Participants in this discussion included:

Peter N. Kellogg
Vice President, Finance and Chief Financial Officer

Mark W. Leuchtenberger
Vice President, International

John W. Palmer
Vice President, Program Management

Robert A. Hamm
Vice President, Sales and Marketing

Burt A. Adelman, M.D.
Vice President, Medical Research

Sylvie L. Grégoire, Pharm.D.
Vice President, Manufacturing

Michael Gilman, P.h.D.
Vice President, Research

Toshio Nakata, D.Sc.
President, Biogen Japan Ltd.

Cornelis 'Kees' Been
Vice President, Business and Market Development

At the January 2001
JP Morgan Chase H&Q Lifesciences Conference,
Biogen's CEO Jim Mullen told the
financial community:

"Biogen's next great challenge is to transition from being a one-product company into a multi-product company."

We asked a group of Biogen's
senior managers how they are going to meet
this challenge. Here's what they said . . .

• Landmark CHAMPS study published in the *New England Journal of Medicine* • Submitted worldwide regulatory filings for expanded label indication for patients at high risk • CHAMPS data one of the top ten medical advances of the year as ranked by the *Harvard Health Letter* • CHAMPS data indicates promising results showing that AVONEX significantly reduces the rate at which people at high risk for MS actually develop clinically definite disease • Dose comparison study shows currently marketed AVONEX dose is the optimal dose • Reported promising data in a pilot study in primary progressive MS, a particularly severe form of the disease

Avonex®

Q: AVONEX® (Interferon beta-1a), Biogen's lead proprietary product, has been on the market for several years. Is there still life in AVONEX?

Bob Hamm: Absolutely. AVONEX is the market leader and is being prescribed to treat over 100,000 patients worldwide. That's a lot of patients, yet only 35 percent of people with MS are on one of the available therapies today. There's considerable room for growth in this marketplace.

In 2000, we announced more new data about AVONEX than in any other year since product launch. These data are based on rigorous clinical trials and gave us important new information about AVONEX in Primary Progressive MS, Secondary Progressive MS, Early Stage MS and cognition.

The results of the landmark CHAMPS study were outstanding. These data, which are now under review by regulatory authorities worldwide, indicate that AVONEX significantly reduces the rate at which people at high risk for MS actually developed clinically definite disease. The prestigious "Harvard Health Letter" listed this study as one of the top 10 medical advances of the year 2000.

And that's not all. Our dose comparison trial confirmed that the currently marketed dose – 30 mcg – is optimal. We believe this study puts to rest all questions about dose and supports the hypothesis that biological products are different from conventional medicines like aspirin.

All this will help us enlarge the category of patients who will benefit from AVONEX and set the stage for future advances in the treatment of MS.

Q: That's impressive news about AVONEX. How do you plan to translate all this into the marketplace?

Hamm: We have several clear marketing objectives for 2001.

We are working to differentiate AVONEX from its competitors based on Biogen's sound science. Our clinical trials are rigorously designed and our results based on sound scientific evidence.

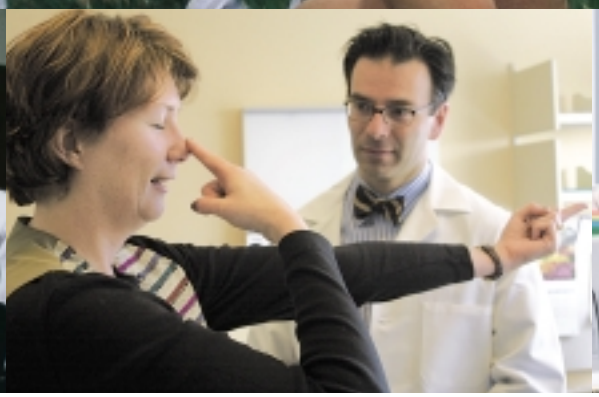
We will continue our educational efforts to explain that MS is more than just relapses. It is not enough to treat symptoms – the insidious underlying nature of this disease needs to be treated. AVONEX has been shown to have significant impact on slowing the accumulation of physical disability. Recent published papers show the effect of AVONEX on cognition loss and brain atrophy, which have such a devastating impact on the lives of people with MS.

