2025 LOOKBACK

DARK HORSE CONSULTING

BIOTECH LOGIC
A DIVISION OF DARK HORSE CONSULTING GROUP

CONVERGE CONSULTING
A DIVISION OF DARK HORSE CONSULTING GROUP

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WELCOME TO OUR 2025 LOOKBACK, THE DARK HORSE CONSULTING GROUP ANNUAL YEAR-IN-REVIEW.

2025 was a year of acceleration and scale for DHCG. We've expanded our global consulting team (see pages 6-17) by over 75%, reflecting both organic growth and the addition of Converge Consulting and Bruder Consulting & Venture Group (BCVG) into the Dark Horse family. The result is a deeper, broader, and more globally connected organization positioned to accelerate not just CGT and Advanced Therapies, but the entirety of Biotherapeutics.

Our acquisition of Converge Consulting (page 4) added deep expertise in supply chain and commercial launch, spurring the creation of two new service domains. The addition of BCVG (now DHC Regenerative Medicine, a department within DHC, page 5) added extensive DHC-like expertise in the CGT-adjacent field of regenerative medicine. Together, these additions to our 'stable' represent not only an expansion in headcount, but a deliberate investment in particular areas of expertise: adding senior-level leadership, technical depth, and specialized insights to enable us to better serve our expanding client base.

Our investment in the support we can provide has been intentional and strategic. The maturation and diversification of our clients' programs are accompanying a field in flux, rapidly evolving geographically as well as in modalities (think of LNPs and bespoke precision medicine, for example). In 2025, we continued to invest in global infrastructure to ensure that our teams may meet sponsors where they operate, whether in North America, Europe, or the Asia-Pacific region.

This year also marked the continued build-out of our Clinical Department (pages 20-22), as we expanded beyond clinical regulatory offerings to add clinical development strategy, medical writing, GCP, and clinical supply chain needs. The integration of clinical insight earlier in development has proven to be a meaningful differentiator for our clients as they seek to align technical development with clinical and commercial objectives.

With the addition of Converge, we formally launched two new service domains in 2025: Supply Chain and Commercial Launch (pages 20-22). As Advanced Therapies move closer to market, the complexity of global sourcing, cold chain logistics, comparability planning, and launch readiness continues to grow. Our Supply Chain team supports sponsors in building resilient, phase-appropriate supply networks that anticipate risk and protect timelines. Our Commercial Launch experts bridge the gap between development and market entry, helping organizations prepare for scale, align cross-functional strategy, and navigate the operational realities of bringing innovative therapies to patients.

The defining theme of the past year has been integration: of teams, of disciplines, and of strategy.

With the continued collaboration between our three divisions, we have further refined a model that pairs deep subject matter expertise with coordinated program leadership. As a fully integrated global consulting practice, Dark Horse Consulting Group offers clients the flexibility of specialized expertise alongside the structure of a unified end-to-end strategic partner.

As always, we are grateful to our clients, colleagues, and partners who place their trust in us and whose programs drive our purpose. Our teams remain focused on practical, actionable guidance and support, grounded in lived experience. We look forward to continuing this momentum in the year ahead—and to supporting the next generation of therapies from concept to commercialization.

Anthony Davies, Ph.D.
FOUNDER & CEO

Katy Spink, Ph.D.
PRESIDENT & COO, MANAGING PARTNER

Robert Allen, Ph.D.
CBO, MP, & GM, DHC EUROPE

TWO NEW COMPANIES JOINED DARK HORSE CONSULTING GROUP

Dark Horse Consulting Group Welcomes

CONVERGE CONSULTING

A DIVISION OF DARK HORSE CONSULTING GROUP

In September of 2025, DHCG acquired Converge Consulting, LLC. Converge bridges the gap between strategy and execution for biopharmaceutical organizations in the areas of supply chain, commercial launch readiness, operational excellence, and enterprise IT solutions.

Converge is now one of the three divisions within DHCG: DHC, BioTechLogic, and Converge Consulting.

Converge further expanded our Group's shared capabilities into clinical and commercial supply chain and commercial launch. Converge's depth of experience in Supply Chain and Commercial Launch led to our formation of two new service domains. See pages 20-22 for additional details.

