



AstraZeneca Canada Inc.

Putting Patients First

Talking with Mike Cloutier,
President & CEO, AstraZeneca
Canada Inc.

**Please review
your career path
to date, leading
up to your
appointment as
President and
CEO at
AstraZeneca
Canada Inc.**

I've been a part of this great industry for more than 20 years and have worked hard to never lose sight of the tremendous day-to-day contribution we make to the health of Canadians.

I began my career in the pharmaceutical industry as a sales representative with Searle Canada before taking on a number of sales and marketing management roles with the company and later joining the general management team in 1995.

As a member of the general management team, and with the departure of the Canadian president, I had an opportunity to share responsibility for managing the Canadian business as part of a three-member team. I also strengthened my international understanding of the industry by working on some key U.S.-based initiatives. In February of 1998, I accepted the role of Senior Director of Operations for Searle in Canada and Latin America, providing further international exposure.

In November of 1998, I was appointed President of Searle Canada. I became President of the newly formed Pharmacia organization in April 2000, following the merger of Monsanto and Pharmacia & Upjohn. In 2003, following the acquisition of Pharmacia by Pfizer, I joined AstraZeneca as President and CEO.

How would you describe your leadership style?

I've been very fortunate to have worked alongside many exceptional people and tremendous leaders who taught me a great deal about leadership through example and the importance of being passionate about what you do. I see myself as a consensus-style leader. I like to surround myself with talented people who can provide diverse perspectives and then work towards building the best possible strategy after analyzing all possibilities.

I think of myself as a driver of change and believe it's important to seek out opportunities for growth and development, in both myself and my employees. If you embrace change as a positive stimulus for your business, it creates an opportunity to grow, to grab hold of new ideas and innovations and develop a competitive advantage. There's such excitement and enthusiasm that can be created through change—you just need to harness it.

What were your key priorities or objectives in your first year at AstraZeneca?

I spent a good part of my first year listening to employees and developing a better understanding of the unique company culture, business and customers. AstraZeneca has strong roots in Canada and a legacy of performance—creating value in the community and for patients and demonstrating leadership within the industry. These people care so much about what they do. I see it when I come in to work every day, our global organization sees it and, most importantly, our customers and patients see it.

I wanted employees to understand that the introduction of new initiatives would reflect an evolution of the business at AstraZeneca, not a revolution.

I also assessed the business to ensure we were, in fact, doing everything necessary to continue our leadership role in the pharmaceutical industry. I fine-tuned some business decisions, rather than creating fundamental change, and focused on ensuring the organization is prepared for a more challenging health-care environment.



AstraZeneca Canada's Executive Team. Back row (left to right): Toni Garro, VP Human Resources; Ross Close, Executive VP Commercial; Kazi Borkowski, VP Medical Affairs; Vince Rizzi, Chief Financial Officer, VP Finance and IS; Chuck Kaplan, VP & General Manager, Montreal Research Centre. Front row (left to right): William Charnetski, VP Corporate Affairs and General Counsel; Mike Cloutier, President & Chief Executive Officer; Karen Feltmate, VP Operations & Regulatory Affairs.

Now that you have been with AstraZeneca for a year, what are your key priorities?

Our primary goal in the coming year will be to create and deliver the greatest value to physicians and patients. Earlier this year, we learned AstraZeneca was rated number one with physicians in terms of the quality and level of service delivered to our customers. We want to build on this success, strengthening our understanding of our customers so we can interact in a manner that is most meaningful and valuable to them.

Another important goal for our leadership team is to guide AstraZeneca through a challenging industry environment. There are some difficult issues, from patient access to medicines to the protection of intellectual property, which our partners and key health-care stakeholders are dealing with. We need to step up to the plate to help find sustainable solutions for these and other issues.

The third priority will be focusing on creating a successful, strategic platform for the future. We need to create opportunities to ensure our long-term success. This is as much about our internal needs—developing our product pipeline and bringing innovative medicines to market—as it is about being future-oriented in our view of the evolving pharmaceutical marketplace.