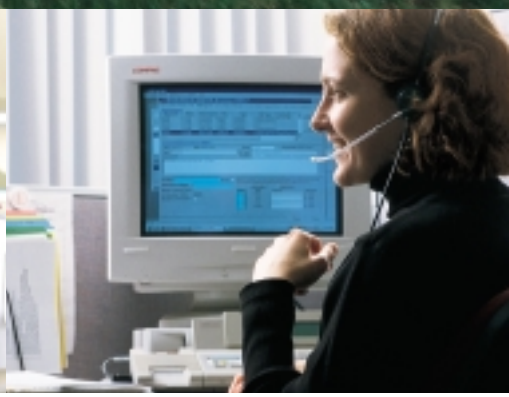
Biogen has demonstrated a long-term commitment to fighting MS with sound science and appropriate research. The MS community is increasingly looking to Biogen to lead the way. The confidence it places in us also provides an important marketing advantage.

Q: What about Europe? You're facing a different kind of competitive challenge there. What are you doing about it?

Mark Leuchtenberger: The difference in the competitive challenge for us in Europe is the presence of a third interferon beta. We have launched an aggressive initiative based on the efficacy of AVONEX. The new clinical data from CHAMPS, the results of the dose comparison trial and those of the IMPACT study of patients with secondary progressive MS, underscore the messages that differentiate AVONEX from other treatments. We experienced some market share loss in the beginning of the year, and that was disappointing. I am very proud of the way Biogen's international organization rallied and came back. We finished the year on a high note and reported some increases in market share, while achieving an overall stabilization of share.

Bob Hamm is Vice President, Sales and Marketing
Mark Leuchtenberger is Vice President, International





Top: MS hasn't stopped AVONEX patient Susan Krieg of Indianapolis, IN, from competing in marathons. More than 100,000 people with MS throughout the world are now on AVONEX therapy.

Left: TV star David Lander ("Squiggy" on "Laverne and Shirley") kept his MS secret for years. Today, he is active in speaking to patient groups about his experiences and the significant improvement AVONEX has made in his life.

Center: Dr. Tim Vartanian of Beth Israel Deaconess Medical Center in Boston, MA was an investigator in the CHAMPS study, which demonstrated that AVONEX significantly reduces the rate at which people at high risk for MS actually develop clinically definite disease.

Right: Biogen's Customer Support Center handles more than 1,600 calls every day from physicians, patients and family members seeking information about AVONEX, MS and associated issues.

• Anticipated product launch in second half of 2002 • Completed Phase III dosing ahead of schedule
• More than 100 clinical trial sites in North America and Europe • More than 1,500 people tested to date • Promising Phase II results demonstrate long-term remission of up to 17 months post-treatment • No disease rebound effect or increased risk of infection seen in clinical trials to date

Amevive™

Q: Some people have been critical of Biogen's development pipeline. Is this criticism well-founded?

Burt Adelman: There's more to Biogen's pipeline than many people recognize. We have to keep demonstrating strong results to change this perception to reflect reality. We currently have three drugs in the clinic – AVONEX, AMEVIVE, and – with our partner, Elan Corporation – ANTEGREN. We plan to double the number of Biogen drugs in the clinic during 2001. Human trials of ADENTRI, our Adenosine A_1 receptor antagonist, began in the first quarter, as did trials with soluble lymphotoxin beta receptor antagonist. Interferon beta gene therapy trials in glioma are scheduled to begin later in the year.

Let's start with AMEVIVE. AMEVIVE is a fusion protein whose mechanism of action is appropriate for treating a range of autoimmune disorders by selectively targeting pathogenic T-cell subsets. From the results of our clinical studies in psoriasis, we believe we have a drug that can provide prolonged disease remission with an improved safety profile over current therapies.