BRUDER Consulting & Venture Group

is now

DHC REGENERATIVE MEDICINE

On the cusp of the 2026 new year, DHCG acquired Bruder Consulting & Venture Group (BCVG), a strategic advisory and consulting firm with global clientele in biotech and biopharma, known for their expertise in the discovery, development, clinical design, and regulatory approval process of biologics, medical devices and combination products in the orthopedic, wound care, and plastic and reconstructive surgery markets.

BCVG is now a department within Dark Horse Consulting known as DHC Regenerative Medicine.

This acquisition further strengthened our patient-centered commitment to accelerating the development and commercialization of biotherapeutics by building out an integrated ecosystem of consulting services. The addition of BCVG extends the Group's wide range of capabilities—following recent strategic expansions with BioTechLogic and Converge Consulting—to include regenerative medicine, tissue repair, and biomaterials. DHC RM's global reach is an ideal fit with DHCG's position as a fully integrated global consulting practice.

OUR TEAM:

In 2025, we expanded our team by 47 new horses, 31 of whom came to us via acquisition, with the remainder through organic growth.

Everyone who joined DHC in 2025 is designated with a lime outline around their photo.

The ★ indicates a promotion given in early 2026.

Service domain icons below members of the consulting team designate their primary area(s) of expertise. Learn more about these domains on pages 18-19.

CMC · REGULATORY · NONCLINICAL · CLINICAL · QUALITY & COMPLIANCE · SUPPLY CHAIN · COMMERCIAL LAUNCH · BUSINESS ANALYTICS

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In 2025, we instituted a "Leading the Herd" award, given monthly to a DHCG employee displaying exceptional performance.

The symbol appears at the bottom right of the photo of each 2025 recipient.

ENABLING FUNCTIONS

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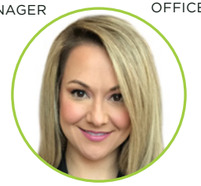

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OUR SERVICE DOMAINS

CMC

CMC can make or break product approval. Time spent on getting CMC development right will nearly always pay dividends by streamlining next steps towards regulatory approval and commercialization.

We offer hands-on phase-appropriate development support for all aspects of CMC and biopharmaceutical development under R&D and GMP conditions.

REGULATORY

A comprehensive regulatory strategy is key to the efficient development of any product. Our experts integrate with our SMEs across other domains to provide regulatory solutions customized to our clients' unique needs and regulatory challenges. We bring full-spectrum strategic and operational support to guide clients through the product lifecycle from discovery, to clinical trials, marketing authorization, and post market.

NONCLINICAL

Generating a robust, focused, and convincing nonclinical (or 'preclinical') data package is critical. Failure to appropriately plan and execute a suitable nonclinical development program is a common source of regulatory application failures and delays. We can provide extensive in-house subject matter expertise to assist you in successfully planning and executing such programs.

CLINICAL

Expanded

DHCG can provide a structured clinical development program to minimize/mitigate the risk of regulatory delays or rejection. Without a thoughtfully structured program, regulatory applications are more subject to delays or rejection. We offer support from a range of clinical development SMEs in strategic clinical development, strategic clinical quality and risk management, and clinical business development. See pages 20-22 for more.

QUALITY & COMPLIANCE

Building a robust, scalable quality system is critical to a program's development, regardless of phase. We help you ensure that phase-appropriate compliant systems are in place so your program stays ahead of the curve and aligned with "Quality by Design" principles—without wasting resources, capital, or generating excessive bureaucracy.

Our experts support organizational activities, plans, policies, procedures, and processes.

COMMERCIAL LAUNCH

NEW

Commercializing innovative therapies requires navigating technical complexity, evolving regulatory expectations, and significant capital investment well before product success is assured. Misalignment across functions, immature processes, or late-stage surprises can materially delay launch and erode value.

We align organizations, scale processes and systems, and reduce launch risk through disciplined, stage-appropriate planning and execution. See pages 20-22 for more.

