

# The Rise of China: Implications for Pharma and Pharma Librarians

Pharmaceutical & Health Technology Division  
Special Libraries Association  
March 20, 2012

## Agenda

- **Why China?**
- **China's Healthcare System**
- **China Healthcare Reform**
- **Things To Watch For In 2012 & Beyond**
- **Sources Of Information On China**

## Big Pharma Struggling With Major Challenges

- **Patent Cliff**
- **R&D Productivity Crisis**
- **Demonstrating Real-World Outcomes**
- **FDA**

## Big Pharma Struggling With Major Challenges

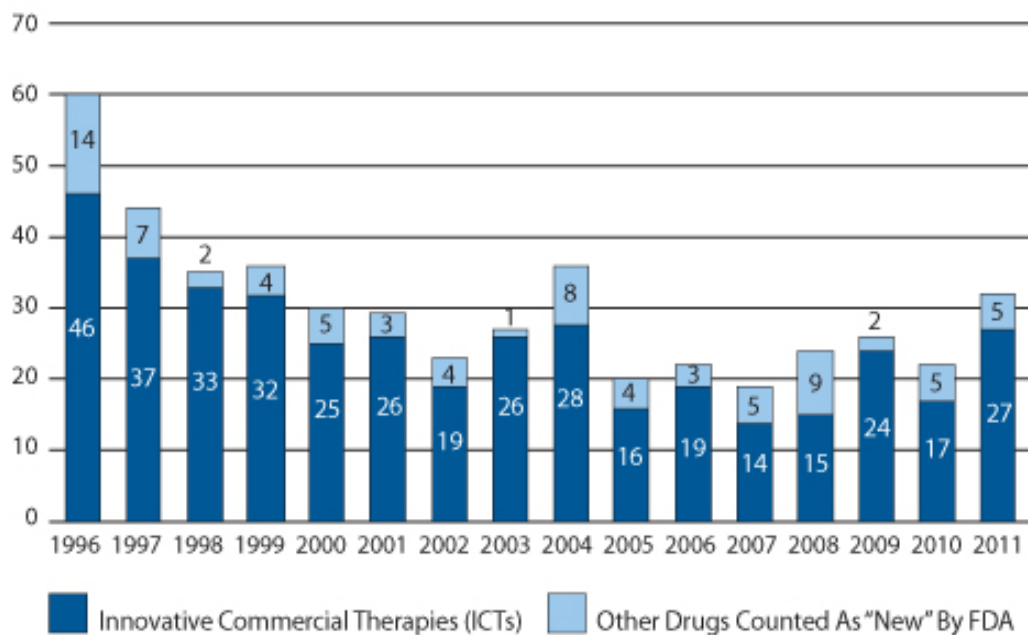
### Big pharma patent expiry risk over next 3 years (data based on FY 2011 estimates)

|                      | WW Pharma<br>Sales in 2011<br>(\$bn) | Patent<br>expired sales<br>(\$bn) | Patent expiry<br>within 3 years<br>(\$bn) | % Portfolio at<br>risk within 3<br>years |
|----------------------|--------------------------------------|-----------------------------------|---|--|
| Eli Lilly            | 21.5                                 | 7.2                               | 8.0                                       | 71%                                      |
| AstraZeneca          | 32.2                                 | 7.5                               | 15.2                                      | 71%                                      |
| Takeda               | 16.3                                 | 4.0                               | 6.9                                       | 67%                                      |
| Pfizer               | 54.7                                 | 24.6                              | 11.7                                      | 66%                                      |
| Bayer                | 18.6                                 | 9.5                               | 2.3                                       | 63%                                      |
| Johnson & Johnson    | 24.9                                 | 8.4                               | 6.0                                       | 58%                                      |
| Bristol-Myers Squibb | 17.1                                 | 0.7                               | 8.5                                       | 54%                                      |
| GlaxoSmithKline      | 39.2                                 | 18.8                              | 2.1                                       | 53%                                      |
| Merck & Co           | 43.2                                 | 8.5                               | 10.2                                      | 43%                                      |
| Novartis             | 50.1                                 | 9.6                               | 12.0                                      | 43%                                      |
| Sanofi               | 45.6                                 | 8.4                               | 7.3                                       | 34%                                      |
| Abbott Laboratories  | 22.6                                 | 4.0                               | 1.6                                       | 25%                                      |
| Roche                | 36.7                                 | 3.9                               | 2.4                                       | 17%                                      |

Source: Evaluate Pharma (2/9/12)