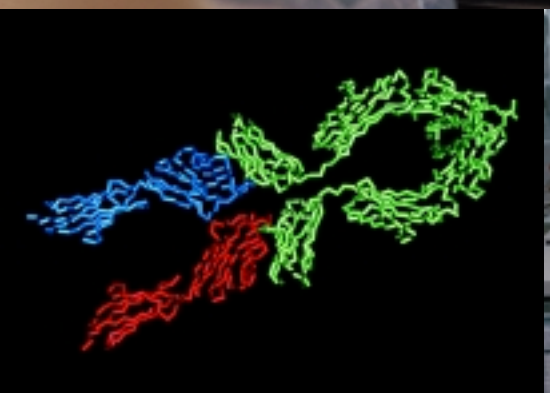
We have an aggressive timeline for this drug. We will have data from our Phase III clinical trials in chronic plaque psoriasis by mid-year 2001, expect to file with regulatory authorities before year-end, and are on track for an anticipated product launch in the second half of 2002.

Q: There are psoriasis therapies already on the market. What advantage do you see with AMEVIVE?

Adelman: There are approximately one million people worldwide with moderate-to-severe psoriasis. While there are reasonably effective therapies currently available, they usually provide only short-lived improvements and have numerous side effects. There's room in the marketplace for a drug that provides prolonged, durable remission and safe clearance of disease without systemic toxicity. This creates an opportunity environment for AMEVIVE.

Our Phase II results indicated a very promising AMEVIVE profile with some patients in remission for up to 17 months post-treatment. Twenty-four percent of patients cleared disease after one course of therapy. There were no significant side effects, such as increased risk of infection or malignancy, and no systemic organ toxicity or cytokine release syndrome. Of particular importance, there was no "rebound effect." This is very important because when current therapies are discontinued due to toxic side effects, the disease comes back – often more severely than before. With no known "rebound effect," AMEVIVE can potentially provide long-term improvement in quality of life together with meaningful disease control.

Burt Adelman, M.D., is Vice President, Medical Research



Top: Dr. Ivor Caro of Massachusetts General Hospital is currently an investigator in a long-term retreatment study of AMEVIVE in patients with moderate-to-severe chronic plaque psoriasis. Some of the patients in the study have received up to four courses of AMEVIVE over the past three years.

Left: AMEVIVE is a fusion protein with a mechanism of action appropriate for treating a range of autoimmune disorders.

Center: Phase II clinical studies of AMEVIVE demonstrated a profile with some patients in remission for up to 17 months post-treatment, no significant side effects and no "rebound effect." Biogen has taken AMEVIVE from discovery through the clinic and expects to be on the market in 2002.

Right: About 1,000,000 people throughout the world suffer from moderate-to-severe psoriasis. Many patients avoid social situations like swimming in which their disease is apparent. A drug like AMEVIVE that can potentially provide long-term improvement in quality of life together with meaningful disease control can play an important role in the marketplace.

• Partnership established with Elan Corporation in August 2000. • A novel anti-inflammatory that binds to alpha-4 integrins
• Positive Phase II results in MS and Crohn's disease • Development in Crohn's represents new opportunity for Biogen

Antegren®

Q: We heard some exciting things about ANTEGREN (natalizumab), on which Biogen and Elan Corporation are collaborating. Can you tell us something about it?

Burt Adelman: In August 2000, Biogen and Elan Corporation announced a worldwide, exclusive collaboration to develop, manufacture and commercialize ANTEGREN (natalizumab), an exciting new compound based on a novel pathway. Early in 2001, we announced positive results from preliminary analyses of two large Phase II clinical studies in MS and Crohn's disease. Biogen and Elan have now begun planning Phase III clinical studies in both diseases.

Scientists at Elan Corporation discovered ANTEGREN in the early 1990s. It is a humanized monoclonal antibody, the first in a new class of potential therapeutics known as alpha 4 integrin inhibitors that are designed to block immune cell adhesion to blood vessel walls and subsequent migration of lymphocytes into tissue. ANTEGREN binds to the cell surface receptors known as alpha-4-beta-1 (VLA-4) and alpha-4-beta-7. Both Biogen and Elan are pioneers in the study of this pathway, which may be useful in the treatment of a range of inflammatory and non-inflammatory diseases.

