NEW **PHARMA** LEADER

Throughout 2012, our honorees have demonstrated what it means to be a New Pharma Leader.

They knew how critically important it is to understand their stakeholders better than anyone else, anticipating and addressing their specific and changing needs. Through innovative thinking, creative problem-solving and unparalleled execution, they raised their own bar to achieve impactful results.

Now they will serve as important role models as we build AbbVie together. Their tireless work will ensure that the full value of our brands is understood by our key stakeholders, and that our brands will ultimately make a remarkable impact on the lives of patients everywhere.

That is what being a New Pharma Leader is all about.

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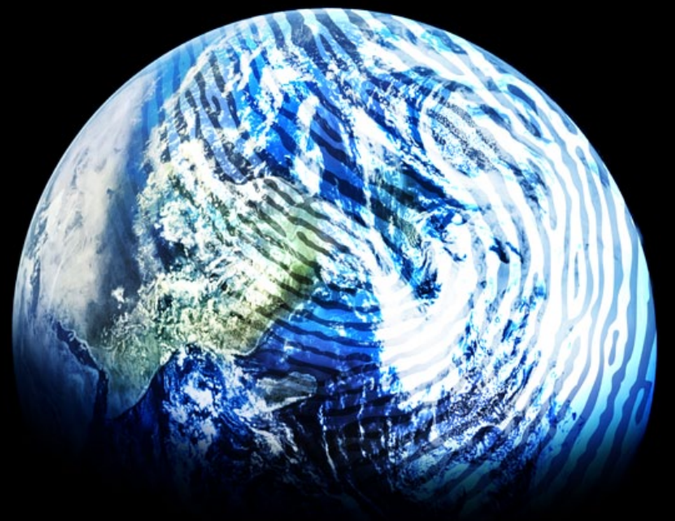

NEW PHARMA LEADERS

2013 ABBVIE GM MEETING

MEET OUR 2012 **NEW PHARMA LEADERS**

Gabor Jozsa

Government Affairs Director,
Hungary

Revolutionizing the Anti-TNF Reimbursement and Distribution System in Hungary

In Hungary, **Driving Big Ideas** led to the introduction of a new system that helped improve anti-TNF reimbursement and distribution policies amid tough economic conditions.

Working within a country struggling to manage unsustainable social health care costs, Gabor Jozsa sought to reshape the environment from within. By studying the Hungarian market with fresh eyes and soliciting the insight of various stakeholders, he and his team created an ambitious plan that avoided the "claw-back" pricing risks of anti-TNF drugs sold in the retail market.

Hungary's previous model provided a dangerously low level of payer control. Because biologics are the fastest growing products within the country's drug budget, it was one of the priorities of the National Health Fund (NHF) to eliminate waste and inappropriate usage, as well as monitor consumption. Also, a significant variance in the treatment cost among biologics brands was not medically justifiable.

Facing these challenges, Gabor presented a new model built around discount pricing that generated significant savings for the government while also delivering a 15 percent net price increase for Humira. Additionally, goods began being distributed directly to selected center pharmacies (with close monitoring).

The move brought more transparency and control to the Hungarian NHF, as well as better use of their limited resources. And for AbbVie, Humira has become the clear winner against IV drug brands thanks to its simple dosing and administration across all indications.

After just one year, this new public procurement plan is considered one of the most successful improvements of the Hungarian drug subsidy system. The additional controls not only saved money for the country's NHF, they also helped **Advance Standards in Care** by providing local patients with continuous access to these highly effective treatments.

Phil Schwab

Senior Manager, Federal Government Affairs,
Canada

Laurie Dotto

Director, Government Affairs & Market Access
Canada

Strengthening Biosimilars Position in Canada

Phil Schwab and Laurie Dotto helped **Advance Standards In Care** in Canada by pursuing a proactive outreach program that has protected patients and significantly broadened the market's understanding of biosimilars. With the strong probability of a biosimilar launch in Canada, AbbVie is attempting to shape and influence the local discussion on regulatory and reimbursement policy. The goal is to avoid therapeutic substitution and automatic interchangeability when a biosimilar is introduced in 2013.

Utilizing a multi-pronged approach that featured extensive trade association engagement, Laurie and Phil worked tirelessly to communicate Abbott's position on biosimilars, as well as influence key customer awareness of the complexity of these biologic medical products. They leveraged advisory boards and education events, as well as customer surveys initiated with payers, to target several key groups, including policy makers, public and private payers, physician opinion leaders and specialty associations, and patient stakeholder groups.

These programs were instrumental in fostering proactive meetings between rheumatologists and healthcare providers, which helped drive home the importance of real clinical evidence to support any new biologic entering the market. As a result of the extensive outreach, patient groups gained a better understanding of the science behind biologic products and the rationale for opposing interchangeability — and payers learned that biosimilars are not generic biologics.

To accomplish this complex communications effort, AbbVie Canada **Transformed Our Organization** by creating a cross-functional internal task force. By bringing together multiple departments including Compliance, Communications, Market Access, and Government Affairs professionals, Laurie and Phil ensured that skill sets from across Abbott would work together to address the biosimilars issue.

But perhaps the most important result of the biosimilar outreach strategy in Canada is the close working relationship that now exists between the industry and Canada's national public health department, *Health Canada*. As a result, the government agency strengthened its position on biosimilar naming in 2012, which will help ensure that products are differentiated in the marketplace.

Matt Regan

General Manager
Norway

Changing the LIS Paradigm in Norway

Faced with a difficult tendering situation in Norway, Matt Regan responded by **Driving Big Ideas** that not only led to significant product growth, but also challenged the country's existing LIS (drug procurement cooperation) tender setting.

In Norway, through a national tender, Humira competes against several rheumatology brands such as Enbrel Powder, Cimzia, and Remicade—all of which are tendered at a discount of more than 20 percent. Typically, the response to such a predicament is to adapt prices downward in order to reduce the price gap. However, Matt pursued a bolder strategy, strengthening Humira's market position: He highlighted the product's inherent strengths by focusing on real-life data versus its competitors.

As a result, rheumatologists were empowered to deviate from the official LIS ranking. This game-changing approach helped make Humira the fastest growing anti-TNF in the market in 2012 despite its significant price difference.

Additionally, Matt embarked on a full-fledged outreach program to payers, key opinion leaders, and patients that is **Advancing Standards In Care** for patients. Together with his team, he's challenging the current LIS tender setting to create a new tender box for nr Axial SpA (non-radiographic axial spondylarthritis). Thanks to Matt's leadership, Humira is set to achieve a uniquely favorable position in the LIS tender. To make this happen, Matt led a coordinated stakeholder engagement plan that positioned nr Axial SpA at the forefront of new standards in rheumatology.

Currently, Matt's team is working with additional real-life data that could, in the future, challenge the overall validity of LIS tendering in Norway. His goal for the initiative is nothing less than to provide the patients of Norway with the very best treatment options available.

More recently, Matt has taken his passion for helping the lives of patients to Great Britain, where he has been appointed as General Manager, UK.