FT GLOBAL PHARMACEUTICAL AND BIOTECHNOLOGY CONFERENCE
Transformation Strategies for a Value Driven World

15 - 16 November 2016 | Marriott Grosvenor Square  LONDON

SPEAKERS INCLUDE:

Olivier Brandicourt  
Chief Executive Officer  
Sanofi

Lars Rebien Sorensen  
Chief Executive Officer  
Novo Nordisk

Susan Kilsby  
Chair  
Shire

Neil Woodford  
Head of Investment  
Woodford Investment Management

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An event from FINANCIAL TIMES LIVE
CHAIRMED BY

Andrew Ward, Pharmaceuticals Correspondent, Financial Times
Mitchell Morris, Global Life Sciences and Healthcare Industry Leader, Deloitte

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Olivier Brandicourt, Chief Executive Officer, Sanofi
Lars Rebien Sorensen, Chief Executive Officer, Novo Nordisk
Susan Kilsby, Chair, Shire
Neil Woodford, Head of Investment, Woodford Investment Management
Laurie Olson, Executive Vice President - Strategy, Portfolio and Commercial Operations, Pfizer
Hervé Hoppenot, President and Chief Executive Office, Incyte Corp
Rudi Pauwels, Chief Executive Officer, Biocartis
Sir John Chisholm, Chief Executive Chair, Genomics England
Adityo Prakash, Chief Executive Officer, Verseon
Ron Kuerbitz, CEO, Fresenius Medical Care North America
Dr Hans-Georg Eichler, Senior Medical Officer, European Medicines Agency (EMA)
Daniel Mahony, Partner-Healthcare, Polar Capital
Richard Barker, Chairman, Precision Medicine Catapult
Ciaran Murray, Chief Executive Officer, ICON plc
Steve Cutler, Chief Operating Officer, ICON plc
Mike Standing, EMEA Life Sciences and Healthcare Lead, Deloitte
Philipp Gutzwiller, Global Head Healthcare, Lloyds Banking Group
CONFERENCE AGENDA 15 NOVEMBER 2016

09:00 OPENING REMARKS FROM THE CHAIR

Andrew Ward, Global Pharmaceutical Correspondent, Financial Times

09:05 KEYNOTE OPENING ADDRESS

Olivier Brandicourt, Chief Executive Officer, Sanofi

09:30 PANEL: FUTURE INDUSTRY BUSINESS MODELS: DIVERSIFICATION VS. PURE PLAY

Pharmaceutical companies have developed a number of diverse strategies to position themselves for growth and handle the challenges they face the years ahead. Many have favoured the more traditional approach of diversification as way of benefiting from the rewards of drug making while at the same time hedging risks. Others have favoured greater focus on R&D. Disposals of non-core assets by several big pharma groups in recent years has put the latter approach firmly in the ascendancy. Which strategy will lead to success? Is a diversified structure a source of strength or weakness for a pharma company? Should companies hedge the risks of drug development by diversifying into adjacent markets such as consumer, devices for instance? Or is it better to focus resources on the higher-margin business of making medicines? Should they shrink to grow? Is an R&D pure-play strategy wise in view of the risks in R&D business- continuing patent expirations, significant and growing pricing pressures from public and private payers, the rise of generics and biosimilars, for instance? Will the pendulum swing back in favour of diversification if economic prospects diminish?

Dan Mahoney, Partner-Healthcare, Polar Capital

10:20 KEYNOTE INTERVIEW: REFLECTIONS ON A YEAR OF DEAL MAKING IN THE INDUSTRY

Susan Kilsby, Chair, Shire Pharmaceuticals

10:40 NETWORKING COFFEE BREAK

11:00 PANEL: NAVIGATING THE SHIFT TO VALUE: IS POPULATION MANAGEMENT THE GREATEST THREAT OR OPPORTUNITY FOR PHARMA?

Life Sciences companies are navigating a profound transformational shift as the concept of value and outcomes based care gains traction in healthcare systems around the world. Health Technology Assessment (HTA) is becoming an established feature of healthcare landscape in Europe. In the US, ACOs are proliferating, and an estimated 40% of healthcare dollars are now in some way tied to value. And emerging markets are also transitioning towards outcome based models. For life science companies, the implications are profound, presenting opportunities to tap into new revenue streams associated with healthcare delivery, but also significant challenges in the transition from a product-driven industry to one focused on product-service offerings delivered in tandem with multiple stakeholders from the world of IT and data, retail, health and wellness? How are life science companies
navigating the new terrain? How can life science companies ensure they remain relevant and avoid being commoditised in the new outcomes based world where data acumen, capabilities, insight, as well as patient centricity and adherence is king?

Ron Kuerbitz, Chief Executive Officer, Fresenius Medical Care North America

12:00 KEYNOTE ADDRESS

Ciaran Murray, Chief Executive Officer, ICON

12:20 LUNCH

13:40 SCENARIO/FUTURE PLANNING/PROOFING: DE-RISKING PHARMA

Pharmaceuticals are a notoriously high risk industry, with few comparators. High upfront costs with uncertain payback, a stringent regulatory regime and a demanding shareholder base combined with a perceived public utility role are just some of the high risk parameters of the industry. With the low-hanging fruits to include efforts to improve efficiency and produces (for instance through improved resource allocation) now largely optimised, new and ground breaking ways to de-risk will need to be found if the industry is to remain sustainable for the longer term: What are the potential new approaches to de-risking the industry? From novel approaches to risk sharing and transfer, to advanced models of collaboration, what are the lessons from other industries, for instance, which would be applied to pharma?