SUPPLY CHAIN

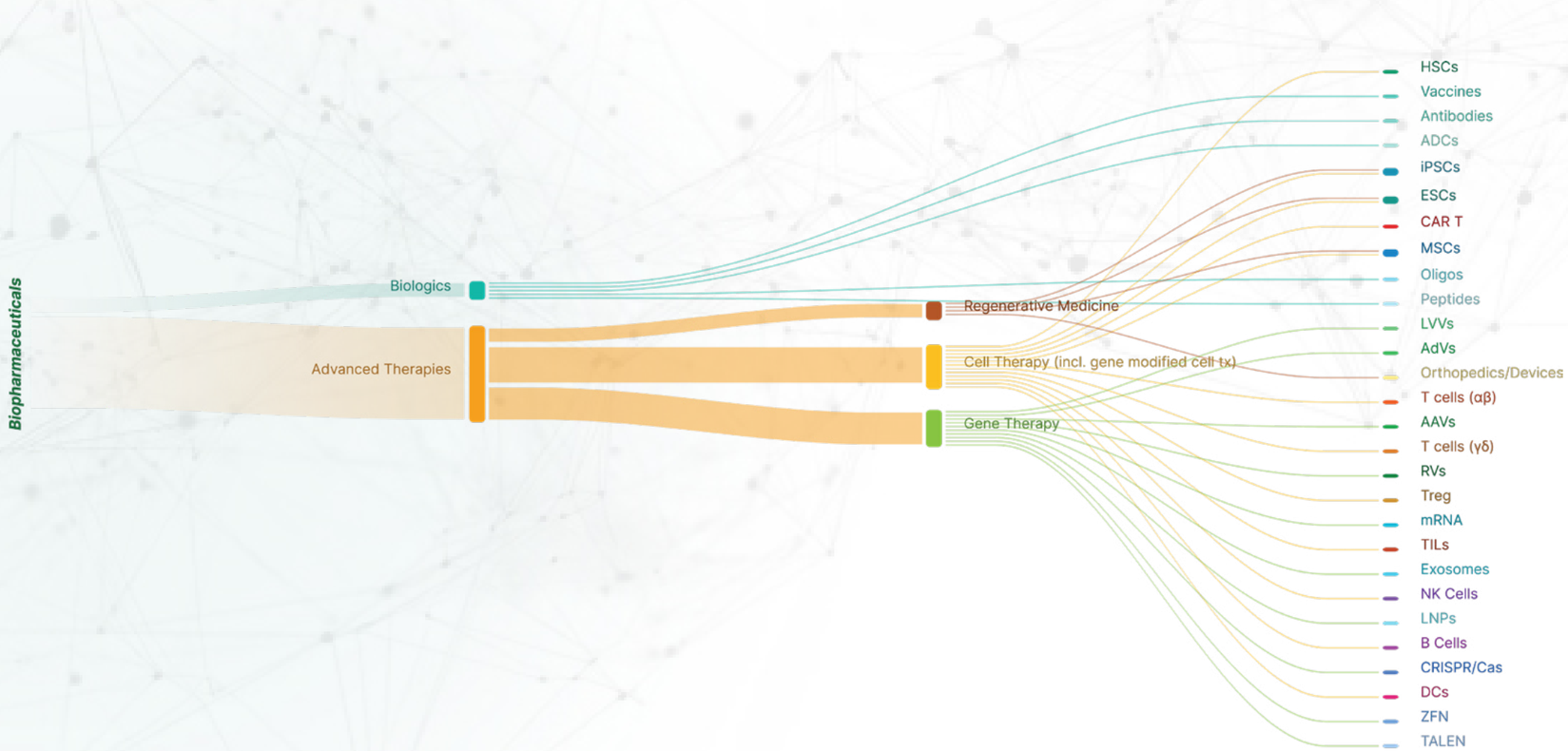
NEW

The intrinsic complexities of biotherapeutics create distinct supply chain challenges to navigate while maintaining quality, compliance, and uninterrupted supply. We help manage these complexities by designing and operating stage-appropriate clinical and commercial supply chains that are reliable, compliant, and scalable. From early clinical planning through global commercial expansion, we help reduce risk, maintain focus, and translate strategy into executable supply. See pages 20-22 for more.

BUSINESS ANALYTICS

Whether you're a therapeutics developer, in the process of developing a tools & tech offering, a company seeking funding, or an investor considering investing in any biotherapeutic space, our experts are available to provide due diligence, strategic support, market research/expertise, and quantitative modeling services. Quantitative modeling support is delivered via Pegasi, our proprietary data modeling application.

