

(OFFICE TRANSLATION)

**INNKALLING TIL EKSTRAORDINÆR  
GENERALFORSAMLING**

**NOTICE OF EXTRAORDINARY  
GENERAL MEETING**

**I**

**OF**

**TARGOVAX ASA**  
ORG NR 996 162 095

**TARGOVAX ASA**  
REG NO 996 162 095

Den 30. november 2017 kl. 13.00 avholdes det ekstraordinær generalforsamling i Targovax ASA ("**Selskapet**"), i Selskapets lokaler i Lilleakerveien 2 C, 0283 Oslo, Norge.

An extraordinary general meeting of Targovax ASA (the "**Company**") will be held on 30 November 2017 at 13:00 hours (CET) at the Company's offices in Lilleakerveien 2 C, 0283 Oslo, Norway.

Generalforsamlingen vil bli åpnet av styrets leder, Jónas Einarsson.

The general meeting will be opened by the chairperson of the board of directors, Jónas Einarsson.

Til behandling foreligger:

The following is on the agenda:

- 1 Valg av møteleder**
- 2 Godkjenning av innkalling og dagsorden**
- 3 Valg av person til å medundertegne protokollen sammen med møteleder**
- 4 Valg av ny styreleder og styremedlem**

- 1 Election of a chairperson of the meeting**
- 2 Approval of the notice and the agenda**
- 3 Election of a person to co-sign the minutes together with the chairperson**
- 4 Election of new chairperson and members of the board of directors**

Det vises til valgkomiteens innstilling for informasjon om de foreslåtte styreendringene, inntatt som [vedlegg 3](#) til denne innkallingen og som er tilgjengelig på [www.targovax.com](http://www.targovax.com).

Reference is made to the Nomination Committee's proposal for the proposed changes in the board of directors, attached to this notice as [appendix 3](#) and which is available at [www.targovax.com](http://www.targovax.com).

Valgkomiteen foreslår at Patrick Vink velges som nytt styremedlem og leder av styret med virkning fra generalforsamlingens beslutning. For å legge til rette for en smidig overgang av styrelederrollen foreslår valgkomiteen at tidligere styreleder Jónas Einarsson erstatter Lars Lund-Roland som ordinært medlem av styret. Valgkomiteens leder vil presentere komiteens forslag nærmere på den ekstraordinære generalforsamlingen.

The Nomination Committee proposes that Patrick Vink is elected as a new board member and chairperson of the board, effective from the general meeting's resolution. To ensure a smooth transition of the chairmanship, the Nomination Committee proposes that the previous chairperson Jónas Einarsson replaces Lars Lund-Roland as an ordinary board member. The chair of the Nomination Committee will give a presentation of the committee's proposal at the extraordinary general meeting.

Etter styrevalget vil styret dermed bestå av følgende medlemmer:

Following the election, the board of directors will comprise the following members:

- Patrick Vink (styreleder);
- Jónas Einarsson;
- Bente Lill Bjerkelund Romøren;
- Johan Christenson;
- Per Samuelsson;
- Robert Forbes Burns;
- Eva-Lotta Allan; og
- Diane Mary Mellett.

- Patrick Vink (chairperson);
- Jónas Einarsson;
- Bente Lill Bjerkelund Romøren;
- Johan Christenson;
- Per Samuelsson;
- Robert Forbes Burns;
- Eva-Lotta Allan; and
- Diane Mary Mellett.

## 5 Fastsettelse av godtgjørelse til nytt styremedlem (herunder godkjenning av utstedelse av RSUer)

Det vises til valgkomiteens innstilling om fastsettelse av godtgjørelse til det nye styremedlemmet, inntatt som [vedlegg 3](#) til denne innkallingen og som er tilgjengelig på [www.targovax.com](http://www.targovax.com)

Styret foreslår at generalforsamlingen godkjenner valgkomiteens innstilling i sin helhet, herunder at det utstedes restricted stock units (RSUer) under Selskapets RSU-program til det nye styremedlemmet.

Det nevnes for ordens skyld at tildelingsdagen for RSUene til det nye styremedlemmet (*grant date*) som brukes som utgangspunkt for å utregne *vektet gjennomsnittspris for aksjene* i forbindelse med utregningen av antall RSUer tildelt, settes til datoen for den ekstraordinære generalforsamlingen hvor det nye styremedlemmet velges som styremedlem og dens godtgjørelse fastsettes (*GM Date*).

