Confidential

KAILASH D. SHARMA

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BILINGUAL PHARMACEUTICAL/HEALTHCARE SENIOR EXECUTIVE

Results-proven tenacious health care / pharmaceutical / medical device senior executive with 18+ years of experience in managing all core functions in all phases of drug development cycles at the top pharmaceutical companies worldwide in the local, international and global context, including experience in managing manufacturing, packaging and marketing of generics and handling operations of medical device business in Japan.

Core competencies include strong scientific knowledge, combined with an in-depth training in business principles and practices in strategic business development and all aspects of marketing, in addition to the native level Japanese ability. Leader in senior R&D and Pharma Operations positions in Japan. Currently GM for a medical device business in an American healthcare company. Outstanding skills in assessing what is needed, recommending sensible (value-added) solutions, and effectively motivating staff to build and sustain forward growth momentum and providing environment conducive to open communication and opportunities for professional development. Accomplished strategist & public speaker, good logical and analytical ability and have proven ability to perform multiple, complex tasks and possess a high level of initiative. **Additional areas of expertise and competencies include: Business Expansion & Development/B to B Business/Alliance Management/Revenue Cycle Improvement/Operational Analysis/P&L Management/High-Impact Presentations/Team Building & Leadership - Set Vision and Strategy; Anticipate; Innovate; Build; Deliver Results; Vision and Mission Planning/Integrated Sales and Marketing Leadership/Business Development and Analysis/Employee Development and Motivation**

PROFESSIONAL HISTORY/EXPERIENCE

November 2013 – Present
General Manager
Abbott Diabetes Care (ADC), Abbott Japan Co. Ltd., Tokyo, Japan

PRINCIPAL RESPONSIBILITY:

Provide leadership and direction to ADC Japan team to deliver sustainable, profitable results through plan execution that support short and long-term growth.

SALES AND DIVISION MARGIN PERFORMANCE

- Develop business plans and strategies in order to grow sales, maximize division margin, and increase market share
- Deliver revenue growth in line with agreed divisional commitments
- Maximize the profitability of the division. Review monthly the profitability of the division and products through division P&L and product P&Ls.

MARKETING, SALES AND BUSINESS DEVELOPMEMT

- Guide the development of market strategies aimed at building brand awareness and customer loyalty
- Coordinate product promotional cycles to minimize the utilization of resources
- Benchmark industry practices (competitors) and other affiliates marketing programs
- Control and coordinate the development of marketing programs and implementation through the field force and agencies
- Successfully launch of new products according to launch plan dates
- Manage inventory of products and make sure to reduce the DOH but being careful to not have a shortfall for key product groups
- Ensure Sales and Marketing group comply with relevant Acts, legal demands, ethical standards, Corporate Business and Safety Procedures and Abbott Code of Business Conduct.

STRATEGIC FOCUS

- Lead the development & maintain the relevance of longer term strategic plans.
- Follow up industry trends and changes in health care reforms that will impact the business favorably or unfavorably. Prepare strategic plans to maximize opportunities or avoid negative impact.
- Establish corporate partnerships through in licensing, co-marketing or/and co-promotion. Foster and leverage business growth of existing business partnerships.
- Establish distributor agreements and managing those relationships.
- Allocate and sustain necessary assets (people, materials, equipment) to achieve ‘current” plan and strategy.

PEOPLE MANAGEMENT

- Lead a value-based organization culture that leads to differentiation and advantage in the marketplace.

