



Nothing works for you like a network that works together

The *Pharm Exec* 50 for 2008 accounted for prescription drug sales of more than \$510 billion. Interestingly, except for Pfizer, GSK, Sanofi-Aventis (numbers one through three, respectively), and Watson (number 50), every company on the list showed positive growth last year, including some solid double-digit performances.

Much of that growth was driven by mergers, of which there were many. Nycomed, for example, almost tripled in size after its purchase of Altana, itself a top 50 company. And because rankings in the *Pharm Exec* 50 are calculated in US dollars, a number of European companies look better than they might have if reported in their native currencies. (Roche's prescription drug revenue, for instance, grew by 11 percent in Swiss francs, but more than 20 percent in US dollars.)

We made one key change in the way

we assembled this year's 50. In the past, private companies that did not disclose sales figures were omitted. Starting this year, we're offering estimates. This mostly affects privately owned European companies such as Menarini, Servier, and Ratiopharm, though it also means a first time ranking for Procter & Gamble, whose multi-billion dollar pharmaceutical operation is such a small part of the company that P&G declines to break out the figures by sales of human prescription drugs and vaccines, as reported in annual reports and SEC filings.

We do not count royalty revenue, contract manufacturing, or animal health, and OTC is excluded as far as the documents allow. Some accompanying charts are based on figures from IMS health. These are calculated differently, and may disagree with numbers cited in the 50 itself.

THE PHARM EXEC 50

1. Pfizer
2. GlaxoSmithKline
3. Sanofi-Aventis
4. Novartis
5. AstraZeneca
6. Johnson & Johnson
7. Merck
8. Roche
10. Eli Lilly
11. Bristol-Myers Squibb
12. Bayer
13. Abbott
14. Amgen
15. Boehringer-Ingelheim
16. Schering-Plough
17. Takeda
18. Genentech
19. Teva
20. Novo Nordisk
21. Astellas
22. Daiichi Sankyo
23. Merck KGaA
24. Eisai
25. Otsuka
26. Servier
27. UCB
28. Baxter
29. Nycomed
30. Solvay
31. Gilead Sciences
32. Genzyme
33. Forest
34. Menarini
35. Allergan
36. Mitsubishi Tanabe
37. Chugai
38. P&G
39. Ratiopharm
40. CSL
41. Barr Pharmaceuticals
42. Alcon
43. Mundipharma
44. Shire
45. Biogen Idec
46. Stada
47. King Pharmaceuticals
48. Lundbeck
49. Actavis
50. Watson

PHARM EXEC TOP 50

THE WINNERS' CIRCLE

Pharma may be taking a hit, but a surprising number of the *Pharm Exec* 50 turned in double-digit growth last year. Sure, some of that is a matter of mergers and the falling dollar, and the giants at the top of the list actually lost sales. But the industry's elite still features players who know how to hit the bullseye. BY PHARM EXEC STAFF

Rank [06 Rank]	Company & Headquarters [Web site]	2007 Global Pharma Sales [change from 2006]	R&D Spend	2007 Top-Selling Drugs [2007 sales]
1 ^[1]	Pfizer New York, NY [pfizer.com]	\$45.1 B [-1.5%]	\$8.1 B	Lipitor [\$12.7 B] Norvasc [\$3.0 B] Celebrex [\$2.3 B]
2 ^[2]	GlaxoSmithKline London, England [gsk.com]	\$39.2 B [-2.7%]	\$6.4 B	Seretide/Advair [\$6.9 B] Lamictal [\$2.2 B] Valtrex [\$1.9 B]
3 ^[3]	Sanofi-Aventis Paris, France [sanofi-aventis.com]	\$37.4 B [-1.4%]	\$6.5 B	Lovenox [\$3.8 B] Plavix [\$3.5 B] Lantus [\$3.0 B]
4 ^[4]	Novartis Basel, Switzerland [novartis.com]	\$29.5 B [9.3%]	\$6.4 B	Diovan [\$5.0 B] Gleevec [\$3.1 B] Zometa [\$1.3 B]
5 ^[5]	AstraZeneca London, England [astrazeneca.com]	\$25.7 B [11.5%]	\$5.1 B	Nexium [\$5.2 B] Seroquel [\$4.0 B] Crestor [\$2.8 B]
6 ^[6]	Johnson & Johnson New Brunswick, NJ [jnj.com]	\$23.3 B [7.0%]	\$5.3 B	Remicade [\$4.7 B] Procrit [\$2.9 B] Topamax [\$2.5 B]
7 ^[7]	Merck Whitehouse Station, NJ [merck.com]	\$22.6 B [6.9%]	\$4.9 B	Singulair [\$4.2 B] Cozaar/Hyzaar [\$3.4 B] Fosamax [\$3.0 B]
8 ^[8]	Roche Basel, Switzerland [roche.com]	\$16.9 B [20.3%]	\$6.7 B	MabThera/Rituxan [\$4.9 B] Herceptin [\$4.3 B] Avastin [\$3.6 B]
9 ^[10]	Wyeth Madison, NJ [wyeth.com]	\$15.7 B [18.8%]	\$3.1 B	Effexor [\$3.8 B] Plevnar [\$2.4 B] Enbrel [\$2.0 B]
10 ^[9]	Eli Lilly Indianapolis, IN [lilly.com]	\$14.8 B [19.0%]	\$3.5 B	Zyprexa [\$4.8 B] Cymbalta [\$2.1 B] Gemzar [\$1.6 B]

