

Shire BioChem

Putting Patients First

Talking with Claude Perron, Vice-President and General Manager of Shire BioChem Canada.



"Two minutes with Claude Perron"

1. If you were not Vice-President of Shire BioChem, what would you like to be?

A hockey analyst on TV. I like that game so much!

2. What's the least enjoyable job you've ever had?

A summer job working at a Noranda Zinc Refinery cleaning roasters in Valleyfield where I grew up. I have a lot of respect for those workers but was never motivated when I went back to school in September!

3. What's the one thing you've done that you'd never want to do again?

A day at an airport not knowing when you will fly out!!!

4. Who would you get to play you in a movie about your life?

Paul Newman. A great actor, sportsman and a family man!

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Please review your career path, to date, leading to your appointment as Vice-President and General Manager of Shire BioChem Canada.

I have been in the pharmaceutical industry for 24 years. I started as a Sales Representative at Burroughs Wellcome in 1983, was appointed, in 1985, to the newly created Hospital Sales Group and then, in 1987, to Head Office to work on Hospital Contracts and Formulary Submissions. In 1988, I was appointed District Sales Manager for Western Québec. In 1992, I moved to Marketing as Product Manager for Zovirax®. This breakthrough product was the first of a series of nucleoside analogues that led to numerous new antiviral products for herpes and HIV infections. In 1995, when Glaxo acquired Wellcome, I did a short stint at Sudler & Hennessy on the agency side of the business. I then joined the newly formed Glaxo Wellcome as Senior Product Manager to launch 3TC® in Canada, in partnership with BioChem Pharma. Those were exciting times as 3TC® was approved in less than 190 days by Health Canada for the treatment of HIV infection. I then held different positions within the growing and ever changing field of HIV/Hepatitis Business Unit until 2001. When Glaxo Wellcome merged with SmithKline Beecham to become GlaxoSmithKline (GSK), I was approached to lead the Commercial effort of the newly formed Shire BioChem in Canada. When the company went through global restructuring in 2004, I was appointed Country Manager, the position I still hold today.

Please give us a brief overview of Shire BioChem's history as a corporate entity.

Shire BioChem Inc. is the Canadian affiliate of Shire Pharmaceuticals Inc. based out of Basingstoke, United Kingdom (UK). The Canadian company, as it is known today, comes from the past of two companies that were each born in 1986 and brought two distinct features to the company. First, its entrepreneurial spirit in creating a niche known as Specialty Pharmaceuticals, a part of the Industry that Shire is closely

linked to and the research heritage stemming from the Canadian research success story known as 3TC[®], still the cornerstone of HIV treatment 12 years after its initial launch. Although most of that heritage is behind us today, it still serves as a reminder of what the company can bring to patients in need of new options, today and in the future.

What are some of the major similarities and differences between your previous responsibilities as Vice-President, Sales and Marketing and your present responsibilities in Canada?

The scope of my previous assignment was to lead the commercial efforts of the newly-formed company, first by staffing up a new group that was just moved to Laval, Quebec from Oakville, Ontario in 2001 and then to creating the blend of talent and planning processes needed to prepare the company for entry into new therapeutic areas, as well as ensuring that Marketing and Sales work hand-in-hand to deliver high-quality strategy and implementation in a timely fashion.

Contrary to other organizations, I was promoted to the Country Manager position having stayed in Canada all my career, which is different, but not unusual. My current mandate is now, by definition, more general in nature. It ranges from building local corporate presence, as well as aligning priorities with the parent company, to ensuring Canada's healthcare system is well understood by the company's Senior Management so that the local company is well represented and gets appropriately involved in major global initiatives.

What are your key business priorities and objectives at Shire BioChem?

