



LAURIE BARTLETT KEATING

An experienced Board member, founding CEO and seasoned, entrepreneurial executive with diverse experience and expertise in corporate development, governance, quality, legal, intellectual property, ethics and compliance, international expansion, public policy, litigation and risk oversight

BOARD EXPERIENCE

2021 – Present	Immuneering Corporation (Nasdaq:IMRX) , director, Chair, Compensation Committee, member Audit Committee of this clinical stage company advancing small molecule drug candidates for RAS-mutant and other tumors
2021 – Present	PepGen, Inc. (Nasdaq:PEPG) , Chair of the Board, Chair, Compensation Committee, member Audit Committee and Nominating Committee of this clinical-stage company advancing next-generation oligonucleotide therapies for neuro-muscular diseases
2021 – 2023	Imago BioSciences (Nasdaq:IMGO) , former director, Chair Nominating Committee, member Audit Committee of this clinical-stage company with lead asset bomedemstat in development for essential thrombocythemia and MF; acquired by Merck for \$1.35 billion (107% premium) in January 2023
2019 – 2020	Imbria Pharmaceuticals, Inc. , director, Chair, Compensation Committee, member Audit Committee of this private, venture-backed clinical-stage company
2001 – 2007	Hydra Biosciences, Inc. , director and founding CEO of this private, venture-backed early-stage company (investors included Abingworth, Abbott, Lilly Ventures, NEA and Polaris)
2005 – 2022	MassBIO , industry association representing 1000+ biotechnology companies, universities, foundations and others involved in life sciences in Massachusetts
2005 – 2009	Boston Public Library Foundation , supporting the mission of the first large, free municipal library in the United States, including the restoration of its historic building on Copley Square

PROFESSIONAL EXPERIENCE

2014 – 2021	ALNYLAM PHARMACEUTICALS, INC. , Cambridge, MA (Nasdaq:ALNM) <i>Executive Vice President, Chief Legal Officer and Corporate Secretary (2019 - 2021)</i> <i>Senior Vice President, General Counsel and Corporate Secretary (2014-18)</i> Led global government affairs, legal, IP, litigation, and ethics & compliance groups for 1800+ person, \$15B+ market cap, fully integrated global biotechnology company that pioneered RNAi therapeutics and now has five marketed RNAi products (one partnered with Novartis) and an extensive pipeline. Concluded \$1B+ strategic collaborations with Regeneron and Blackstone while expanding globally and into new therapeutic areas. Participated in Board and Board Committee meetings, advising on acquisitions, strategic collaborations, governance, litigation (including inventorship, trade secret, infringement, securities and contract disputes) and risk oversight; developed Board and Board Committee agendas with Chair and CEO; drove annual Board self-assessment and assessment of risks to long-term strategy; and advised Governance Committee on oversight of quality, corporate compliance and cyber security risks and mitigation. Member of executive management team reporting to CEO. Alnylam consistently ranked by <i>Science</i> and the <i>Boston Globe</i> as a top employer.
2004 – 2014	MILLENNIUM PHARMACEUTICALS, INC. , Cambridge, MA (Nasdaq:MLNM) <i>Senior Vice President, General Counsel and Corporate Secretary</i> Led global legal, IP, compliance and corporate quality groups for 1200-person, fully integrated biopharmaceutical company (now a part of Takeda Pharmaceutical Co.), with more than \$1B in annual revenue and an extensive clinical pipeline. Litigation included multi-country IP litigation enforcing formulation patent in order to maintain an additional 5 years of exclusivity on drug with global revenue > \$2B and inventorship dispute resolved for lead product. Member of executive management team reporting to CEO. Key member of team that negotiated acquisition by Takeda for \$8.8 billion, bringing shareholders a 53% premium. Board/Board Committee responsibilities similar to Alnylam.

