

Dr. Ilse Treurnicht
CEO
MaRS Discovery District
101 College Street
Toronto, Ontario
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February 15, 2017

Dear Dr. Treurnicht,

We are writing to you today to congratulate you on the recent news that the MaRS Discovery District has successfully secured \$290M in private sector financing for its Phase II expansion tower. We know you must be thrilled that this foundational investment will help one of the world's leading urban commercialization centres formally complete the ambitious expansion that doubles the size of the MaRS Centre to 1.5M sq ft.

Johnson & Johnson Innovation and Janssen Canada have had the great pleasure of working with you and your team for almost three years now. From our first meetings in the summer of 2014, it was clear that MaRS was the cornerstone of a world-class life sciences and health technology ecosystem that has helped Toronto, Ontario and Canada develop a global reputation for commercialization excellence. It was that reputation – along with MaRS' unique mix of physical space and programmatic leadership – that spurred us to establish the first JLABS site outside the United States at MaRS.

Now that JLABS @ Toronto has opened, we are even more proud of the unique collaboration that has been built not only with MaRS, but also with a critical mass of local partners – including the University of Toronto and the Government of Ontario – who have come together to accomplish the shared goal of transforming Ontario's most promising innovations into jobs, investment and social value.

On behalf of JLABS @ Toronto and Janssen Canada, we look forward to continuing to work closely with you and your leadership team over the coming months and to enjoying a front row seat as MaRS prepares for the next impressive stage in its evolution.

Yours sincerely,

Melinda Richter
Head of Johnson & Johnson Innovation, JLABS

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CC: Gord Nixon, Chairman of the Board, MaRS Discovery District
Rebecca Yu, Head, JLABS @ Toronto