



Sanofi-Synthelabo's Promising Future

Talking with Yvon Bastien,
President and General Manager,
Sanofi-Synthelabo Canada Inc.

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How have you reached your current position as President and General Manager of Sanofi-Synthelabo Canada?

I've been in the pharmaceutical industry for more than 25 years. I'm Canadian, and was fortunate enough to attend medical school in Belgium. When I decided to come back to Canada, I registered in the MBA program at Concordia University. In 1975, I started as a hospital representative for Eli Lilly. I was amazed at how little data sales reps had on either their own performances, or what their competitors were doing. At the time, I saw Territory Sales Analysis (TSA) as a much-needed tool and, therefore, I joined IMS Health to work with their TSA development team. Eventually, I became general manager there. I subsequently moved to France as Vice-President of Sales and Marketing for Laboratoires Debat, and had the opportunity to work in the French market. From there, I moved on to work as European Marketing Manager with the Ciba-Geigy Pharmaceutical Division based in Basel, Switzerland. I then returned to France as Head of European Operations for Jouveinal Inc., and eventually came back to Canada with Jouveinal as Chief Executive Officer (CEO). In November 1995, I joined Sanofi-Winthrop (which later became Sanofi-Synthelabo Canada Inc.) as General Manager to run their Canadian operations.

Sanofi-Synthelabo is one of the fastest growing pharmaceutical companies in Canada and in the world. What product or products have contributed to your rapid growth?

Avapro® (irbesartan), Plavix® (clopidogrel bisulfate) and Ambien® (zolpidem tartrate) have all contributed to our major international growth. But it's the promise of our pipeline products that makes Sanofi-Synthelabo such an interesting place to work and an attractive place to invest. Among our four key therapeutic areas (Cardiovascular Disease/Thrombosis, Oncology, Internal Medicine and Disorders of the Central Nervous System [CNS]), we have 48 compounds in

development programs, 20 of which are in phases II or III. In Canada, we've doubled the size of our Clinical Research Team in the past three years, mostly due to the quality of the Canadian team, but also because of the high standards of excellence for which Canadian hospitals and clinical research centres are known. All the ingredients are there to make Sanofi-Synthelabo a continually successful company in the future.

Plavix and Avapro are being co-marketed with Bristol-Myers Squibb. Why the decision to co-market?

At the time, Sanofi had major products in development and needed a large, well-established partner to co-develop these brands and help us make them reach their full potential. In 1993, we entered into a worldwide co-development deal that materialized in North America into a co-promotion arrangement with Bristol-Myers Squibb (BMS). In some European countries, we have a co-promotion and a co-marketing agreement with BMS.

Has the joint venture been mutually beneficial?

The joint venture between Sanofi and BMS has been spectacular and has produced exceptional results. It has created immediate awareness and strong sales growth for both Avapro and Plavix. We brought two different cultures together and now we both look at marketing issues in a new way. Different people have different ways of looking at the same issues, and I believe diversity brings out the best strategies and implementations. Mixing two cultures produces a creative tension that stimulates the development of our executives and produces a very successful sales performance.

What types of personnel opportunities have been created by your rapid growth?

We are seeing incredible opportunities to challenge the status quo and to look at each and every new situation with fresh eyes. We're relatively young, which

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From left to right: Patrice St. Jean, Regional Sales Manager, Sanofi-Synthelabo Canada Inc.; Yvon Bastien, President & General Manager, Sanofi-Synthelabo Canada Inc.; Roberta Bondar, physician, scientist, photographer and Canada's first female astronaut; and John Huss, Vice-President, Marketing & Sales, Sanofi-Synthelabo Canada Inc.

gives us the ability to look forward, rather than backward at outdated processes. Being relatively new encourages growth and provides the opportunity to challenge traditional methods. We've become very open to new concepts and new ways of doing things, rather than relying on a long-established template.

What challenges does Sanofi-Synthelabo Canada currently face?

A fast-growing environment creates a situation where traditional processes can be challenged, and gives us room to find innovative solutions. The pace of growth creates the situation we want: the right dosage of cre-

ative chaos to assess the market, with processes to assure coherence. The challenge for us in Canada is to triple our sales in the next three years, while maintaining the balance between processes and creativity.

What new products do you anticipate marketing in the next one to five years?

This year we're launching three major products: Xatral® (alfuzosin), Arixtra® (fondaparinux sodium) and Elitek® (rasburicase). We also have a pipeline of Central Nervous System (CNS) products coming in two to three years. We anticipate at least one, if not two, launches per year for the next three years.



And what does the future hold for Sanofi-Synthelabo in Canada?

We haven't yet seen the full potential of our existing products. The Group's pipeline is also extremely promising, making us an even bigger player in the pharmaceutical industry.

What can you say about Sanofi-Synthelabo Canada on a broader scale? What distinguishes you from anyone else in the industry?

We're building an inclusive culture based on freedom, respect and openness. We share both good and bad news with our employees. This trust allows employees to generate valuable solutions to any problems we may face. We ensure everyone can participate fully, and

encourage participation on an individual level. I believe people who sit around a boardroom table discussing an issue expect to hear new ideas, thereby creating additional opportunities. At Sanofi-Synthelabo, this is a reality.

We fully recognize that to nurture the inclusive culture that characterizes us, we need to continue to deliver exceptional financial results for our shareholders.

Tell us about your volunteer program.

About three years ago, we put a volunteer program together for our staff. Employees are encouraged to volunteer their time with groups in the community. I believe giving back to the community is part of our purpose, so we offer our employees two days a year for volunteer service. We are privileged to be healthy

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Sanofi-Synthelabo R&D Portfolio as of January 31, 2002

Preclinical	Phase I	Phase IIa	Phase IIb	Phase III	Submit./Approv. /Launched*
Cardiovascular/ Thrombosis SSR 123781 SSR 126517 SSR 149744 SSR 182289	SL 65.0472 SL 65.1708	SR 121463	idraparinux	dronedarone	Arixtra® Avapro® PLAVIX®
Central Nervous System SSR 125047 SSR 125543 SSR 146977 SSR 149415 SSR 180575 SSR 181507 SSR 240612 SSR 591813	SR 57667 SR 144190 SL 25.1131 SL 25.1188 SL 65.0155	SR 48968 SL 65.1498	SR 58611 eplivanserin osanetant xaliproden		Xapрила®* Stilnox®*
Oncology	SR 271425 CEP7055	SR 27897 SR 31747 SR 48692 IDD3		tirapazamine	Eloxatin®* Elitek®*
Internal Medicine SSR 69071 SSR 125180 SSR 125329 SR 146131 SSR 150106 SSR 240600	SR 147778	SR 48692 SR 48968 SR 140333		fumagillin pleconaril rimonabant	Xatral®

*May not apply in Canada.

and to have good jobs and we want to share our energy and vitality with others in the community.

If you could equate your success with a sense of purpose, what would that purpose be?

We reflect a sense of purpose that can best be described by three key elements: the heart, the mind and the bottom line. The heart means the respect we have for each other and for the Canadian population we serve. The mind is our knowledge. Our experience

in the pharmaceutical industry is key to researching, developing and marketing products. The bottom line is the outcome, and the goal of the way we relate to each other. Our challenge is to ensure that when making decisions, we always respect these three elements — the heart, the mind and the bottom line. CPM