Shire is a specialty pharmaceutical company that focuses on bringing new options to specialist physicians and their patients in the areas of central nervous system, renal care and GI-related conditions. We are known as being the attention deficit hyperactivity disorder (ADHD) support company, having brought Adderall XR[®] to market and potentially four new products in this area over the next five years. We are also expanding in other areas, starting with the recent launch of Fosrenol[®], a phosphate binder for patients in end-stage renal disease undergoing dialysis and eventually Mezavant[™], a new formulation of mesalamine using MMX[™] technology for the treatment of ulcerative colitis (UC). This should support a projected growth in the double digit

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5. What music do you enjoy and what would be your personal theme song?

Definitely Rock and Roll, my radio knows only one station, CHOM FM in Montreal. My personal theme song would have to be from U2 and it would be *Sometimes, You Can't Make It On Your Own*.

6. What is your favourite wine?

Any Brunello de Montalcino.

7. What is your favourite sport? To play? To watch?

Hockey, I still play at least once a week. To watch, would be tennis, I just love to see how strategy evolves during a match.

8. Is there anything you won't eat?

Veal liver.

9. What is the last book you read?

I can't remember, I read so much at work and I want to be devoted to my kids when I am at home so I haven't read a book in years!

10. What would be your ideal vacation?

I love Whistler, you can ski and play golf the same day!!

11. What's your favourite movie/ TV show?

Dead Poet's Society is one that comes to mind. We have been hooked on "24" the last few years!

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12. What's the best advice you've ever been given?

Make sure the family comes first! In our lives, it is very easy not to know when to draw the line. My family time is crucial and I make sure we still have a family holiday at least once a year.

13. If you could spend the day with anyone (dead or alive), who would you choose and why?

I have met Jean Béliveau a few times. To me, he represents the best blend of a sports role model and a true Canadian. I am sure he could have been a great Political leader. He is a leader in his own right.

range that brings us to \$100 million in revenue by 2012. We also have a Human Genetic Therapies unit led by my colleague Paul McCabe that comes from the 2005 acquisition of Transkaryotic Therapies. That unit brought Replagal[®] for the treatment of Fabry disease, which is marketed by Paladin Labs in Canada and the recently-approved Elaprase[®] for the treatment of Hunter syndrome, which is just being launched.

Between the two units, we currently have 125 employees based in offices in Montreal and Toronto and representatives across Canada.

In the immediate future, I want the company to be more involved from an R&D standpoint in Canada since most of our Research activities are based in the UK and the US. In 2006, the company, worldwide, invested 16% of its revenue in R&D, almost nothing in Canada. This has to change. We also recently opened a Global Medical Information Calling Center which will answer healthcare professionals' requests for North America and Europe from our St-Laurent-based facility.

Adderall XR[®] was recently relaunched in Canada. Has Adderall XR[®] become successful in all markets? To what do you attribute the success of Adderall XR[®]?

Yes, since being re-introduced in Canada after the Health Canada suspension in early 2005, we have been able to gain back a growing 9% prescription share after being suspended for seven months, a success that tells a lot about our people and the product's value to physicians and patients.

Outside of Canada, Adderall XR[®] is only present in the US where it is the market leader, with a prescription share of 26%, a number that could have been within our reach if not for the 2005 suspension. The success came from the need to introduce new long-acting treatment options for ADHD and the need to add a new option to the amphetamine-based segment of the psychostimulant market generally held by the traditional methylphenidate-based products.

Can you please give us an idea of what other products are in your pipeline and when you expect to market these products?

We have a pipeline that makes many competitors envious. We currently have one product under active review, a new 16-hour longer acting version of Adderall XR[®] for ADHD. Mezavant[™], a new formulation of mesalamine for the treatment of UC, just



Claude Perron, Vice-President and General Manager, Shire BioChem Canada.

approved in July, will finally give the possibility to treat this condition with a once-a-day formulation. We also expect to file three more products for the treatment of ADHD by 2009, each bringing something new to physicians and patients to improve the treatment of their condition. We also remain open to any new opportunities where we believe we could compete successfully.

Your company appears to be more client and less product-oriented. Can you tell us more about this?