AstraZeneca has been listed for several years as one of the 50 best employers in Canada by the *Globe & Mail's Report on Business* magazine. What do you think the company does differently?

We pride ourselves on having created a truly great place to work, an environment where there is a sense of family and belonging for each of our 1,500 employees. This type of environment, where each employee is passionate about what we do and makes a difference every day, is not often seen in large organizations.

We also take great strides to put the customer first. As part of this commitment, we encourage our employees to be creative in finding ways to deliver value to our customers on a day-to-day basis. Our employees sincerely believe if our customers are getting value, we'll be delivering value to the health-care system and, most importantly, to Canadian patients, who will be able to live longer, healthier lives. We will, in turn, feel productive and valued ourselves.

As a company, we recognize the energy and passion of our people and as part of our commitment to them, seek to provide growth, development and learning opportunities for employees, as well as a challenging and stimulating work environment.





What are some of your key products? Have you launched any new products this year?

At AstraZeneca, we focus our skills, experience and resources into six key therapeutic areas:

- cardiopulmonary,
- gastrointestinal,
- oncology,
- respiratory,
- neuroscience and
- infection.

Together, these therapeutic areas represent the majority of the worldwide burden of disease.

We have had strong success with Crestor®, Nexium® and Seroquel® in Canada, but 2004 has been a particularly important year for our oncology products. Our most recent launch of lung cancer drug, Iressa®, earlier this year has truly ushered in a new era in treatment for over 20,000 Canadians diagnosed with this devastating disease each year. Iressa specifically targets cancer cells so patients don't suffer typical side-effects seen with existing treatment methods, such as chemotherapy.

Also, a new indication for Arimidex® has brought renewed hope to patients diagnosed with early breast cancer. Previously approved for advanced breast cancer, women now have access to the medicine during the early stages of the disease, when they have the best chance at a cure.

We have some important new products coming up through our pipeline that we are also looking forward to, including:

- Exanta™, the first oral anticoagulant to hit the market since the introduction of warfarin,
- Galida™, a diabetes medication and
- Cerovive™, which protects the brain during acute stroke.



Each of these medications will have a tremendous impact on patients and reducing the burden of illness.



In 2004, *R&D Directions* magazine rated AstraZeneca as having the best pipeline in the industry. What does this mean to the company?

A pipeline is a reflection of a pharmaceutical organization's commitment to discovery and innovation. With over 11,000 people and US \$3.5 billion annually dedicated to research and development and over 70 drugs in development, we have incredible breadth and depth in our pipeline and are anticipating a number of important breakthroughs that will continue to deliver value to patients the world over.

Our burgeoning pipeline means we will continue to increase our value within health care and the community at large. Our presence will not only be felt in Mississauga or St. Laurent, where we have offices, packaging, or research and development facilities, but throughout Canada, where our people live and work every day.

It is our hope that this evolution of new products will create value opportunities that will allow us to reinvest in the community by providing innovation and promoting better health for patients and the country as a whole.

What are some of the pivotal issues you see facing our industry?

Intellectual property protection and patient access to medications are two of the most pressing issues of our industry. Research and discovery are our lifeblood, helping ensure new medical breakthroughs that improve quality of life for our patients. This industry is fundamentally built on innovation; without strong intellectual property regulations, and their subsequent enforcement, innovation simply will not thrive.

We need to find a way to partner with payers and patients to ensure access to the best medicines. After all, when it comes to the value medicines deliver, can we afford not to?

Medicines are hugely efficient in delivering health care, but, as an industry, we need to also do a better job at demonstrating the value of medicines in terms of economic prosperity.

We recently proposed a partnership program, known as the Canadian Health Industries Partnership, or CHIP, which unites gov-

ernment with the research-based life sciences community in order to strengthen health innovation R&D and seek out economic development. CHIP will create an environment in which we can retain the resources and expertise needed to attract greater R&D investments, and sustain high-quality health care here at home. We have to pull all stakeholders together and encourage them to see the potential of the prosperity in effective health delivery rather than cost, as is too often the case. **CPM**

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