- Build a dynamic business culture and team spirit in line with Abbott values and ADC vision.
- Lead talent management, succession planning, talent development, and talent recruitment programs and activities.
- Develop and Drive management teams and employees through challenging assignments, feedback, coaching and formal development experiences, with a focus on employee engagement, retention and profitable growth.
- Share best practices across organization
- Effectively implement and follow up on performance excellence.
- Effectively communicate with all levels of staff via staff meetings, written communications and one-on-one communication. Interact and work with management/employees to promote teamwork.
- Establish lines of control and delegate responsibility appropriately

OPINION LEADER DEVELOPMENT

- Develop and nurture customer relationships with key opinion leaders and government officials that influence Abbott image and business activity
- Develop and maintain rapport with key opinion leaders in the market place to identify trends, competitor activities and new opportunities

TEAM PRODUCTIVITY

- Implement productivity enhancement activities to increase subordinates' productivity and assist to increase sales representatives' productivity in coordination with Sales Director.
- Provide guidance, coaching and feedback via ongoing monitoring and evaluation of performance and efficiency of the team.

OTHERS

- Ensure ADC Japan team complies with relevant Acts, legal demands, ethical standards, Corporate Business and Safety Procedures and Abbott Code of Business Conduct.
- Ensure compliance with all relevant Occupational Health, safety and Environmental legislative requirements, policies and procedures and serve as a role model to all employees by demonstrating full support of Abbott occupational health, safety and environmental programs.
- Build lasting collaborative relationship with, and influence internal stakeholders including other Abbott GMs.

July 2009 – November 2013
President and Representative Director
Zydus Pharma Japan Co., Ltd. (100% subsidiary of Zydus-Cadila Group), Tokyo, Japan

- As a head of operations, drove the growth of the company in a highly competitive and under developed generic environment in Japan. Leading Business Development and Sales and Marketing functions that are most critical for the growth of the company in Japan, including handling the Factory operations
- Grew portfolio both in terms of organic (development and launch of in-house generic

products manufactured in India) and inorganic terms (Acquisition/JV, Alliances, In-licensing/Out-licensing of products and Divestitures)

- Factory Operations – Responsible for the manufacturing, packaging and Quality testing of products under GMP, GQP, GCP. Currently the only Indian company who is successful to bring the bulk products that are manufactured at factories in India (accredited by FDA, PMDA and most of the world regulatory bodies) and packaged at our facilities in Japan. Enabling supply chain solutions, leading negotiations, executing supply agreements and also managing the alliances to ensure supply and partner conformity to contractual obligations
- Sales and Marketing – Formulation of sales and marketing strategies for all the Zydus products, including in-licensed and acquired products. Working very closely with the KOLs, Wholesalers, Distributors, Pharmacies, for the promotion of Zydus products. Regular visits to the field and discussions with the key customers
- KOL development for not only the promotion of the company products but also for the enhancement of awareness towards generics and the capabilities of Indian healthcare sector
- Development of future portfolio by exploring the areas that the company can leverage on based on its global strengths and develop and implementation of the appropriate sales and marketing strategies. Serve as a liaison between India manufacturing operations and potential partners in Japan for the opportunities such as contract manufacturing of generic as well as branded products in India, API supply from Zydus India, Vaccine manufacturing in India, in addition to assist Japanese companies to enter Indian and other Asian markets where Zydus already has presence
- Assure that the organization is operating within established corporate policies and procedures

Selected Accomplishments

- Growth – Grew the company from 40 people (and 2 Million USD) company to over 100 (>15 million USD) company in about one year
- With the launch of Amlodipine Generic, became the first Indian company to get approval and launch a product manufactured in India, through its own subsidiary with the current portfolio of about 20 products that are manufacturing in India.
- Business Development - Acquisition of a Japanese generic company and successful integration of the two companies; In-licensing of 25 generic products from 3-4 pharmaceutical companies; Acquisition of a long-listed product, which is bringing about 30-40% of the total company sales; Co-development deals for Zydus products with other generic companies; Contract manufacturing deal with a Japanese pharmaceutical company for manufacturing their development candidate in India; Supply of Zydus API to several pharmaceutical companies in Japan; Co-promotion deal with a small-sized Japanese pharmaceutical company; Toll packaging of some of the Zydus products at outside packaging facilities; Now under discussion with two major players for an alliance deal for co-development and co-marketing of Zydus products as well as contract manufacturing in India
- Visibility – Changed the name of the company from a Japanese name to its original

name and made the company visible in Japan by a number of PR activities

- As a Chairman of IJPA (India Japan Pharmaceutical Alliance), proactively worked with regulatory authorities and Indian government to promote the use of Indian formulations (including APIs) in Japan and to promote the collaborations between India and Japan in the field of pharmaceuticals
- Infrastructure of the company – Handled the operations from scratch and establish all functions such HR, Development and Regulatory, Pharmacovigilance, manufacturing & packaging etc.