Dark Horse Consulting Group supports the full range of biotherapeutics… from biologics, to regenerative medicine, to the field where we got our start: cell and gene therapy



NEW & EXPANDED SERVICE DOMAINS

When developing drug products, there is a certain natural overlap between clinical development, supply chain management, and commercial launch support. Our clinical capabilities expanded in 2025 with the hiring of Dr. Matt Spear, our new Chief Medical Officer. Shortly thereafter we launched our new Supply Chain and Commercial Launch service domains, through the experience brought to us by the Converge acquisition. Our range of capabilities across these domains allows us to create custom solutions for our clients by combining various elements of one, two, or three of these domains to address each clients' unique needs and preferred scope of support.

More detail on our clinical expansion is as follows:

Clinical supply chain strategy & execution

- Gap and operating model assessments
- Strategic roadmaps aligned to development plans and trial complexity
- Scenario planning for enrollment uncertainty, protocol changes, and scale transitions
- Planning, forecasting, and inventory management
- IRT setup, script execution, UAT, ongoing trial support
- Packaging, labeling, shipment coordination, depot oversight, returns
- End-to-end management without diverting internal scientific resources
- Phased roadmap to guide downstream activities

Interim functional leadership

For clients currently without internal leadership in this domain, our senior experts can provide interim expertise and hands-on leadership with the goal of enabling the clients to identify, hire, and onboard internal candidates in a timely manner.

Supply chain risk management

- Risk remediation
- Risk scenario analysis & planning
- Supplier redundancy planning
- Risk management process & framework design
- Contingency/risk mitigation planning
- Risk management implementation support

Project management

We oversee your project to achieve your milestones in a timely fashion, including maintaining up-to-date project timelines, organizing project team meetings, capturing meeting minutes, establishing RACI (responsible, accountable, consulted, informed) matrices, and following up on achievement of action items.

Supply chain process design

- End-to-end process design and mapping
- Guidance documents and conceptual ops models
- Draft SOPs/work instructions
- Supplier risk monitoring, capacity planning, materials management
- Continuous improvement of live operational processes

Logistics & global trade compliance

- Global logistics and trade compliance gap assessments
- Evaluate import/export practices, cold-chain readiness, and compliance risk
- Global logistics and trade compliance strategies and roadmaps
- Acting as the client's logistics and trade compliance function
- Import/export execution for DP, DS, API, and R&D materials
- Build/maintain infrastructure, procedures, supplier relationships
- Cold-chain and cryogenic logistics solution design and shipping qualification

IT & enterprise systems

- IT landscape and system assessments
- Solution selection for ERP, QMS, EDMS, serialization, COI/COC, MES, analytics
- Business and user requirements definition
- Project management/support during system implementations
- Test script creation, execution support, and UAT coordination
- Cross-functional coordination with third-party integrators

Commercial supply chain strategy & execution

- Operating model/gap assessments
- Strategy and roadmap development
- Make vs. buy decisions, virtual vs. integrated models, investment timing
- Activation/execution of supply chain during launch
- Ongoing supply, inventory, and S&OP process support
- Coordination with CMOs, 3PLs, quality, commercial stakeholders

Commercial supply chain buildout

- CMO selection, tech transfer, and ongoing management
- 3PL and FTZ selection, onboarding, and setup
- Packaging, labeling, and artwork management
- Commercial supply and quality agreements
- S&OP and inventory planning processes
- DSCSA/serialization and enterprise system enablement
- Shipping solution design and qualification

Launch readiness assessment

- Assess governance, decision-making, and accountability
- Stakeholders alignment
- Accelerated action plans to close gaps/reduce risk

Launch strategy & roadmap

- Preliminary commercial strategies
- Gather cross-functional info/assumptions
- Key interdependencies, risks, and decision points
- Phased roadmap to guide downstream activities

Commercialization gap analysis

- Assessment against internal plans, milestones, and company goals
- Benchmarking vs. best practices and peers
- Identification of gaps, risks, critical dependencies
- Practical de-risking recommendations

We provide support throughout the full product lifecycle across our eight service domains, and around the world.

This year we added case studies from Converge Consulting to our ever-growing case study library. These four examples all address Clinical, Supply Chain, and Commercial Launch in practice. Browse our full case study library here:

Commercial Launch Planning on an Accelerated Timeline

The Ask

An emerging European biotech was preparing for the commercial launch of its first product in the US. The FDA granted the innovative product a priority review given the potential for significant patient impact. As a result, the company faced a compressed timeline to build their US commercial supply infrastructure, and they did not have time to hire all the necessary expertise in-house. Instead, roughly five months before the targeted PDUFA date, they partnered with Converge Consulting to establish the commercial supply capabilities required to meet the patient demand for their unique product.