The Phase II study in MS involved 213 relapsing-remitting and secondary progressive patients. ANTEGREN achieved the primary endpoint, showing a reduction of greater than 80 percent in the cumulative number of new gadolinium-enhancing lesions compared to baseline over the six-month treatment period, with a high degree of statistical significance. ANTEGREN also demonstrated a statistically significant reduction in the proportion of patients experiencing MS relapses during this period. It was well tolerated from a safety perspective.

Burt Adelman, M.D., is Vice President, Medical Research

Q: How do the ANTEGREN data thus far compare to AVONEX in MS?

Adelman: To date, ANTEGREN has demonstrated compelling biological activity in MS that has the potential to be very effective as monotherapy and may have a synergistic therapeutic effect in combination with AVONEX. Both Biogen and Elan see ANTEGREN as an additional choice for MS patients, for whom there still remains an unmet medical need. ANTEGREN should provide an opportunity to meet the needs of these patients.

Q: Crohn's disease is an important new therapeutic area for Biogen. What have you seen there in studies to date?

Adelman: Crohn's disease is a chronic inflammatory bowel disease. It affects approximately 250,000 people in the U.S. and about 350,000 in Europe. Approximately half of all Crohn's patients have the moderate-to-severe form of disease. On average, Crohn's patients flare two times per year. Very severe flares may require hospitalization. An estimated 50,000 hospitalizations occur each year in the U.S. to treat severe Crohn's flares.

The Phase II study included 240 patients with moderate-to-severe Crohn's disease. ANTEGREN demonstrated statistically significant positive results on multiple endpoints, including response rate and induction of remission as measured by the Crohn's Disease Activity Index (CDAI). The CDAI is the standard validated composite score for Crohn's disease that includes measures of patient symptoms, physician assessments and laboratory tests.

Q: What are your long-term plans for ANTEGREN development?

Adelman: Having demonstrated important clinical activity of ANTEGREN in two autoimmune diseases, Biogen and Elan will be looking carefully at other diseases where this mechanism of action may have an important role.

Biogen and Elan Corporation are collaborating on ANTEGREN, a humanized monoclonal antibody that is the first in a new class of potential therapeutics known as alpha 4 integrin inhibitors. Studies are now underway in MS and Crohn's Disease.

• Eight new programs in clinical development • Positive Phase II trials with proof-of-concept molecule for adenosine A_1 receptor antagonist
• Second-generation adenosine A_1 receptor enters the clinic • Soluble LT beta receptor antagonist moves into Phase I safety trials

Progress in Other Areas

Q: We hear the ADENTRI program is back in the clinic.

John Palmer: Yes. The Phase II trials with our proof-of-concept molecule were positive. We have completed pre-clinical studies with our commercial molecule and are now back in the clinic with this highly selective small molecule adenosine A_1 receptor antagonist for congestive heart failure. It targets receptors in the kidney that are clinically relevant for the treatment of acute and chronic congestive heart failure.

Q: What about soluble lymphotoxin beta receptor antagonist?

Palmer: As of April 2001, both ADENTRI and LT beta receptor antagonist were in the clinic. LT beta receptor antagonist is a compound that blocks a novel pathway discovered by Biogen scientists and to which we hold worldwide rights. Blocking the LT beta receptor pathway regulates the critical positioning of immune cells including dendritic cells and lymphocytes during an immune response. We believe LT beta receptor antagonist has disease-modifying potential in autoimmune diseases.

Q: When will your gene therapy trial begin?

Palmer: We expect to begin a Phase I clinical trial of interferon beta gene therapy in glioma later this year. We have strong data from animal models tested in several other oncologic indications. Our hypothesis is that the localized sustained production of interferon beta could lead to superior anti-tumor efficacy with little or no systemic toxicity.

Q: What else can you tell us about your program management activities?