\* \* \*

I henhold til Selskapets vedtekter § 8 har styret bestemt at de aksjonærer som ønsker å delta på generalforsamlingen (enten selv eller ved fullmektig), må melde fra om dette til Selskapet ved å sende det vedlagte påmeldingsskjemaet (som også er gjort tilgjengelig på [www.targovax.com](http://www.targovax.com)), til Selskapet på følgende adresse: Targovax ASA, Lilleakerveien 2 C, 0283 Oslo eller per e-post til [contact@targovax.com](mailto:contact@targovax.com). Meldingen må være mottatt senest den 29. november 2017 kl. 16.00. Aksjonærer som ikke foretar slik forhåndspåmelding eller som oversitter ovennevnte frist, kan nektes adgang på generalforsamlingen og vil da heller ikke kunne stemme for sine aksjer.

Aksjonærer som ikke har anledning til selv å møte, kan møte ved fullmektig. Skjema for tildeling av fullmakt, med nærmere instruksjoner for bruk av fullmaktsskjemaet, er vedlagt denne innkallingen (er også gjort tilgjengelig på Selskapets hjemmeside angitt nedenfor). Fullmakt kan om ønskelig gis til styrets leder Jónas Einarsson. Utfylte fullmaktsskjemaer kan enten leveres på generalforsamlingen eller sendes til Selskapet pr post eller e-post innen den 29. november 2017 kl. 16.00.

Targovax ASA er et allmennaksjeselskap underlagt allmennaksjelovens regler. Selskapet har pr dato for denne innkallingen utstedt 52 609 867 aksjer, og hver aksje har én stemme. Aksjene har også for øvrig like rettigheter.

En aksjonær har rett til å fremsette forslag til beslutninger i saker på dagsordenen og til å kreve at styremedlemmer og

## 5 Determination of remuneration payable to the new member of the board of directors (including approval of the issuance of RSUs)

Reference is made to the Nomination Committee's proposal regarding remuneration payable to the new member of the board of directors, attached to this notice as [appendix 3](#) and which is available at [www.targovax.com](http://www.targovax.com).

The board of directors proposes that the general meeting adopts the recommendation from the Nomination Committee in its entirety, including the issuance of restricted stock units (RSUs) in accordance with the Company's RSU-program to the new member of the board of directors.

For the avoidance of doubt, the grant date for the RSUs, as used as the basis for calculation of the *volume weighted average share price* in connection with calculating the number of RSUs granted, is set to the date of the extraordinary general meeting where the respective board member is elected and which the corresponding board remuneration was resolved (the "**GM Date**").

\* \* \*

Pursuant to Section 8 of the Company's articles of association, the board of directors has decided that the shareholders wishing to attend the general meeting (in person or by proxy) must give notice to the Company of this by sending the enclosed registration form (which is also made available at [www.targovax.com](http://www.targovax.com)) to the Company, to the following address: Targovax ASA, Lilleakerveien 2 C, 0283 Oslo, Norway or per email to [contact@targovax.com](mailto:contact@targovax.com). The notice of attendance must have been received no later than 29 November 2017 at 16:00 hours (CET). Shareholders who do not provide notices of attendance, or do not meet the deadline stated above, may be denied entrance to the general meeting and will not be able to vote for their shares.

Shareholders that are prevented from attending may be represented by proxy. The proxy form, including detailed instructions for the use of the form, is enclosed to this notice (also available on the Company's website as set out below). If desirable, proxy may be given to the chairperson of the board of directors, Jónas Einarsson. Completed proxy forms may either be sent to the Company by mail or email within 29 November 2017 at 16:00 hours (CET) or submitted at the general meeting.

Targovax ASA is a public limited company subject to the rules of the Norwegian Public Limited Companies Act. As of the date of this notice, the Company has issued 52,609,867 shares, each of which represents one vote. The shares have equal rights also in all other respects.

A shareholder may make proposals for resolutions with respect to matters on the agenda and may require that

daglig leder på generalforsamlingen gir tilgjengelige opplysninger om forhold som kan innvirke på bedømmelsen av (i) saker som er forelagt generalforsamlingen til avgjørelse, og (ii) Selskapets økonomiske stilling og andre saker som generalforsamlingen skal behandle, med mindre de opplysninger som kreves ikke kan gis uten uforholdsmessig skade for Selskapet.

