel

Purpose-fit organisation structure to maximise growth acceleration

Management Team



Bert-Arjan Millenaar
CEO

Previously:

- Founder and CEO of NLC with a personal aim to advance health
- Over 20 years of experience in business development and growth strategies, his love for pushing boundaries allows Bert-Arjan to steer NLC's unique business model and to support the team



Sylvia Butzke
COO

Previously:

- Leads NLC's operations as COO, using hands-on experience with developing sustainable, high performing & learning organisations
- Over 25 years of experience, including as COO at PGGM Investments, Director at De Nederlandsche Bank and Principal at BCG



Ruben Mikkers
CFO

Previously:

- Overall responsibility for corporate finance, fund management and other corporate affairs as NLC's CFO
- Ruben spent 6 years at Robeco Asset Management and almost 14 years in KPMG's Deals practice, of which 6.5 years as Partner

Tech Partnerships and Marketing

Technology Assessment & Strategy

Venture Creation

Talent Acquisition & People



Anne Reijns

Previously: Arvato, Lykon, Avegen, Amber Implants

9 FTE



Willem Fontijn

Previously: Principal scientist Philips

4 FTE



Gina Melchner

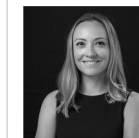
Previously: Oliver Wyman, BGV

17 FTE



Jordy Breuker

Previously: Kempen & Co



Harri O'Sullivan

Previously: Philips, SayersMead

8 FTE

Previous experience team (snapshot)



Legal

Venture Support

Venture Finance & Fund Management



Sandra Lammerding

Previously: Lead counsel, DSM

6 FTE



Michiel Mussies

Previously: INSEAD MBA, E.ON

4 FTE



Hidde ten Brink

Previously: Senior Manager EY M&A

8 FTE

IT & Back-office



Raymond Ypma

Previously: Software developer, Flexyz IT Solutions

7 FTE

Finance & Data Analytics



William Richardson

Previously: PWC, Transaction Services

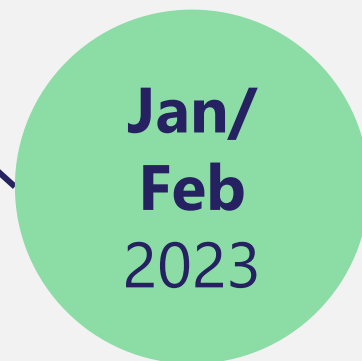
5 FTE

Project Flywheel – Process Overview

Closing of equity investments by April 2023



Management
Call



Review IM/
Info Package



Due Diligence



Closing



NLC

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VENTURE BUILDER

CONTACT DETAILS

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