Palmer: In this past year our pipeline has progressed significantly in terms of moving programs from research into clinical development. Currently, we have eight programs in various stages of clinical development. These are important milestones in the assessment of the strength of our pipeline. We are aggressively growing and continue to transition new products, from research into development.

Q: Biogen now has operations in Japan. Can you tell us about your strategy for this important market?

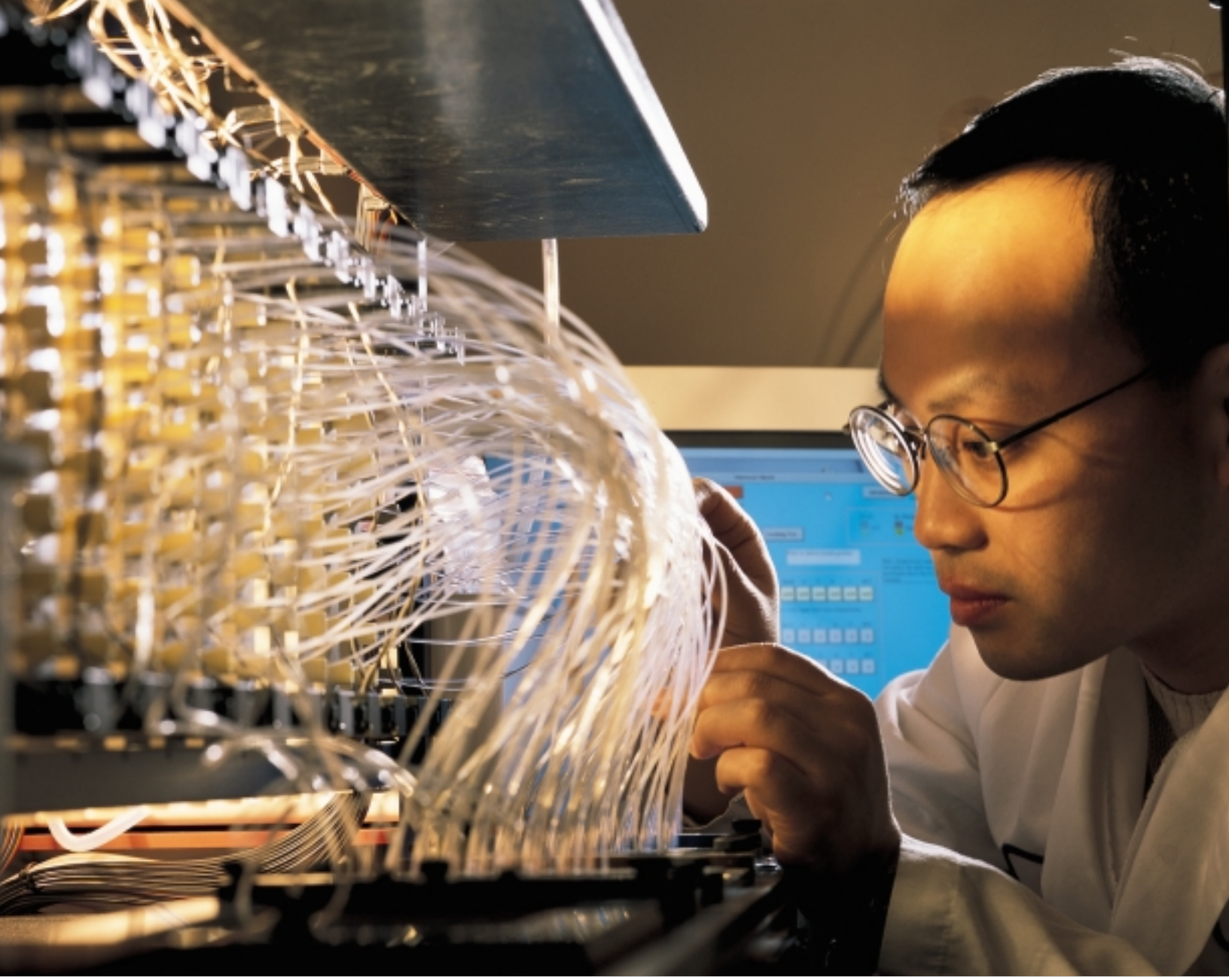
Toshio Nakata: Because Japan is one of the largest pharmaceutical markets in the world, it is very important to Biogen's continued success as a global biopharmaceutical company. Our mission in Japan is to establish the basis for Biogen's commercial capabilities. We are going to do this in a number of focused ways. By establishing a clinical trials program in the next few years, we will lay the groundwork to independently register and license Biogen products now in the pipeline. By developing strategic alliances, we will be able to secure appropriate partnerships to market, sell and explore in-licensing opportunities. To achieve these goals, I will be working over the course of the year to put in place a dynamic management team to lead Biogen's commercial operation in Japan.