Denne innkallingen, øvrige dokumenter som gjelder saker som skal behandles i generalforsamlingen, herunder de dokumenter det er henvist til i denne innkallingen, forslag til beslutninger for poster på den foreslåtte dagsordenen, samt Selskapets vedtekter, er tilgjengelige på Selskapets hjemmeside [www.targovax.com](http://www.targovax.com). Aksjonærer kan kontakte Selskapet pr post, e-post eller telefon for å få tilsendt de aktuelle dokumentene. Adresse: Targovax ASA, Lilleakerveien 2 C, 0283 Oslo, e-post: [contact@targovax.com](mailto:contact@targovax.com), telefon: +47 21 39 88 10.

\* \* \*

members of the board of directors and the chief executive officer at the general meeting provide available information about matters which may affect the assessment of (i) matters that are presented to the shareholders for decision and (ii) the Company's financial situation and other matters to be discussed at the general meeting, unless the requested information cannot be disclosed without causing disproportionate damage to the Company.

This notice, other documents regarding matters to be discussed in the general meeting, including the documents to which this notice refers, the proposed resolutions for matters on the proposed agenda, as well as the Company's articles of association, are available on the Company's website [www.targovax.com](http://www.targovax.com). Shareholders may contact the Company by mail, e-mail or telephone in order to request the documents in question on paper. Address: Targovax ASA, Lilleakerveien 2 C, 0283 Oslo, Norway, e-mail: [contact@targovax.com](mailto:contact@targovax.com), telephone: +47 21 39 88 10.

\* \* \*

7. november 2017 / 7 November 2017

**På vegne av styret i / On behalf of the board of directors of  
Targovax ASA**

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Jónas Einarsson  
(styrets leder / chairperson)

**VEDLEGG:**

- 1. Påmeldings- og fullmaktsskjema til ekstraordinær generalforsamling på norsk**
- 2. Påmeldings- og fullmaktsskjema til ekstraordinær generalforsamling på engelsk**
- 3. Valgkomiteens innstilling**

**Appendices:**

- 1. Registration and proxy form to the extraordinary general meeting in Norwegian**
- 2. Registration and proxy form to the extraordinary general meeting in English**
- 3. The Nomination Committee's proposal**

**Vedlegg 1 / Appendix 1**

**PÅMELDINGS- OG FULLMAKTSSKJEMA TIL EKSTRAORDINÆR GENERALFORSAMLING PÅ NORSK /  
REGISTRATION AND PROXY FORM TO THE EXTRAORDINARY GENERAL MEETING IN NORWEGIAN**

**TARGOVAX ASA**  
**MELDING OM DELTAKELSE**  
**EKSTRAORDINÆR GENERALFORSAMLING 30. NOVEMBER 2017**

Aksjonærer som ønsker å møte på den ekstraordinære generalforsamlingen den 30. november 2017, bes om å fylle ut og sende denne melding om deltakelse til: **Targovax ASA, Lilleakerveien 2 C, 0283 Oslo eller til [contact@targovax.com](mailto:contact@targovax.com).**

Meldingen bes sendt slik at den er kommet frem **senest 29. november 2017 kl. 16.00.**

Undertegnede vil møte på den ekstraordinære generalforsamlingen den 30. november 2017. Undertegnede må være myndig. Dersom aksjonæren ikke er en person, men et selskap, stiftelse mv, skal dokumentasjon i form av firmaattest, og eventuelt fullmakt, vedlegges. Dessuten vil undertegnede på den ekstraordinære generalforsamlingen representere nedennevnte aksjonær(er) i henhold til vedlagte/separat innsendte fullmakt(er):

Aksjonærens navn:

Aksjer (antall):

_____	_____
_____	_____
_____	_____
_____	_____

Aksjonærens navn og adresse: \_\_\_\_\_  
(vennligst benytt blokkbokstaver)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**TARGOVAX ASA  
FULLMAKT  
EKSTRAORDINÆR GENERALFORSAMLING 30. NOVEMBER 2017**

Aksjonærer som ikke sender skjemaet "MELDING OM DELTAKELSE - EKSTRAORDINÆR GENERALFORSAMLING 30. NOVEMBER 2017" (se forrige side), og som ønsker å være representert ved fullmektig på den ekstraordinære generalforsamlingen den 30. november 2017, bes om å fylle ut denne fullmakten og sende den til: **Targovax ASA, Lilleakerveien 2 C, 0283 Oslo eller til [contact@targovax.com](mailto:contact@targovax.com).**