[Key Insights on the Top 10]

Pfizer: Shares hit a 10-year low in April 2008 with profit falling 18 percent // Voluntarily pulls popular Lipitor ads after it was revealed that spokesperson Dr. Jarvik was not a licensed cardiologist // Chantix comes under fire as people blog about adverse reactions; Pfizer beefs up warnings // Viagra turns 10 // announces in January that it will cut 10,000 jobs // Exhubera is voluntarily pulled off the market

Roche: Avastin is approved for breast cancer // Roche's Tamiflu receives stronger psychiatric warning // Judge temporarily halts sales of Mircera until lawsuit with Amgen over Aranesp patents ends // In January, Roche picked up Ventana for \$3.4 billion // Recalls AIDS drug Viracept

GlaxoSmithKline: Cuts cost of AIDS medication to impoverished countries // NIH trial reveals that Avandia does not lead to heart risks // Purchases Reliant Pharma for \$1.65 billion // Avandia receives black box for heart attacks // Andrew Witty is named CEO in October 2007

Sanofi-Aventis: Plavix patent upheld in New York court, generic sales by Apotex halted

Novartis: In December Novartis announced that it would axe 2,500 full time jobs // Ludwig Hantson is named CEO of Novartis North America // Pays \$11 billion for Nestle's eye care division Alcon

AstraZeneca: In February, lung cancer drug Recentin failed to meet its endpoint in clinical trials // FDA concludes that Prilosec and Nexium do not lead to heart problems // Study reveals that Crestor does not reduce the risk of death in older people that suffer from heart failure

Johnson & Johnson: Sued by Arkansas over marketing of Risperdal // Launches DTC ad campaign for Cordis drug-eluting stents // Establishes three new divisions to handle surgical technologies, chronic conditions, and potential growth areas // Settles Ortho-Evra suit for \$1.25 million

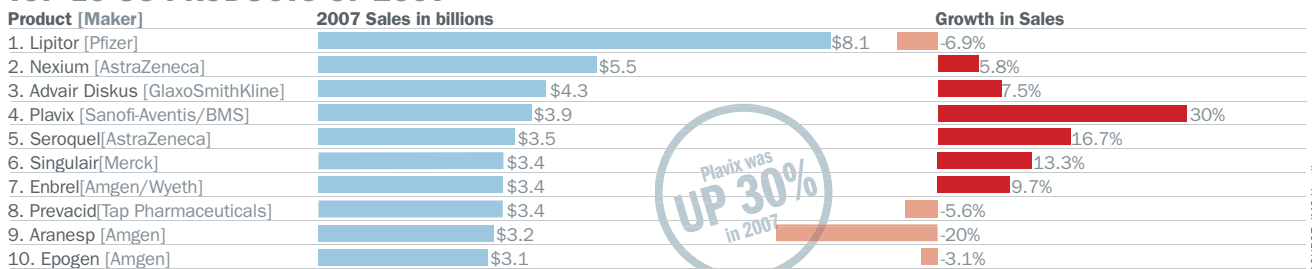
Merck: Vytarin gets slammed in the press after a study reveals that it is no better than generics for reducing arterial plaque // In January, a federal grand jury investigates Merck for off-label promotion of Vioxx

Lilly: The company is slammed with lawsuits claiming it withheld Zyprexa's side effects

