

# Fight against Coronavirus

Brussels, March 16 2020

CureVac – a German company dedicated to developing vaccines and therapies using messenger RNA

- Headquartered in Tübingen, Frankfurt and Boston MA
- Founded in 2000 by Ingmar Hoerr CEO and Florian von der Mülbe CPO
- ~500 employees

■ [REDACTED]

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- Manufacturing since 2006 with authorization for more than 80 products
- Running three GMP suites in Tübingen and building a large scale production facility

## bioentrepreneur BUILDING A BUSINESS

Nature, 2017

### A successful founder off the beaten path

Ingmar Hoerr

How to develop a new vaccine or therapeutic modality in a skeptical environment, with little biotech experience, limited resources and limited capital.

Transitioning a biological discovery from bench to business is difficult enough for a well-conceived and researched technology or product in a traditional biotech hub. But what about companies seeking to develop a novel product outside of the United States, where experienced tech transfer advice, seasoned management and knowledgeable investors all come at a premium? As a young and inexperienced CEO in Germany, I learnt many hard lessons as I built a startup, CureVac (Tübingen, Germany), from a doctoral thesis into what is now a company valued at more than a billion dollars.

In what follows, I provide an account of my experience building a company in Germany at the turn of the twenty-first century and the challenges I encountered. I conclude by providing some insights into how my experience can inform other entrepreneurs seeking to build a venture around an innovative new technology in a region not immediately recognized for its biotech prowess.

#### Early days

When I started my PhD in the mid-1990s, I was convinced that RNA could be a platform

Tübingen's place in the history of science, it sits far outside the biotech hubs of Boston and San Francisco. Yet this is where my colleagues and I launched CureVac with the ambition of changing the fabric of medicine. Though naive about the challenges of launching biotech companies, we, like many other young entrepreneurs, were undeterred.

In retrospect, I am grateful for our naiveté, because had we known what challenges lay ahead, we might never have taken that first step. However, there I was in 2001 with an official certificate of incorporation in hand, sitting at a desk in my tiny apartment writing a business plan for CureVac's next five years with the goal of bringing the first therapeutic mRNA agents onto the market.

Like many scientists turned CEOs, I thought building a biotech required three simple steps.

1. Identify a groundbreaking scientific discovery.
2. Build a pipeline of products and execute a clinical trial program.
3. Raise financing for the company on the basis of its groundbreaking science.

To a scientist, steps 1 and 2 are familiar



Ingmar Hoerr in an early, cramped CureVac office.

(or complete) the preclinical animal models or provide clear statements about the pharmacodynamics, kinetics and toxicology of our mRNA technology.

The obstacles seemed insurmountable to us. We were left wondering how we could make progress with the technology and secure adequate funding and resources to move this project forward.

Incubating the technology

# mRNA technology: Turning information into safe and efficient vaccines

The body can generate its own protection. All it needs is the right information.

Virus-specific  
sequence information



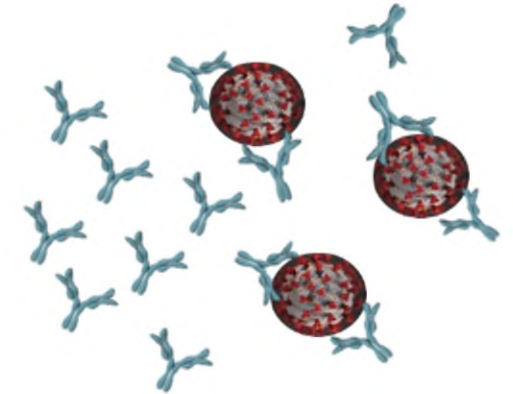
Transfer of  
information to mRNA



Production &  
administration of vaccine



Protection







## GMP: Up-scaled process approved



## Ramp-up mRNA manufacturing (capacity of CureVac)



# CureVac's universal mRNA platform for Covid 19 and future outbreaks









## Vaccines for the world from Europe





Thank You For Your Attention



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## Ramp Up mRNA Manufacturing (Costs)

## Ramp Up mRNA Manufacturing (Cost distribution)