Fullmakten bes sendt slik at den er kommet frem **senest den 29. november 2017 kl. 16.00.**

Undertegnede gir herved (sett kryss):

Styrets leder Jónas Einarsson eller den han bemyndiger, eller

\_\_\_\_\_  
Navn på fullmektig (vennligst benytt blokkbokstaver)

fullmakt til å møte og representere meg/oss på den ekstraordinære generalforsamlingen i Targovax ASA den 30. november 2017. Dersom det er sendt inn fullmakt uten avkryssing ovenfor eller uten navngiving av fullmektigen, anses fullmakten gitt til styrets leder Jónas Einarsson eller den han bemyndiger.

Stemmegivningen skal skje i henhold til instruksjonene nedenfor. Merk at **dersom det ikke er krysset av i rubrikkene nedenfor, vil dette anses som en instruks om å stemme "for" forslagene i innkallingen**, likevel slik at fullmektigen avgjør stemmegivningen i den grad det blir fremmet forslag i tillegg til, til erstatning for, eller som endring i forslagene i innkallingen.

<b>Sak:</b>	<b>For</b>	<b>Mot</b>	<b>Avstår</b>	<b>Fullmektigen avgjør</b>
1. Valg av møteleder, som foreslås i generalforsamlingen				
2. Godkjenning av innkalling og dagsorden				
3. Valg av person til å medundertegne protokollen sammen med møteleder, som foreslås i generalforsamlingen				
4. Valg av ny styreleder og styremedlem				
a) Patrick Vink (styreleder)				
b) Jónas Einarsson (styremedlem)				
5. Fastsettelse av godtgjørelse til nytt styremedlem (herunder godkjenning av utstedelse av RSUer)				

Aksjonærens navn og adresse: \_\_\_\_\_  
(vennligst benytt blokkbokstaver)

\_\_\_\_\_ dato

\_\_\_\_\_ sted

\_\_\_\_\_ aksjonærens underskrift

Dersom aksjonæren er et selskap, stiftelse mv, skal dokumentasjon i form av firmaattest, og eventuelt fullmakt, vedlegges fullmakten.

**Vedlegg 2 / Appendix 2**

**PÅMELDINGS- OG FULLMAKTSSKJEMA TIL EKSTRAORDINÆR GENERALFORSAMLING PÅ ENGELSK /  
REGISTRATION AND PROXY FORM TO THE EXTRAORDINARY GENERAL MEETING IN ENGLISH**

**TAROVAX ASA  
NOTICE OF ATTENDANCE  
EXTRAORDINARY GENERAL MEETING 30 NOVEMBER 2017**

Shareholders who wish to attend the extraordinary general meeting to be held on 30 November 2017 are requested to fill in and return this notice of attendance to: **Targovax ASA, Lilleakerveien 2 C, 0283 Oslo or to [contact@targovax.com](mailto:contact@targovax.com).**

The form should be received by us **no later than 29 November 2017 at 16:00 hours (CET)**.

The undersigned wishes to attend the extraordinary general meeting on 30 November 2017. Must be signed by a person of legal age. If the shareholder is a legal entity, please attach the shareholders' certificate of registration and if applicable proxy. Furthermore, the undersigned shareholder is authorised to attend and vote at the extraordinary general meeting on behalf of the below listed shareholder(s) in accordance with the enclosed/separately returned power of attorney:

Name of shareholder:

Shares (number):

_____	_____
_____	_____
_____	_____
_____	_____

The shareholder's name and address: \_\_\_\_\_  
*(please use capital letters)*

\_\_\_\_\_  
Date

\_\_\_\_\_  
Place

\_\_\_\_\_  
Shareholder's signature



**TAROVAX ASA  
POWER OF ATTORNEY  
EXTRAORDINARY GENERAL MEETING 30 NOVEMBER 2017**

Shareholder who does not return the form "NOTICE OF ATTENDANCE – EXTRAORDINARY GENERAL MEETING 30 NOVEMBER 2017" (see the previous page), and therefore wishes to authorise another person to act on his or her behalf at the extraordinary general meeting to be held on 30 November 2017 must complete this power of attorney form and return it to: **Targovax ASA, Lilleakerveien 2 C, 0283 Oslo or to contact@targovax.com.**

The power of attorney should be received by us **no later than 29 November 2017 at 16:00 hours (CET).**

The undersigned hereby grants (please tick):

The chairperson of the board of directors Jónas Einarsson, or the person he appoints, **or**

\_\_\_\_\_  
Name of attorney (*please use capital letters*)

power of attorney to attend and vote for my/our shares at the extraordinary general meeting of Targovax ASA to be held on 30 November 2017. If the power of attorney form is submitted without stating the name of the attorney, the power of attorney will be deemed to have been given to the chairperson of the board of directors Jónas Einarsson or the person he appoints.