- 2001 – 2007 **HYDRA BIOSCIENCES, INC.**, Cambridge, MA
 2001 – 2007 *Member of Board of Directors*
 2003 – 2004 *Executive Vice President, Operations and Finance, and Director*
 Responsible for business development, legal, finance, HR and facilities for venture-backed research stage biotechnology company; concluded Series B financing led by Lilly Ventures raising another \$19M.
 2001 – 2003 *Founding President, Chief Executive Officer and Director*
 Co-founded company and negotiated key IP licenses with university employers of scientific founders and collaborations with Abbott; completed Series A financing with Polaris, Abingworth and NEA raising more than \$10M; established laboratory and recruited team who advanced multiple research programs; led search for successor CEO with biopharma experience.
- 1999 – 2001 **CAMPUS PIPELINE, INC.**, Utah (private software company acquired by SUNGARD/SCT in 2002)
 2001 *Advisory Role from Boston*
 2000 *Interim CEO*
 1999 – 2000 *Executive Vice President, General Counsel and Corporate Secretary*
 Asked by Board to serve as interim CEO replacing founder until search for successor public company CEO was completed. As General Counsel, responsible for all legal, IP and regulatory affairs; with fellow executives completed mezzanine financing with \$500 million pre-money valuation.
- 1997 – 1999 **IOMEGA CORPORATION**, Utah (hardware company acquired by EMC in 2008 for ~ \$200 million)
Senior Vice President, General Counsel and Corporate Secretary
 Responsible for global legal affairs and IP matters, including the defense of extensive, multi-country infringement litigation brought against the Company's most profitable product, and settlement of FTC consumer fraud claims arising from pioneering consumer rebate program. Recruited entire new team for NYSE listed computer peripheral company and maker of Zip and Jaz drives, with > 40% revenue growth on \$1B base. Member of executive management team reporting to CEO.
- 1989 – 1997 **SYBASE, INC.**, Emeryville, California (database company acquired by SAP in 2010 for \$5.8B)
 1996 – 1997 *Senior Vice President, General Counsel and Corporate Secretary*
 1991 – 1996 *Vice President, General Counsel and Corporate Secretary*
 1989 – 1991 *General Counsel and Corporate Secretary*
 Responsible for all global legal and IP matters, and beginning in 1996, all HR matters. Built worldwide legal team from the ground up and managed approximately 60 people, including lawyers in Europe and Asia. Part of executive team that led company to profitability and a successful IPO, growing annual revenue from \$50M to \$1B through organic growth, global expansion and acquisitions of services firms, product companies and distributors, while creating more than 5000 new jobs.
- 1987 – 1989 **TANDEM COMPUTERS**, Cupertino, California (acquired by COMPAQ in 1997 for ~ \$3B)
 1988 – 1989 *Group Counsel, Tandem Systems Group & Corporate Strategy/New Ventures*
 1987 – 1988 *Corporate Counsel*
 Broad in-house practice dedicated to Tandem's New Ventures, Hardware/Software Development, and Manufacturing groups, including legal support for acquisitions, strategic alliances, including with Japanese partners, equity investments, joint ventures, and licensing.
- 1979 – 1987 **McCUTCHEN, DOYLE, BROWN & ENERSEN**,
 San Francisco, California (now part of Morgan, Lewis & Bockius)
 Broad commercial and corporate practice including joint ventures, M&A, intellectual property, corporate finance, and governance, and environmental matters. First two years of practice involved diverse pre-trial litigation responsibilities. Granted a leave in 1984 to serve as a foreign associate with HAISSLY & VODOZ in Geneva, Switzerland.

EDUCATION and PROFESSIONAL HONORS

- J.D. University of California, Hastings College of the Law, 1979
 Order of the Coif (Top 10% of graduating class); Elected to Thurston Honor Society
 Hastings International & Comparative Law Review, Head Articles Editor
- A.B. University of California, Berkeley, 1975

Major in Economics (Seminars in Int'l Economics & the Economics of Health, Education and Welfare)
Selected as a "Cal in the Capital" Intern assigned to a Ralph Nader organization in Washington, DC
Elected to Prytanean Honor Society

Named by *The American Lawyer's Corporate Counsel* as one of the 45 most influential in-house lawyers under the age of 45 in the U.S.; and by the *SF Chronicle* as one of the 100 most influential women in business in the Bay Area