The Impact

Working together as a fully integrated team, Converge helped this European biotech build and manage a US commercial supply network in under six months despite the added stress of the accelerated review timeline.

When the FDA granted approval, the team supported the successful launch of the client's first product into the US market with commercial product available within five business days.

View this case study in full here:

Advanced Planning: Developing Supply Risk Mitigation

The Ask

A commercial biopharmaceutical company was preparing for their second product launch and looking to prioritize the supply chain and manufacturing mandates and provisions of the CARES Act. Supply chain leadership saw the new risk management requirements as an opportunity to improve their capabilities and build the required supplier redundancy plans. At that time, the company did not have an official clinical or commercial supply chain and manufacturing risk mitigation strategy aligned to their diverse set of global suppliers of raw materials, drug substance, drug product, and packaging and labeling. The Head of Supply Chain called for conducting a formal risk assessment for their clinical supply chain, commercial supply chain, and manufacturing suppliers, as well as creating a mitigation plan. This would ensure that the company could respond quickly if a future shortage impacted their supply chain, while also complying with the CARES Act requirements.

The Impact

Today, our client has a comprehensive plan that identifies and evaluates supply risks for each supplier's location. It also includes options for mitigating a potential shortage or other interruption, as well as an individual redundancy plan for each supplier.

They also have both a process and methodology for conducting future risk assessments, along with a robust risk management plan for their entire supply network. They meet the CARES Act requirements and should pass a supply chain risk audit easily, if required.

This effort also helped the client's Supply Chain team determine how to manage their supply risks on a day-to-day basis. They are now considering the development of a full Supplier Relationship Management process that includes incorporating and documenting governance for the entire plan.

View this case study in full here:

Scaling for Clinical While Preparing for Commercial

The Ask

An emerging biologics company initiating a global Phase III clinical trial of their orphan drug engaged Converge to improve clinical supply management while laying the foundation for future commercial supply planning. The goal was to help the Tech Ops team develop inventory and planning strategies, identify necessary changes, and implement a new scalable planning process.

The Impact

The work not only provided visibility and enhanced understanding of the former planning process, but also helped identify important areas of business uncertainty. This was critical for developing a planning model unique to the dynamics of this client's business.

Demand & Operational Planning (D&OP) was a paradigm shift for this client and made a substantial improvement in their ability to plan and react to the inevitable demand and supply changes. The disciplined process equipped their team to discuss risks and opportunities, as well as make decisions with important clinical, manufacturing, and financial implications.

The client is now progressing in the clinical and technical development of their lead product candidate. D&OP outputs and analytics keep the organization aligned on the strategic plan and ensure cross-functional coordination as they prepare for growth and commercialization.

View this case study in full here:

Improving Clinical Supply Chain Management by Establishing End-to-End Visibility

The Ask

An emerging pharmaceutical client was conducting a randomized and blinded pivotal Phase III clinical trial. Expanding the trial footprint would require increased supply and company leadership wanted confirmation that another manufacturing run was absolutely necessary before committing to that multimillion-dollar investment.

The internal resource charged with supply planning was part of the Clinical Operations team. Due to the individual's clinical operations responsibilities, they were blinded in order to maintain the integrity of the study. However, to truly examine the demand/supply dynamics and assess manufacturing requirements, access to unblinded data was necessary. Management engaged Converge to analyze the demand/supply situation, prioritize supply issues and resolutions, and proactively manage clinical supply chain activity.

The Impact

With a Supply Plan, Demand Plan, and Manufacturing Plan in place, the client now has a clear picture of their clinical supply chain and tools to manage it going forward.

Our initial supply assessment confirmed the need for a manufacturing run to ensure no interruption to the clinical trials. Our further work enabled the company to consider accelerating geographic expansion with confidence in supply continuity.

Today, our role is maintaining and actively managing the clinical demand and supply planning process. Converge also supports Clinical Operations with proactive planning, along with investigating and mitigating site-related, inventory-related, and IRT-related supply chain issues.

Their Senior Director of Clinical Operations has comprehensive end-to-end visibility into the clinical supply chain, and a trusted partner managing the plans on their behalf from strategy to execution.