The votes shall be cast in accordance with the instructions below. Please note that **if the alternatives below are not ticked off, this will be deemed to be an instruction to vote "in favour" of the proposals in the notice**, provided, however, that the attorney determines the voting to the extent proposals are put forward in addition to, instead of, or as adjustments to the proposals in the notice.

<b>Item:</b>	<b>In favour</b>	<b>Against</b>	<b>Abstain</b>	<b>At the attorney's discretion</b>
1. Election of a chairperson of the meeting, to be proposed in the general meeting				
2. Approval of the notice and the agenda				
3. Election of a person to co-sign the minutes together with the chairperson, to be proposed in the general meeting				
4. Election of new chairperson and members of the board of directors				
a) Patrick Vink (chairperson)				
b) Jónas Einarsson (board member)				
5. Determination of remuneration payable to the new member of the board of directors (including approval of the issuance of RSUs)				

The shareholder's name and address: \_\_\_\_\_  
(*please use capital letters*)

\_\_\_\_\_ Date

\_\_\_\_\_ Place

\_\_\_\_\_ Shareholder's signature

If the shareholder is a company, please attach documentation in the form of certificate of registration, or separate power of attorney, if applicable, to this power of attorney.

## To the shareholders of Targovax ASA

### RECOMMENDATIONS BY THE NOMINATION COMMITTEE NOVEMBER 2017

Reference is made to the Nomination Committee's recommendation to the Annual General Meeting (AGM) held on April 5<sup>th</sup>, 2017 where it was stated that;

*The Board performance report and the Nomination Committee's assessments of the Company's future needs concluded that there are needs with respect to international clinical development insight and experience – particularly in the oncology / immuno-oncology area. However, due to unforeseen circumstances, two new candidates have during the last days informed us that they for personal reasons are no longer able to accept the nominations. The Nominations Committee will endeavour to identify one or several qualified candidates during the next months and propose a new Board composition in an Extraordinary General Meeting during 2017. In the meantime we therefore propose that all Board members are re-elected to the Board, all for the period until the AGM 2018. The proposed members have expressed willingness to be re-elected.*

In the meantime, the Chairman of the Board, Jonas Einarsson, has informed the Nomination Committee that he wishes to step down from the Board. In accordance with the Articles of Association of the Company and the Instructions for the Nomination Committee adopted by the General Meeting of the Company on 14 September 2015 (the "Instructions"), the Nomination Committee hereby presents its proposals for a new composition of the Board.

The Nomination Committee has, when preparing for its proposals been assisted by an international consultant, held 5 meetings, reviewed and evaluated the Board's combined experience and professional profile, reviewed and interviewed a certain number of new candidates, received and taken into account information and views received from Board members, the CEO and members of the management team and obtained relevant references from external sources. Based on this we hereby submit our recommendations. The proposals have been unanimously resolved by the Nomination Committee.

#### 1 ELECTION OF MEMBERS TO THE BOARD OF DIRECTORS

The Board currently consists of the following members:

<b>Name</b>	<b>Served since</b>	<b>Term expires</b>
Jónas Einarsson (Chairman)	2010	AGM 2018
Bente Lill Bjerkelund Romøren	2012	AGM 2018
Johan Christenson	2 July 2015	AGM 2018
Per Samuelsson	2 July 2015	AGM 2018
Lars Lund-Roland	2 July 2015	AGM 2018
Robert Forbes Burns	2 July 2015	AGM 2018
Eva-Lotta Allan	14 September 2015	AGM 2018
Diane Mary Mellett	14 September 2015	AGM 2018

The Nomination Committee proposes that the EGM elects **Mr. Patrick Vink, MD, MBA** as Chairman of the Board. To ensure a smooth transition of the chairmanship, Jonas Einarsson has accepted to remain a member of the Board to the AGM 2018. The Nomination Committee therefore proposes that he replaces Lars Roland-Lund as Board member.