Mike Standing, EMEA Life Sciences and Healthcare Lead, Deloitte

14:05 COMMUNICATING VALUE-FINANCIERS AND INVESTOR PERSPECTIVES

• How should the management of life sciences companies be communicating business strategy for value?
• How should shareholder and financiers expectations be modified given the transformational changes facing the industry, particularly regarding the transition to value?
• How should life science companies communicate business strategy for growth and value?
• Investment strategies: dividend vs M&A?
• Are current business models sustainable?
• Are shareholder demands undermining the long-term productivity of R&D?

Philipp Gutzwiller, Global Head of Healthcare, Lloyds Banking Group
Neil Woodford, Head of Investment, Woodford Investment Management

14:45 NETWORKING COFFEE BREAK

15:05 PANEL: GETTING DRUGS TO PATIENTS FASTER-ACCELERATING R&D?

Drug discovery and development continues to be an extremely complex, costly and lengthy process We need the pace to increase, and novel approaches to both R&D and clinical trials as well a greatly enhanced collaboration (between pharma companies, with academia, with regulators,
CROs and across the healthcare spectrum) if drugs are to become more accessible and affordable for patients. Drug companies have been collaborating at an unprecedented scale—recent pledges and initiatives on AMR, Alzheimer’s and the Cancer Moonshot initiatives are indicative of the wider trend, but is the industry really prepared to loosen its shackles to fully engage in these cross-industry, cross-sector initiatives? How much is posturing, and how much represents real change? Can IP and other challenges to open collaboration be effectively addressed? What role will adaptive licensing play in closing the gap between innovation and access? Adaptive trials, risk-based monitoring as well as ‘big data’ capabilities and analytics are transforming the typically outsourced clinical trial landscape. What are the novel approaches to R&D and clinical trials which can lead to faster, and better cures?

Hervé Hoppenot, CEO, Incyte Corp
Adityo Prakash, Chief Executive Officer, Verseon
Prof. Hans-George Eichler, Senior Medical Officer, European Medicines Agency (EMA)
Steve Cutler, Chief Operating Officer, ICON

16:00 A NEW ERA OF PERSONALISED MEDICINE?

Some 15 years after the sequencing of the human genome, has the era of personalised medicine finally arrived? Are we finally entering an era of preventative, predictive, personal and participatory care? When will we see targeted medicine arrive in volume/making a measurable impact at the clinical level, with genetic medicine a mainstay and universal feature of clinical diagnosis and disease management? To what extent are payers, providers, systems, physicians and patients ready for the change? How will digital technologies and solutions play into the vision of personalised medicine? What are the remaining challenges in making the vision of personalised medicine a reality?

Sir John Chisholm, CEO, Genomics England
Dr Rudi Pauwels, Chief Executive Officer, Biocarts
Professor Richard Barker, Chairman, Precision Medicine Catapult

CONFERENCE AGENDA 16 NOVEMBER 2016

09:00 OPENING REMARKS FROM THE CHAIR

Dr Mitchell Morris, Global Life Sciences & Health Care Industry Leader, Deloitte

09:05 KEYNOTE OPENING ADDRESS

Lars Rebien Sorensen, Chief Executive Officer, Novo Nordisk
Decelerating growth in China, currency meltdowns in Latin America and falling demand across emerging markets-economic uncertainty has been a factor of emerging market investment over that last year or so. Industry watchers have pointed to the slowdown-particularly when combined with the growth in generic sales and government price cuts across many markets-as a cause for concern for life science companies which are heavily targeting developing nations while US and European markets stagnate. How are life science companies rethinking their emerging market strategies in view of this current turmoil? What are the prospects for emerging market economies and growth? Is the current slowdown just a variation around the mean, or does it mark the beginning of a longer deceleration? What about China in particular-once considered a gold mine for the industry?

Life science companies are facing the prospect of selling into an ever more challenging healthcare environment. Patients are becoming more informed and their expectations of healthcare are rising; new, ever larger customers in the shape of new healthcare delivery organisations are being established as consolidation and new integrated care/population health management structures take hold; regulators and patients continue to questions the sales and marketing practices of life science companies, and personalised medicines are upending the traditional mass market marketing approach to product sales, requiring an ever more personalised marketing approach. What are implications of these changes for the commercial models of life science companies? What are the potential breakthrough, high-impact and innovative commercial models? What’s working and not working in the new commercial models, incentives and performance metrics which are emerging? What is the role, experience and ROI of digital marketing in the industry? How should marketeers approach the new era of personalised, evidence/value driven medicine?

**Laurie Olson,** Executive Vice President, Strategy, Portfolio and Commercial, *Pfizer*

Too costly, too diverse, too fragmented and too app dominated-current perceptions of the emerging digital industry are barriers to the industry’s ability to achieve its longer term potential. The future of the industry-and the ability to attract investment lies with digital innovations that can have a meaningful and measurable impact on costs and on patient health on a systems wide basis. How far are we from achieving this objective, and what needs to change to make this happen?

**10:10 THE FUTURE COMMERCIAL MODELS OF PHARMA**

**11:00 NETWORKING COFFEE BREAK**

**11:20 KEYNOTE ADDRESS /INTERVIEW: PHARMA FROM THE OUTSIDE LOOKING IN**

**11:40 PRESENTATION: SHAREHOLDER RETURNS VS. PATIENT RETURNS?**

**12:05 CLOSING ADDRESS: DIGITAL-MOVING THE NEEDLE?**

**12:20 CLOSING REMARKS FROM THE CHAIR**