July 2003 – June 2009

Senior Director, Business Analysis and Business Development; also concurrently Head of New Products & Opportunities, Sanofi – Aventis KK, Tokyo, Japan

- Commercial Analysis and Portfolio Management of Sanofi-Aventis all new products portfolio including products that are out-licensed, in-licensed or products acquired from other companies. Provide comprehensive and high-quality business cases/commercial plans, from the perspective of Japanese business that helps Sanofi-Aventis KK make smart decisions on new products, which are destined to become successful new medicines. Provide strategic and functional leadership in multifunctional team activities and hold broad scope of responsibility that includes P&L accountability, strategic market planning, business development, sales forecasting, marketing and pricing planning (Therapeutic Areas covering – CNS, Metabolic Disorders (Diabetes, Hyperlipidemia, and Obesity), Cardiovascular, Oncology and Internal Medicine (Respiratory, Inflammation, etc.)
- Acted as commercial lead in the due diligence, negotiations & deal executing ensuring the deal value is maximized.
- Generate the integrated (commercial and scientific) development proposals for new entry candidates as well as in-license/out-license projects and also input into the formulation of middle to long-term business plan, including building of commercial strategy and make recommendations for life-cycle management initiatives for the marketed drugs (with special focus on improvement of current sales, possible take-back of products and potential mergers)
- Develop and maintain partner portfolios to manage partner's activities and measure performance
- Maintenance of market models and epidemiology databases and introduction of new drug evaluation and portfolio management models and techniques.

Competitive Intelligence

Systematic collection, filter and report on competitors pipeline products, R&D profiles & alerts on critical developments. Maintenance and updates of databases of partners information that would assist the company for making pipeline/portfolio decisions and also assist in formulating the development strategies.

Strategic and Life cycle Management Analysis

Provide strategic insights and recommendations to help achieve the company's goals for growth in the short and longer range, with special focus on improvement of current sales,

possible take-back of products, recommendations on in-licensing opportunities and potential mergers.
Leader for the life cycle management opportunities analysis for the marketed products. LCM analysis of all saKK marketed portfolio (including three blockbuster drugs in the field in diabetes, allergy and CV). Established full alignment and collaborations with internal (Development, Marketing, Regulatory, Manufacturing, Supply chain, Safety, etc) and external stakeholders serving as a liaison, by taking leadership role across all phases of the project, i.e., Idea generation, project evaluation, project validation, execution and implementation).

Selected Accomplishments

- **Development / Marketing Initiatives –** Grew size of new products portfolio by 50% in two years with two potential blockbuster drugs with sales in access of $ 1 Billion Dollars; As a leader of "Opportunity Hunting /Gap Analysis Project", able to identify new opportunities leading to stronger and value-added portfolios
- **Staff Development –** Significant improvement in analyzing abilities of staff and ability to think out of the box and presentation skills, leading to excellent retention
- **Performance –** 4th time in a row exceeding the target goal. Selected as a leading member of the Japan Sanofi-Aventis Leadership Team and was appointed as a master of ceremonies for this prestigious quarterly meeting
- **Visibility –** Directed various initiatives that focused on power presentations, new project evaluation trainings, master of ceremony for the prestigious leadership team, resulting in improved team performance and increased recognition of the department in the company.