Wyeth: Pristiq approved for depression // Releases generic version of heartburn drug Protonix // Announces that it will cut 50,000 employees over three years

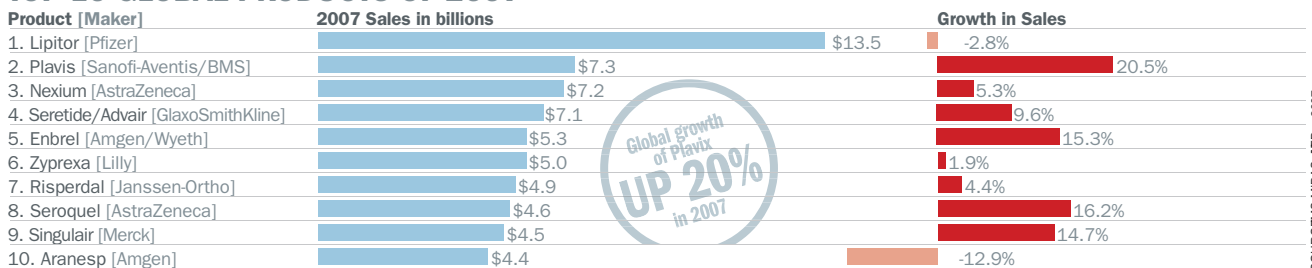
Rank ['06 Rank]	Company & Headquarters [Web site]	2007 Global Pharma Sales [change from 2006]	R&D Spend	2007 Top-Selling Drugs [2007 sales]
11 ^[11]	Bristol-Myers Squibb New York, NY [bms.com]	\$13.9 B [12.7%]	\$3.3 B	Plavix [\$4.8 B] Abilify [\$1.7 B] Avapro/Avalide [\$1.2 B]
12 ^[15]	Bayer Leverkusen, Germany [bayer.com]	\$9.87 B [51.9%]	\$3.8 B	Yasmin [\$1.5 B]
13 ^[13]	Abbott Abbott Park, IL [abbott.com]	\$12.4 B [18.0%]	\$2.5 B	Humira [\$3.0 B]
14 ^[12]	Amgen Thousand Oaks, CA [amgen.com]	\$13.9 B [3.3%]	\$3.2 B	Aranesp [\$3.6 B]
15 ^[14]	Boehringer-Ingelheim Ingelheim, Germany [boehringer-ingelheim.com]	\$10.9 B [15.4%]	\$2.4 B	Spiriva [\$2.6 B]

TOP 10 US PRODUCTS OF 2007



SOURCE: IMS Health

TOP 10 GLOBAL PRODUCTS OF 2007



SOURCE: BMS MIDAS, IVD, Dec 2007

16 ^[17]	Schering-Plough Kenilworth, NJ [schering-plough.com]	\$8.56 B [18.8%]	\$2.9 B	Remicade [\$1.6 B]
17 ^[16]	Takeda Osaka, Japan [takeda.com]	\$8.68 B [12.1%]	\$1.6 B	Lansoprazole [\$3.4 B]
18 ^[19]	Genentech South San Francisco, CA [gene.com]	\$7.64 B [23.6%]	\$2.4 B	Avastin [\$2.3 B]
19 ^[18]	Teva Petach Tikva, Israel [tevapharm.com]	\$7.82 B [20.3%]	\$581 M	Copaxone [\$1.7 B]
20 ^[22]	Novo Nordisk Bagsvaerd, Denmark [novonordisk.com]	\$6.85 B [19.6%]	\$1.2 B	Human insulins [\$2.6 B]

Rank [06 Rank]	Company & Headquarters [Web site]	2007 Global Pharma Sales [change from 2006]	R&D Spend	2007 Top-Selling Drugs [2007 sales]
21 ^[21]	Astellas Tokyo, Japan [astellas.com]	\$7.09 B [10.2%]	\$1.4 B	Prograf [\$1.5 B]
22 ^[23]	Daiichi Sankyo Tokyo, Japan [daiichisankyo.com]	\$6.8 B [4.7%]	\$1.5 B	Olmesartan [\$1.4 B]
23 ^[24]	Merck KGaA Darmstadt, Germany [merck.de]	\$4.91 B [24.5%]	\$1.7 B	Rebif [\$1.8 B]
24 ^[25]	Eisai Tokyo, Japan [eisai.co.jp]	\$4.85 B [14.5%]	\$921 M	Aricept [\$2.3 B]
25 ^[26]	Otsuka Tokyo, Japan [otsuka-global.com]	\$4.14 B [27.4%]	N/A	N/A