Q: Biogen seems to be increasing its business development activity. What's your strategy in this area?

Kees Been: We have such an aggressive vision in terms of growth that my group is very actively looking at a range of opportunities and is at negotiating stages in a number of projects. To generate the successful growth that we envision, we have to significantly enhance our pipeline through partnerships that will provide even more products in both early and late stage development. We have many advantages – our financial strength, manufacturing and R&D infrastructure and a sales and marketing model – that make us a desirable partner. We are small and flexible enough so that in-licensed programs do not get lost amid a "not-invented-here" attitude. Each and every one of our research and development projects is important to us. We have unique manufacturing capacity and we have global reach.

Another important part of our strategy is to invest in the technologies to develop drugs faster and cheaper. This has led us to successful partnerships, such as the collaboration with EOS Biotechnology, to identify targets and develop therapeutics for the treatment of breast cancer. We in-licensed Neublastin from NsGene and are investigating its potential therapeutic role in peripheral neuropathies. These current strategies will allow us to always be on the forefront of drug development.

John Palmer is Vice President, Program Management
Toshio Nakata, D.Sc., is President, Biogen Japan
Kees Been is Vice President, Business and Market Development



A scientist works on gene sequencing in a Biogen genomics laboratory. The genomics revolution provides an immediate driver for change in the way drugs are discovered and puts a stronger premium than ever on experimental biology, which is Biogen's unparalleled research strength.

• World-class biologics manufacturing • Building ahead of need, including new large-scale manufacturing facility in North Carolina's Research Triangle Park • Over 100,000 liters of capacity by 2002 • Exceeding industry standards, from groundbreaking to FDA licensing in 33 months

Manufacturing

Q: Biogen seems to have successfully avoided the shortfall of manufacturing capacity that is beginning to plague the biopharmaceutical industry. How have you managed this?

Sylvie Grégoire: Shortfall of manufacturing capacity is beginning to shape up as an important rate-limiting problem for the industry. However, Biogen has built ahead, forecasting the need. We anticipate having a manufacturing capacity of more than 100,000 liters by 2002. This will be sufficient to meet the needs of our marketed and pipeline products, and should make Biogen a particularly attractive partner to other companies that lack manufacturing capacity.

Q: Can you tell us something about your large-scale manufacturing (LSM) facility in North Carolina's Research Triangle Park?

Grégoire: In addition to our 6,000-liter production facility in Cambridge, Massachusetts, we have a plant in North Carolina's Research Triangle Park that also has a production capacity of 6,000 liters. This plant has exceeded industry standards and was fully validated after 18 months from the start of construction. It received FDA licensing in an unbelievable record time, within 33 months from groundbreaking. This plant manufactures products for worldwide distribution of AVONEX.

Currently, we are completing a 250,000 square-foot facility adjacent to our existing North Carolina facility that represents the best of Biogen's strategic planning and advanced manufacturing process. In terms of capacity, it will have 90,000 liters of production capacity. Our experience in having already built two major biological bulk-manufacturing sites in the U.S. that are fully validated and approved to meet worldwide requirements certainly established an expertise that we applied to the RTP facility. When the LSM comes on line, Biogen will have multi-product capacity and flexibility to manufacture many different products.