View this case study in full here:

NEW WEBINARS

During 2025, our thought leaders held these three webinars. View our full webinar library here:

Successful Gating Strategies When Building Your Commercial Supply Chain

Join Converge Consulting for a webinar on gating investment successfully when preparing for commercial supply chain launch. Experts will discuss:

- The importance of gating strategies for managing risk and uncertainty in commercial supply chain launch preparation
- Approaches to gating in life science companies, linked to company objectives
- Advantages and disadvantages of choosing one strategy versus another
- Best practices for planning and building out your commercial supply chain
- Challenges that may arise as you move through key product development and data milestones

The former Senior Director of US Distribution, Trade & GPO for Oncopeptides will also share his first-hand experience preparing for a U.S. launch with limited resources.

Presented by: Jeremy Friedler (Moderator), Alex Spivak, and Chris Wixson.

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Supply Risk Management in 2025: Anticipating & Mitigating Supply Disruptions

Supply risk management, formal risk assessments, and risk mitigation plans are critical throughout the biopharmaceutical development lifecycle: however the scale and nature of these risks evolve over time.

More specifically, clinical-stage companies face uncertainties due to unvalidated processes and single-source dependencies.

Newly commercialized organizations must navigate scaling challenges and long-term supplier reliability.

For companies with an established commercial portfolio, risks expand to include global supply chain disruptions, geopolitical shifts, and supplier consolidation.

Even mature organizations must continuously adapt to evolving regulations, technological advancements, and unforeseen supply-related crises.

Experts from Converge Consulting and Apellis Pharmaceuticals explored these emerging drivers of supply risk, assessed the growing range of internal, industry-driven, and supplier-related risks, and shared real-world insights.

Presented by: Jeremy Friedler, Ashutosh Pandit, Gordon Pugh, David Peters, and Chad Presher.

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Cell Therapy Facility Management: Reducing Costs Through Operational Streamlining

Developers of cell and gene-modified cell therapies face a unique set of challenges when it comes to defining production schedules and optimizing operational planning. The complexity of manufacturing these advanced therapies—combined with stringent regulatory requirements and evolving industry demands—makes it essential to establish efficient, scalable, and cost-effective manufacturing strategies.

DHC Principal Liz Cauldwell and Senior Consultant Catherine Colandro explored key considerations for driving production efficiency and operational excellence in cell and gene therapy manufacturing in this webinar.

This session was designed for professionals in biomanufacturing, operations, supply chain management, and process development who are looking to improve manufacturing efficiencies and mitigate the cost of facility operation and production.

UNBRIDLED EXCELLENCE

Closing a Critical Gap in the CGT CDMO Market

WHY ICMC™?

The current Cell and Gene Therapy (CGT) CDMO landscape is rapidly expanding. Contract Development and Manufacturing Organization (CDMO) claims about ability to provide compliant and scalable manufacturing services are typically not proactively verified by the relevant regulatory bodies, leaving therapeutic developers challenged with evaluating credibility of prospective CDMO partners. This is causing fragmentation and a perception of diminished value in the CDMO market.

WHY PARTICIPATE?

Certification of CDMO capability claims by a credible independent party allows therapeutic developers to more robustly evaluate CDMO partners. Additionally, it allows CDMOs to build credibility and differentiation in the marketplace and introduces a level of standardization that is currently lacking.

WHY DHC?

With an industry-leading track record of cross-functional experience and expertise in supporting both CGT therapeutic developers and manufacturing organizations, Dark Horse Consulting (DHC) is uniquely positioned to act as the credible, expert, and unbiased party to perform such evaluations, as evidenced by the success and recognition of our global CDMO database and CDMO selection service offerings.