TOP THERAPEUTIC CLASSES BY GLOBAL SALES

Therapeutic Class	2007 Sales in Billions*
Oncologics	\$41.4
Lipid regulators	\$33.7
Respiratory agents	\$28.6
Acid pump inhibitors	\$25.6
Antidiabetics	\$24.1
Antipsychotics	\$20.7
Antidepressants	\$19.7
Angiotensin II antagonists	\$19.4
Anti-epileptics	\$15.2
Autoimmune agents	\$13.3

*Excludes unaudited markets, and Russia, Ukraine and Belarus audited data. Sales cover direct and indirect pharmaceutical channel purchases in US dollars from pharmaceutical wholesalers and manufacturers. The figures include prescription and certain over-the-counter data and represent manufacturer prices.

SOURCE: IMS Health

[19]
PERCENT
OF TOTAL
PRESCRIPTIONS
DISPENSED
THROUGH
MEDICARE PART D

THE DOLLAR AMOUNT OF
BRANDED PRODUCTS
LIKELY TO BE EXPOSED TO
GENERICS IN 2008

[\$13 B]

[2.8]
PERCENT THAT
VOLUME OF
PRESCRIPTION
SALES ROSE

ONCOLOGICS WAS THE
FASTEST-GROWING
CATEGORY, UP

[14]
PERCENT.

SOURCE: IMS Health

26	Servier Neuilly-sur-Seine, France [servier.com]	\$4.36 B [17.4%]	\$1.0 B	N/A
27 ^[30]	UCB Brussels, Belgium [ucb-group.com]	\$2.89 B [61.1%]	\$1.2 B	Keppra [\$1.5 B]
28 ^[27]	Baxter Deerfield, IL [baxter.com]	\$3.88 B [19.8%]	\$760 M	Advate [\$1.2 B]
29 ^[48]	Nycomed Zurich, Switzerland [nycomed.com]	\$1.50 B [190.1%]	\$415 M	Pantoprazole [\$2.5 B]
30 ^[28]	Solvay Brussels, Belgium [solvay.com]	\$3.43 B [10.3%]	\$606 M	Tricor/Lipanthyl [\$632 M]

Rank [06 Rank]	Company & Headquarters [Web site]	2007 Global Pharma Sales [change from 2006]	R&D Spend	2007 Top-Selling Drugs [2007 sales]
31 ^[35]	Gilead Sciences Foster City, CA [gilead.com]	\$2.59 B [44.1%]	\$591 M	Truvada [\$1.6 B]
32 ^[34]	Genzyme Cambridge, MA [genzyme.com]	\$2.63 B [22.6%]	\$738 M	Cerezyme [\$1.1 B]
33 ^[31]	Forest New York, NY [frx.com]	\$2.79 B [14.1%]	\$941 M	Lexapro [\$2.1 B]
34	Menarini Florence, Italy [menarini.com]	\$2.84 B [10.9%]	\$350 M	N/A
35 ^[33]	Allergan Irvine, CA [allergan.com]	\$2.64 B [17.6%]	\$718 M	Botox [\$1.2 B]

TOP 10 COMPANIES BY US SALES

Company	Total Sales US billions
1. Pfizer	\$23.5
2. GlaxoSmithKline	\$20.1
3. Merck	\$17.6
4. Johnson & Johnson	\$16.3
5. AstraZeneca	\$15.5
6. Amgen	\$14.3
7. Novartis	\$13.9
8. Hoffman-Laroche	\$12.3
9. Sanofi-Aventis	\$10.9
10. Lilly	\$10.3

[3.8%]

AMOUNT SALES GREW
IN THE US FOR 2007.
TOTAL US SALES WERE
\$286.5 BILLION,
COMPARED WITH
\$276.1 BILLION IN 2006

SOURCE: IMS Health, MIDAS, December 2007

[25]

THE NUMBER
OF NEW
NCEs
THAT WERE
LAUNCHED
IN 2007

Generics market hits
\$64.5B, with growth
of 11%, compared to
5% total market growth

LOST FROM THE LIST

Four top 50 companies and three near-misses were acquired last year:

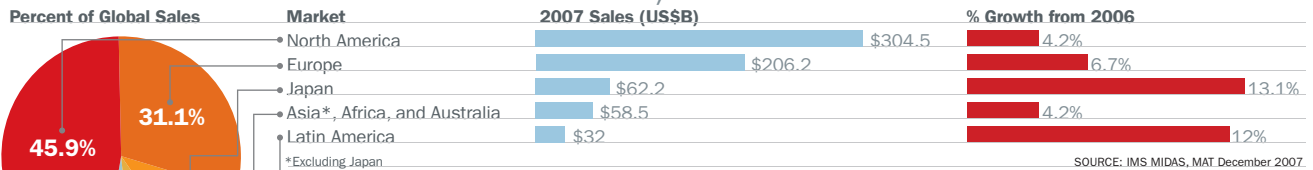
Schering AG (last year number 20, bought by Bayer)
Altana, last year 29, bought by Nycomed
Serono, last year's 36, bought by Merck KGaA
Akzo Nobel's Organon BioSciences unit, last year's 37, bought by Schering-Plough
Tanabe Seiyaku, bought by Mitsubishi
Medimmune, bought by AstraZeneca
Schwarz Pharma, bought by UCB

SOURCE: IMS (left)

36 ^[43]	Mitsubishi Tanabe Osaka, Japan [mt-pharma.co.jp]	\$1.73 B [73.3%]	\$644 M	Radicut [\$2.4 B]
37 ^[32]	Chugai Tokyo, Japan [chugai-pharm.co.jp]	\$2.73 B [9.2%]	\$485 M	Epogin [\$491 M]
38	P&G Cincinnati, Ohio [pg.com]	N/A	N/A	Actonel [\$791 M]
39	Ratiopharm Ulm, Germany [ratiopharm.com]	N/A	N/A	Generics [N/A]
40 ^[39]	CSL Victoria, Australia [csl.com.au]	\$1.97 B [23.3%]	\$159 M	N/A

Rank [06 Rank]	Company & Headquarters [Web site]	2007 Global Pharma Sales [change from 2006]	R&D Spend	2007 Top-Selling Drugs [2007 sales]
41	Barr Pharmaceuticals Montvale, NJ [barrlabs.com]	\$1.44 B [61.6%]	\$248 M	Seasonale [\$100 M]
42 ^[38]	Alcon Hünenberg, Switzerland [alcon.com]	\$2.01 B [15.1%]	\$564 M	N/A
43	Mundipharma Cambridge, England [mundipharma.co.uk]	N/A	N/A	N/A
44 ^[47]	Shire Hampshire, England [shire.com]	\$1.54 B [40.9%]	\$567 M	Adderall XR [\$1.0 B]
45 ^[42]	Biogen Idec Cambridge, MA [biogenidec.com]	\$1.78 B [20.0%]	\$925 M	Avonex [\$1.9 B]

GLOBAL PHARMACEUTICAL SALES BY REGION, 2007



The global pharmaceutical market grew by **6.4 percent** to approximately **\$712 billion**, at constant exchange rates

[31]
PERCENT OF EMERGING MARKETS' SHARE OF GROWTH IN THE GLOBAL PHARMACEUTICAL MARKET

TOP 10 R&D SPEND

Company	Total R&D Spend US billions
1. Pfizer	\$8.1
2. Roche	\$6.7
3. Sanofi-Aventis	\$6.6
4. Novartis	\$6.4
5. GSK	\$6.4
6. J&J	\$5.3
7. AstraZeneca	\$5.1
8. Merck	\$4.9
9. Bayer	\$3.8
10. Eli Lilly	\$3.5

U.S. MARKET'S CONTRIBUTION TO GLOBAL GROWTH —ITS LOWEST EVER

[25.5%]

SOURCE: PHARM EXEC 50 (right); IMS (left)

46	Stada Bad Vilbel, Germany [stada.de]	\$1.54 B [37.9%]	\$56.9 M	Omeprazole [\$1.6 B]
47 ^[40]	King Pharmaceuticals Bristol, TN [kingpharm.com]	\$1.89 B [8.0%]	\$184 M	Altace [\$646 M]
48 ^[45]	Lundbeck Copenhagen, Denmark [lundbeck.com]	\$1.66 B [22.4%]	\$429 M	Ciprallex [\$802 M]
49 ^[50]	Actavis Hafnarfjordur, Iceland [actavis.com]	\$1.40 B [27.6%]	\$97.5 M	Gabapentin [\$69 M]
50 ^[41]	Watson Corona, CA [watson.com]	\$1.86 B [-4.1%]	\$145 M	N/A