Q: We are hearing about companies rationing drugs because they can't keep up with manufacturing needs. It sounds like that won't be a problem for Biogen.

Grégoire: That's right. Biogen's capacity for protein manufacturing is world-class in quality and scale and is a core capability for the company. Our new LSM facility will further enhance our capacity to manufacture bulk protein and will be one of the largest cell culture facilities in the world. As we are building for the future, we can point to our past successes. When we launched AVONEX, our manufacturing capability proved to be a competitive advantage. Unlike other companies that had to rely on a lottery system to make new drugs available to patients, Biogen's manufacturing capability produced sufficient quantities of AVONEX to supply patients within 33 hours after FDA approval.

We are ready for the future.

In addition to our worldwide manufacturing capabilities, we recently established a packaging facility outside Amsterdam that is responsible for packaging AVONEX for distribution in more than 50 countries. That's not a small feat when you consider the complexity of different labels, packaging inserts and languages.

Sylvie Grégoire, Pharm.D., is Vice President, Manufacturing

Top: Manufacturing capacity shortfall is becoming an important rate-limiting problem for the biopharmaceutical industry. Biogen has built ahead of the curve and anticipates manufacturing capacity in excess of 100,000 liters by 2002.

Center: Biogen has 6,000 liter production facilities in Cambridge, MA and Research Triangle Park, NC, and is completing a 250,000 square-foot facility in North Carolina.

Right: Biogen's first manufacturing operation outside the U.S. is a packaging facility outside Amsterdam that is responsible for packaging AVONEX for distribution in more than 50 countries.

• More than 20 projects in the research pipeline • Research strategy targeted to more than 90 diseases in four key areas - fibrosis, neoplasia (oncology), immunomodulation and neurodegeneration • Biomining as a discovery strategy • Strategy focuses on diseases of unmet need and commercial potential

R&D / Genomics

Q: Let's look a little further into the future. What's in research phases behind Biogen's development pipeline?

Mike Gilman: We are working hard in Research to keep the clinical development pipeline full. We are running 20 programs in Research right now – most focused on specific molecules that we will bring forward for development, as well as several exploratory programs designed to identify new candidate molecules for us to work on. Our strategy in Research is now very crisply focused on four key biologies or pathologies that underlie diseases of strong commercial interest to the company. These are immuno-modulation, neoplasia (oncology), fibrosis and neurodegeneration.

We have strong scientific leadership in each of the focus areas, and you can see this from the quality of the programs we're now running.

Q: With the genomics revolution, there has been a paradigm shift in the way drugs are discovered and developed. How is Biogen capitalizing on this?

Gilman: The completion of the mapping of the human genome is a profoundly important event for mankind, and it will change our lives in ways we cannot imagine. It provides an immediate driver for change in how drugs are discovered. The good news for Biogen is that it puts a stronger premium than ever on experi-mental biology, which is our unparalleled strength. Over the past two years, we've worked hard to complement our depth in biological research with a state-of-the-art genomics and bioinformatics infrastructure. And I think we've done a great job of that.

The challenge now is how to use all this new information to develop breakthrough therapies for disease. There are basically two different approaches you can take. We call them "push" and "pull." A lot of companies are now using a gene push strategy – working from the long list of genes the genome project has given us and trying to "push" those genes into one or another therapeutic area. Sometimes you get there, sometimes you don't. But we already know what areas we are interested in – our four focus areas – so we think it is much more efficient to "pull" genes out of these biological systems that match a specific hypothesis, test that hypothesis as quickly as possible and then, whatever the answer, move on.

With our enviable expertise in biology and a genomics toolkit as good as anyone has, we think Biogen is perfectly positioned to exploit this new golden age of biology and to deliver a steady stream of high-quality drug candidates into the clinical development pipeline.

Michael Gilman, Ph.D., is Vice President, Research

Biogen's research strategy is focused on four key biologies that underlie diseases of considerable commercial interest to the company – immunomodulation, oncology, fibrosis and neurodegeneration. Biogen is harnessing the discoveries of the genome to "pull" genes out of biological systems that correspond to these focus areas.

