



LFJ Closing Remarks – Copenhagen Life Science Summit

October 9, 2025, Maersk Tower

"Moving Forward: Next Steps for Europe", 16.30–16.45 hrs.

(approx. 1360 words, 12 min.)



[Opening – Personal Reflection & European Competitiveness]

As we bring these remarkable two days to a close, allow me a brief personal reflection.

Having recently stepped down after eight years leading a global life science company, I see this moment as the start of a new chapter and a chance to contribute in a new way to the future of Europe.



As we gather here in Copenhagen, under the Danish EU Presidency, we are not just ending a conference – we are setting a direction for Europe’s competitiveness through health and life science innovation. And I am truly honored to be part of that journey.

A theme that has echoed across many of the speakers is the role life science plays far beyond healthcare.



It is a driver of growth, a magnet for talent and investment, and a cornerstone of Europe's competitiveness in a new global reality.

In my career, I have seen what this means on the ground. I have stood in research labs where a single clinical trial gave new hope to patients who had run out of options.

I have seen biotech start-ups transform entire local economies by attracting talent, capital, and partners.



And I have seen how fast we can move when the right incentives are in place – whether in developing new vaccines, responding to a crisis, or rolling out breakthrough therapies.

Over these two days, I have witnessed Europe at its very best. I have seen scientists, entrepreneurs, policymakers, patient advocates, and industry leaders working side by side – not to defend the status quo, but to imagine a stronger, healthier, and more competitive Europe.



Yes, the challenges we face are real. Our health systems are under pressure, global competition for talent and investment is fierce, and the gap between discovery and delivery is still too wide.

But we also have what it takes. We have the science. We have the talent. And we have the will.



What we need now is alignment – between policy, science, business, and society – so that, through a new European life science strategy, we can turn knowledge into action and ambition into impact.

[Key Takeaways – Europe's Strengths]

Let me share three key takeaways from the conversations we have had here in Copenhagen:



First: Europe must lead – or risk being led by others. Stefan Oelrich

reminded us that *“breakthrough innovation doesn’t happen by chance – it requires courage, ambition, and the right environment.”*

Right now, we have the science and the talent – but we must build the environment that attracts investment, accelerates translation from lab to market, and scales innovation faster.



Innovation is no longer regional. The breakthroughs will come – but where they happen will determine not only health outcomes, but also jobs and strategic autonomy.

Europe must be the place where those breakthroughs are discovered, developed, and deployed.



If we fail to act, others will shape the standards, the markets, and ultimately the future of healthcare – and we will be left following behind rather than leading.

Second: Patients must remain at the center. Marco Greco spoke powerfully on this point. He reminded us that innovation is meaningless if it does not improve our lives.



We have heard calls for early patient involvement, for aligning science with health system needs, and ensure that access to innovation is not delayed by bureaucracy or silos.

We need to create faster, evidence-based pathways to adoption of new health solutions – so progress is measured not just in patents, but in people's wellbeing and health.



Third: Collaboration is Europe's superpower. Denmark has shown what happens when hospitals, universities, industry, and patients work together across public and private partners.

Imagine that spirit scaled across the continent: a truly connected European research and innovation space that can compete with the US and Asia – on our own values and terms.



[Europe's Burning Platform]

This is a defining time for Europe. The European Commission's Competitiveness Compass and the Draghi Report make it clear: Europe's competitiveness is under pressure. This is not a theoretical risk – it is happening right now.

Today, investment flows are shifting. Clinical trials are increasingly going to regions where processes are faster, and regulation is clearer. Scale-ups are moving to markets where capital is easier to access. And talent is



gravitating to places that promise bold research agendas and rapid impact.

[Next Steps – Europe's Agenda]

So, what must Europe do next?

Let me suggest three priorities that I believe are good for every European citizen, every patient, and every economy.



And we do not have to start from scratch. The European Life Sciences Strategy gives us a platform to build on. It is more than a roadmap – it is a strategic repositioning for Europe. For life science organizations, health innovators, and sustainability leaders, it offers a clearer and faster path to market and funding, stronger alignment with policy and procurement priorities, and a reminder that we must build public trust and tell a transparent, compelling narrative about the value we create.



During the Danish EU Presidency, Denmark will work to turn this strategy into action. We will support a common European Life Science Strategy – and we will lead the way in making sure it delivers real impact. Our ambition is to show that Europe can compete, attract investment, and translate science into better health for its citizens.

This strategy can guide us – but only if we turn its ambitions into action. And we will only succeed if we work together – across health systems, across the life science industry, and across borders.



First – we must make Europe the home for innovation. That means simplifying and speeding up regulatory pathways, creating one-stop solutions for cross-border clinical trials and digital health approvals, and making sure Europe is the place where innovators choose to launch first.

Not by lowering our standards – but by raising our ambition. When Europe acts together, we turn this into a competitive advantage: faster access for patients, a bigger market for innovators, and a stronger position globally.



Second – we must unlock investment at scale. Innovation follows capital. We need stronger public-private partnerships to share the risk of breakthrough research.

We need better access to growth capital, so our scale-ups stay in Europe. And we need clear, long-term policy signals that tell investors one simple message: Europe is open for innovation. If we get this right, Europe will not just participate in the global life science race – we will set the pace.



And third – we must lead the world in health data and trust. Data is the lifeblood of 21st-century health innovation.

The European Health Data Space must become a trusted, living platform – one that enables AI, personalized medicine, and real-world evidence, while fully protecting privacy.



This is where Europe can lead: by showing the world that data can be used responsibly, ethically, and at scale.

If we succeed, we will not just accelerate innovation – we will set the global standard for trust in health data.

In Denmark, we are already taking concrete steps – from strengthening our clinical trial infrastructure to investing in advanced manufacturing and health data solutions – and we stand ready to bring these experiences to



Brussels and work with our European partners to turn strategy into real, shared progress.

[Closing – Vision & Call to Action]

Let me end with a note of optimism.

My generation may have created many of the challenges we face – rising costs, fragmented systems, slow adoption of innovation – but the next



generation, armed with better science, smarter data, and hopefully wiser policies, can solve them.

Europe has a once-in-a-generation chance to position itself as a true health innovation powerhouse. The science is clear. The tools exist. The partnerships are ready.



Now we must act – together. If we do, Europe will not just compete globally – we will lead.

We will be the place where the most urgent health challenges are solved.

We will be the place where patients get faster access to new innovative treatments.



We will be the place where science, policy, and human determination align
– for the benefit of us all.

Thank you – now let us turn these two days of inspiration into action.