**The new board shall consist of the following members;**

<b>Name</b>	<b>Served since</b>	<b>Term expires</b>
Patrick Vink (Chairman)	November 2017 (if elected)	AGM 2018
Jónas Einarsson	2010	AGM 2018
Bente Lill Bjerkelund Romøren	2012	AGM 2018
Johan Christenson	2 July 2015	AGM 2018
Per Samuelsson	2 July 2015	AGM 2018
Robert Forbes Burns	2 July 2015	AGM 2018
Eva-Lotta Allan	14 September 2015	AGM 2018
Diane Mary Mellett	14 September 2015	AGM 2018

Patrick Vink's CV is attached.

**2 REMUNERATION TO THE BOARD OF DIRECTORS**

**2.1 Remuneration to the AGM 2018**

The Nomination Committee proposes that the remuneration resolved at the AGM 2017 for the period from the AGM 2017 to the AGM 2018 remains unchanged. The Chairman of the Board shall receive NOK 450,000 and the Board members shall receive NOK 240,000, or parts thereof, in the form of restricted stock units ("RSUs) as resolved by the last AGM. The remuneration shall be adjusted down pro rata, based on the number of days served compared to the full period based on 365 days. The number of RSUs to be granted to the new Chairman is calculated as the NOK amount of the selected RSU portion of the total remuneration to the board member, divided by the market price for the Targovax share, calculated as the volume weighted average share price for the 10 trading days prior to the grant date (i.e. the date of the general meeting on which the Board member was elected, the "GM Date").

6<sup>th</sup> November 2017

Ludvik Sandnes  
Chairman

Johan Christenson

Anders Tuv

## **Targovax EGM November 2017 - Mr. Patrick Vink**

Patrick is a seasoned and experienced senior executive with a track-record of building and growing global businesses with a career that spans over 30 years with companies such as Sanofi, Biogen, Sandoz, Mylan and Cubist. He has delivered on challenging revenue, profit and infrastructure growth targets as well as driving product commercialization across a number of therapeutic areas, which includes oncology.

Whilst a member of company executive teams, he had extensive experience in dealing with internal stakeholders as well as Boards of Directors, Investors, Financial community and government officials. He has also co-led business development and business acquisition-integration projects and led worldwide teams of up to 750 employees whilst managing P&L's of up to \$1 Billion. Patrick is currently active as a Non-Executive Director and Chairman in the Pharma & Biotech sector in a number of privately held and public companies which form an ideal platform for the Chairmanship of Targovax.

### **Education & Qualifications**

2002 Rotterdam School of Management, Erasmus University, MBA Business Management  
1992 William E. Simon Graduate School of Business Administration, University of Rochester, MBA  
1988 University Leiden, the Netherlands, Medical Doctor

### **Career Summary**

2012 to 2015 Cubist Pharmaceuticals Inc., Lexington, Massachusetts, United States  
2014 to 2015 Executive Vice President and Chief Operating officer  
2012 to 2014 Senior Vice President, General Manager, International Business  
2007 to 2012 Mylan Inc, Canonsburg, Pennsylvania, United States,  
Senior Vice President, Head of Global Institutional and Biologics Business  
2002 to 2006 Sandoz (Generic Pharma Division Novartis), Vienna, Austria,  
Global Head of Biopharmaceuticals  
2000 to 2002 Biogen Inc., Boston, Massachusetts, United States,  
Vice President, Sales, International  
Director, Central Europe  
1997 to 2000 Sanofi-Synthelabo, Paris, France,  
Associate Vice President, Strategic Marketing, Cardiovascular-Thrombosis  
1995 to 1997 Nutricia, Zoetermeer, Netherlands,  
Managing Director, Nutricia Hungary/Yugoslavia  
1991 to 1995 Sanofi, Paris, France,  
Commercial Director  
1988 to 1991 Sanofi, the Netherlands  
Business Unit Manager,  
Product Manager

### **Board memberships**

2017 -> Santhera Pharmaceuticals, Basel, Switzerland  
Arch Biopartners Inc., Toronto, Canada  
2016 -> NMD Pharma, Copenhagen, Denmark, *Chairman*  
Concordia Healthcare Inc., Toronto, Canada  
2015 -> Acacia Pharma Limited, Cambridge, UK, *Chairman*  
Spero Therapeutics, Boston, USA