As you can see from the portfolio just described, Shire has been known, over the years, to use established treatments and formulate them into something better. This was done by constantly consulting with our customers (physicians and patients) and listening to their needs. Get the facts, get the strategy and get there fast, I was once told! We then developed products that would improve patients' adherence to treatment and their overall quality of life. This was the case for Adderall XR[®] and is now the case for Mezavant[™]. It will also be the case for Vyvanse[™], a new pro-drug stimulant which was recently approved by the Food and Drug Administration, which is bringing the treatment of ADHD to a new level by reducing the risk of misuse/abuse of these medications by using a new technology and applying it to a therapy already proven in the marketplace.



Claude Perron Vice-President and General Manager; Nadine Mercier, Director of Finance; Sylvie Lafrance, Senior Legal Counsel; Michel Florio, Director of Sales; Johanne D'Araron, Director of Human Resources; Bonnie Cockhill, Senior Director, Regulatory Affairs; Mary Di Marzio, Director of Marketing.

Many pharmaceutical companies, including Shire BioChem, have established joint development and marketing agreements with other pharmaceutical companies. Do you foresee Shire BioChem getting involved in additional joint agreements in the future?

We have had a long-standing relationship of 12 years with GSK for the marketing of 3TC[®] in Canada, a partnership that has made the Canadian performance of 3TC[®] the best in the world, year after year on a per capita basis. GSK retains the responsibility to market 3TC[®] in the rest of the world. In 2003, we in-licensed five products from Draxis Pharma to improve our presence within the CNS and nephrology areas. We recently out-licensed eight products from our Roberts Heritage to Paladin Labs, which as I mentioned previously, also markets Replagal[®] for us in Canada. Several years ago we signed an agreement with New River Pharmaceuticals to jointly develop Vyvanse[™]. Earlier this year, we completed the acquisition of that company, giving us full control over the development and commercialization of that product and potential future candidates.

If the opportunity makes sense and we believe partnering can improve value to our customers, we will continue to evaluate these opportunities accordingly. However, if we believe we can successfully compete alone, we will market these products by ourselves.

What are the major issues that impact your business in Canada?

The issues we face are the same my colleagues face. All R&D-based companies face the issue of timely access to new medicines and their reimbursement. The introduction of the Common Drug Review (CDR) in 2003 has added a layer of bureaucracy that we believe brings complexity to a system already plagued with inadequacies. How can a drug be given priority review by Health Canada, be treated as just another drug by the Patented Medicine Prices Review Board and then not be recommended for reimbursement by the CDR? This is happening because there is no clear communication and alignment between our regulatory authorities.

On the other hand, the pharmaceutical industry has to be better prepared to face the changing needs of our regulators by complementing our clinical development strategy with sound prospective pharmaco-economic plans to help frame the societal impact that new medicines bring to the market. It is our role as leaders in Canada to help our colleagues, in other markets, communicate the reality that this is becoming a global trend.

The new Data Protection Regulations that were enacted last October are a step in the right direction, as far as continuing to improve availability of new medicines, but this can only be done if all regulatory bodies work in an aligned and consultative process with industry stakeholders to expand the new treatment options for Canadians.

Your employees enjoy working with you at Shire BioChem. What differentiates Shire BioChem from other employers?

First, I am happy to have a local management committee mostly composed of women. This brings good and different ways to address issues and pave the way for future company direction. Secondly, because of the major changes the company has gone through since the BioChem acquisition in 2001, the closing of the Laval Research facility in 2003 and the suspension of Adderall XR® in 2005, we have overcome a series of significant challenges that are making us stronger today. We went through an all-employee survey last year that we will be tracking longitudinally. This gave us great leads as to how to improve our corporate image and overall positioning.

Most of our employees have been in the industry for some years and are characterized by their commitment to agreeing to global/local strategy, accountability throughout their working responsibilities and excellence in executing what they do and bring to customers, a total quality approach. This “make it happen” attitude has led us through difficult times and is setting us up for the new and exciting growth challenges that lie ahead. **CPM**

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