CERTIFIED MEMBER DIRECTORY

STATUS: Fully Certified ⓘ | Conditionally Certified ⓘ | Certification in Progress ⓘ | Not Certified ⓘ | Commercially Ready ⓘ

CDMO Name / Location / Product Type	Service Business	Quality	Digital	Facilities and Equipment	Materials	Production	Packaging and Labeling	Laboratory Control	Commercial Readiness
AGC Biologics S.p.A. Milan, Italy Viral gene delivery products Cell therapy products Cell banking	Jan 2025	Jan 2025	Jan 2025	Jan 2025	Jan 2025	Jan 2025	Jan 2025	Jan 2025	Jan 2025
Andelyn Corporate Center (ACC) Columbus, OH, USA Viral gene delivery products	Oct 2024	Oct 2024	Oct 2024	Oct 2024	Oct 2024	Oct 2024	Oct 2024	Oct 2024	Oct 2024
ElevateBio BaseCamp, Waltham Waltham, MA, USA Viral gene delivery products Non-viral gene delivery products Cell therapy products	July 2025	July 2025	July 2025	July 2025	July 2025	July 2025	July 2025	July 2025	July 2025

CERTIFIED MEMBER

ICMC™ Certification is a paid “opt-in” program, intended to verify capability and compliance claims of participating CDMOs by a credible, expert, and unbiased independent party. The scope of the certifications is focused on Quality and Operational capabilities required to manufacture the various types of CGT therapeutic products in a compliant and scalable manner.

Certified Member Directory lists the certification status of the participating program members. Additional members will be added and certified on an ongoing basis. Scan the above QR code or navigate to https://www.icmcprogram.com/certified-member-directory to bookmark the Directory for your reference.

OUR OFFICES

As a global consulting firm, we benefit from having footholds around the world.

DHC BAY AREA

Our San Francisco Bay Area office serves as the global headquarters for all of Dark Horse Consulting Group. It is also the home office of President & COO Katy Spink, Ph.D. The address is:
1255 Treat Blvd, Suite 300
Walnut Creek, CA 94597

DHC ROCKY MOUNTAINS

In 2023 we opened an office in Denver, CO, located at 1200 17th Street, Suite 650; Denver, CO 80202. This is the home office for our Founder & CEO, Anthony Davies, Ph.D.

DHC EUROPE

DHC Europe is located at The ClubHouse St. James; 8 St. James's Square; London SW1Y 4JU and is run by CBO; MP; & GM of DHC Europe, Robert Allen, Ph.D.

DHC ASIA PACIFIC

In 2023 we proudly incorporated DHC Asia Pacific and opened an office in Singapore under GM John Ng, MBA. This office has recently moved to 3 Temasek Avenue, Centennial Tower, Level 18, Singapore 039190.

We are "Remote by Design" (RbD), meaning that our team members are distributed across the globe, on purpose. Being location-agnostic allows us to seek out top talent and provide a range of cultural fluency. Critically, we're also versed in variations across global regulatory bodies. Being RbD also builds a practice-wide resilience that serves us well in uncertain times.

DARK HORSE CONSULTING GROUP

DHCG VALUES

D stands for DETERMINED.
We:
... have a sense of urgency.
... are solutions-driven.
... are passionate about exceeding expectations.

H stands for HUMBLE.
We:
... are collaborative.
... are active listeners.
... give credit where credit is due.

C stands for CONSCIENTIOUS.
We:
... do the right thing.
... hold ourselves accountable.
... are reliable.

G stands for GENUINE.
We:
... are transparent.
... tell the truth.
... acknowledge what we don't know.

OUT & ABOUT WITH DHC DARK HORSE CONSULTING | BIOTECH LOGIC | CONVERGE CONSULTING

2025 was, as ever, a busy year of conferences around the globe. Thus far in 2026 we have already completed our 3rd Annual Advanced Therapies Landscape Forum at #JPM26 as well as Advanced Therapies Week 2026 in San Diego. A sampling of our remaining 2026 conferences are listed below. If you're planning to attend these or any other Advanced Therapies, CGT, or biotherapeutics conference, please make a note to connect with our BD team at **bdteam@darkhorseconsultinggroup.com**.

For updates, visit **www.darkhorseconsultinggroup.com/conferences** **or** scan here.

MARCH

BIOCHINA
Suzhou

APRIL

MEETING ON THE MED
Rome

BIOKOREA
Seoul

MAY

ISCT
Dublin

ASGCT
Boston

SEPTEMBER

ADVANCED THERAPIES EUROPE
Barcelona

OCTOBER

BIOJAPAN
Yokohama

MEETING ON THE MESA
Phoenix, AZ

Thank you for reading our look back at 2025.
We now look *forward* to the rest of 2026:
the Year of the Horse.

瑞马迎春贺新岁

Visit darkhorseconsultinggroup.com/consult/
or scan this QR code to request an initial consultation.

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