• Financial discipline and financial strength • Making key strategic investments for the future – manufacturing and commercial infrastructure
• Attractive growth story • Excellent profit margins • Positive cash flow • Negligible debt • Significant amount of cash

Defining the Future

Q: 2000 was a wild year in the stock market for the biotechs. With that behind us, how well is Biogen's stock positioned as an investment today?

Peter Kellogg: At the beginning of last year, the financial markets were buzzing over the excitement of genomics and the discovery of the human genome. And, indeed, we are entering a breakthrough period for drug discovery and development. But, as has been the case with many technology breakthroughs, investors evolve to searching for who the winners will be, and this drives a refined view of success.

The gene data is now available, and the challenge now is defining a gene's function and matching it to known biologic systems. Accordingly, investors are now asking the tougher questions: Which companies can leverage the genomic data? Who can convert this newfound knowledge into successful products? Who can commercialize these products globally?

This is where Biogen has a tremendous advantage, a proven track record, and becomes a great investment opportunity. We've made great progress in building a growth formula.

Our research strategy involves tapping the genomics knowledge base and applying the latest technologies to drive productivity, which should bring at least three new clinical candidates in both 2001 and 2002.

The late-stage pipeline has been enhanced with the completion of Phase III AMEVIVE trials and successful Phase II results with ANTEGREN. Both are products that could equal or exceed AVONEX in sales.

AVONEX market share has stabilized and we have just completed several successful trials reconfirming its outstanding efficacy, which, combined with a strong sales and marketing investment, should continue to drive momentum in 2001.

Finally, Biogen has operated with strategic foresight. Our strong financial position has allowed us to invest ahead in manufacturing capacity, which will be scarce in our industry for years to come, and global commercial infrastructure, eliminating some of the barriers to commercialization that our competitors will face.

All of this is adding up to a compelling growth story for Biogen. I'm very bullish about Biogen's prospects.

Q: It's clear that you're building a dynamic vision for Biogen. With some of the changes discussed here, how far along are you in 'Defining the Future' at Biogen?

Jim Mullen: Well, Jim Vincent's note highlighted our strong sense of change at Biogen. I'm honored and excited to be the CEO, but the changes at Biogen are far more sweeping than one person. A big part of 'Defining the Future' is building the organization to take us there.

Our management team has several new members. Over the past two years, we have appointed a new CFO, CIO and new Vice Presidents of Manufacturing , Sales & Marketing and Research, among several others. This team is already having a tremendous impact. Throughout the organization, we have built outstanding capability in critical areas such as bioinformatics, product development and clinical management. I'm very proud of the progress we have made and believe that this organization is ready for the growth ahead.

At Biogen, we're 'Defining the Future' through:

• World-class research that leverages the genomics revolution, and can win the ensuing race for biologic solutions and biopharmaceutical products.

• Patient-focused solutions, developing drugs to address the critical unmet medical needs of patients with serious and chronic life-affecting diseases.

• Unparalleled commercial strengths coupled with the capability and capacity to develop and manufacture drugs faster and more efficiently than ever.

Biogen is now poised to take the next major steps toward becoming a global, multi-product company. We are a motivated organization driving change.

Biogen is well on the way to 'Defining the Future' and building one of the most dynamic biotechnology companies of this decade.

Peter Kellogg is Vice President, Finance and CFO
Jim Mullen is President and CEO

Top: Biogen has direct operations in the U.S., Canada, 13 European countries and Japan, with active distributor relationships in more than 50 other countries. Direct operations came on line in Japan in 2001. Japan is the world's third largest pharmaceutical market and represents an important opportunity. Biogen will commercialize, register and market its drugs there.

Left/Right: Biogen's excellence in molecular biology brought the company to its position of leadership in today's biopharmaceutical industry – and embodies the company's strategy for the future.

Center: CEO Jim Mullen and Toshio Nakata, President, Biogen Japan, meet in Biogen's Tokyo offices.

BIOGEN