July 1998 – June 2003
Product Portfolio Manager and Pipeline Strategist: Eisai Co., Ltd., Tokyo, Japan

- Portfolio Management of Eisai's pipeline (including all in-licensed and out-licensed products). Scientific and business evaluation of new projects and license-in candidates. Head of Cardiovascular and Metabolism therapeutic areas
- A leading member of company's "Project Evaluation Group", responsible for strategic planning, SWOT and competitive analysis, asset valuation, resource allocation and cost management of company's top priority products using a special assessment model, ultimately assisting the top management for the go/stop development decision making
- Expert and one of the main investigators / analyst of R&D product review and project value assessment techniques and financial models, i.e., NPV, real options, etc. Very closely worked with company's Business Development department for screening, and evaluating in-licensing opportunities and formulating strategies for in-organic growth of the company
- Active member of CNS and GI franchise committees. Successfully evaluated the company's major CNS drugs including one drug resulting in a successful launch and currently with sales exceeding $2.0 billion worldwide.
- Preparation of drug development plans for projects entering clinical phases and closely monitoring the project time lines

Selected Accomplishments

- **Development Initiatives -** Came up with life-cycle management strategies for a CNS drug that saved millions of dollars by delaying generic invasion. **S**trategic planning and asset valuation of company's two cardiovascular products, which successfully cleared the candidate selection milestones and proceeded to clinical development and are forecasted to be the next blockbusters of the company.
- **Performance –** Got promoted very fast after joining in 1998 and soon became the leading member of the company
- **Special Initiative -**. Appointed as an active member of company's special "Genome Project" and successfully evaluated company's Pharmacogenomic abilities and recommended an action plan with special emphasis on the clinical research that was implemented in April 2001. These new research methodologies are steadily generating results, and Eisai is striving to further increase the volume and value of those results and today the company is well known for its advancement in genomics in Japan

May 1996 – June 1998

Researcher, Department of Toxicology and Safety Assessment: Nippon Boehringer Ingelheim, Kawanishi, Japan

- Responsible for (GLP) toxicological/preclinical testing of the drugs; gained an extensive experience in planning and conducting preclinical toxicology studies
- Involved in basic research projects, pioneered different molecular biology techniques and experimental animal models and successfully utilized them in GLP testing of drugs.
- Prepared the GLP tox reports

Selected Accomplishments

- **Special Initiative -** A leading member of company's "Strategic Planning Group" and actively involved in brainstorming and exchange/stimulation of ideas with researchers from other research institutes and pharmaceutical industries in order to utilize the already terminated or discontinued drugs and was able to utilize two terminated drugs and reinitiated the development resulting in successful INDs (Investigational New Drug) applications
- **Others -** Successfully handled the translation and interpretation assignments (English-Japanese and Japanese-English)

EDUCATION

1. Certificate of International Law, October 2014
Temple University Japan
2. MBA (Executive MBA), April 2002 **(AWARDS: Dean's award for excellence)**
Temple University, Philadelphia, US
3. Ph.D., Cell and Molecular Biology, June 1996 **(AWARDS: Special Research Grant)**
Kurume University Medical School, Fukuoka, JAPAN
4. Master of Science (Honors school), Medical Microbiology, March 1991 **(AWARDS: Certificate of Distinction)**
Punjab University and PGIMER[#], Chandigarh, INDIA
5. Bachelor of Science (Honors school), Microbiology, March 1989 **(AWARDS: Merit**

Certificate for Outstanding Performance)
Punjab University and Post Graduate Institute of Medical Education and Research, Chandigarh, INDIA

PROFESSIONAL AFFLIATIONS

1. American Diabetes Association (ADA); 2. European Association for the Study of Diabetes (EASD); 3. European Society of Cardiology (ESC); 4. American Heart Association (AHA); 5. Japan Diabetes Society (JDS); 6. Japan Society for the Study of Obesity (JASSO); 7. Japan Generic Association (JGA); 8. Japan Pharmaceutical Manufacturers Association (JPMA); 9. Japan Society of Generic Medicines; 10. Chairman of IJPA (India-Japan Pharmaceutical Alliance)

LANGUAGE ABILITIES

English, Japanese, Hindi