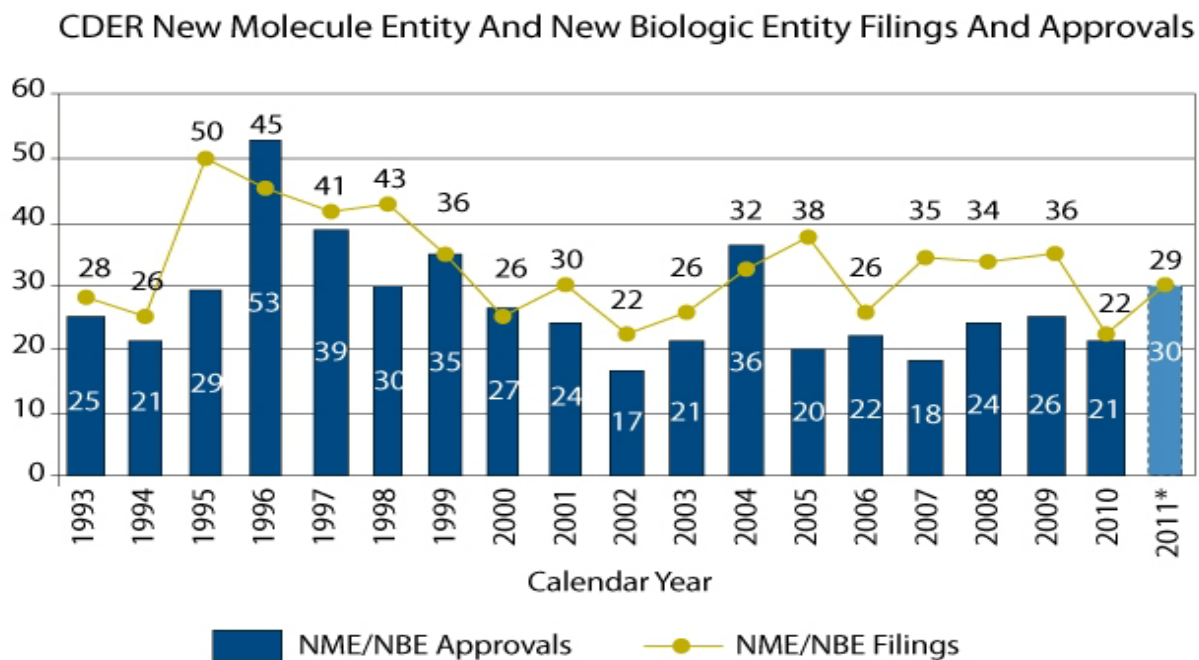
## Big Pharma Struggling With Major Challenges

Novel Drugs Approved By U.S. FDA



Source: RPM Report/Elsevier (January 2012)

## Big Pharma Struggling With Major Challenges

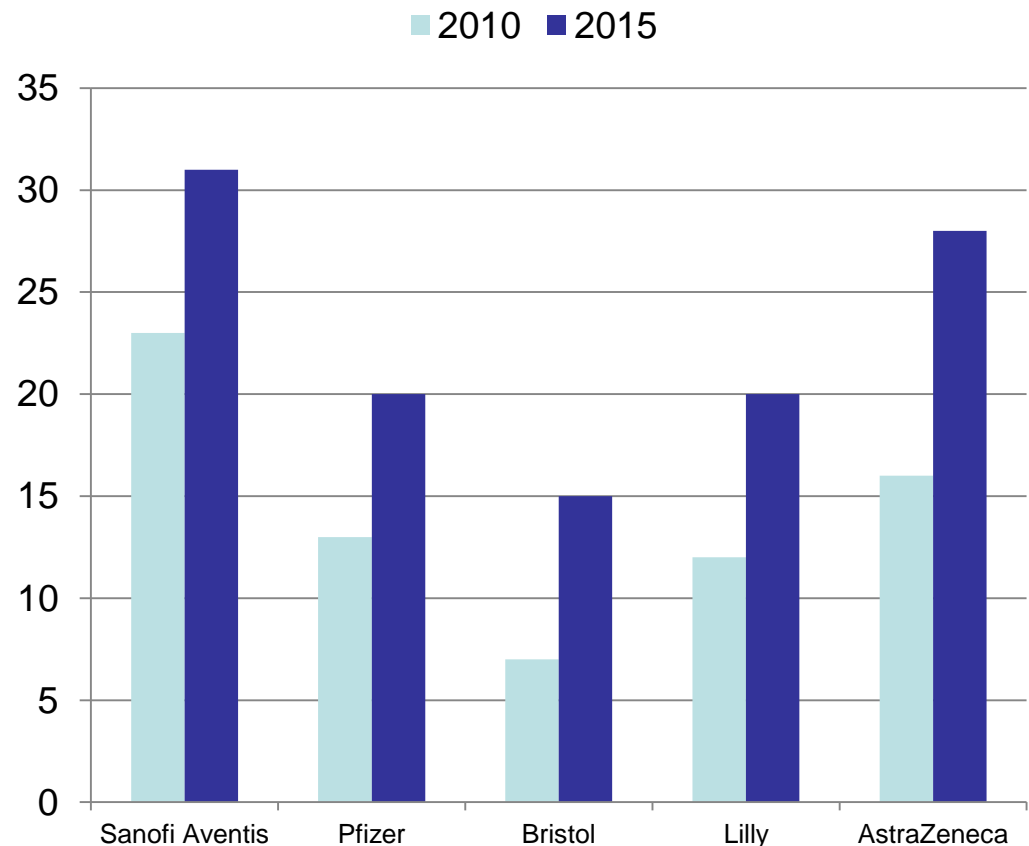


Source: RPM Report/Elsevier (January 2012)

# Tomorrow's Growth: Emerging Markets

- Squeezing revenue from legacy brands: Emerging Markets may be less profitable (40% avg. operating margins) but brands are “stickier”-- less exposed to steep revenue drop on patent expiry
- Take *Lipitor* : 9% of sales come from EM today; by 2015 this will be 54%, with sales up 60% in those areas

% of drug sales from Emerging Markets

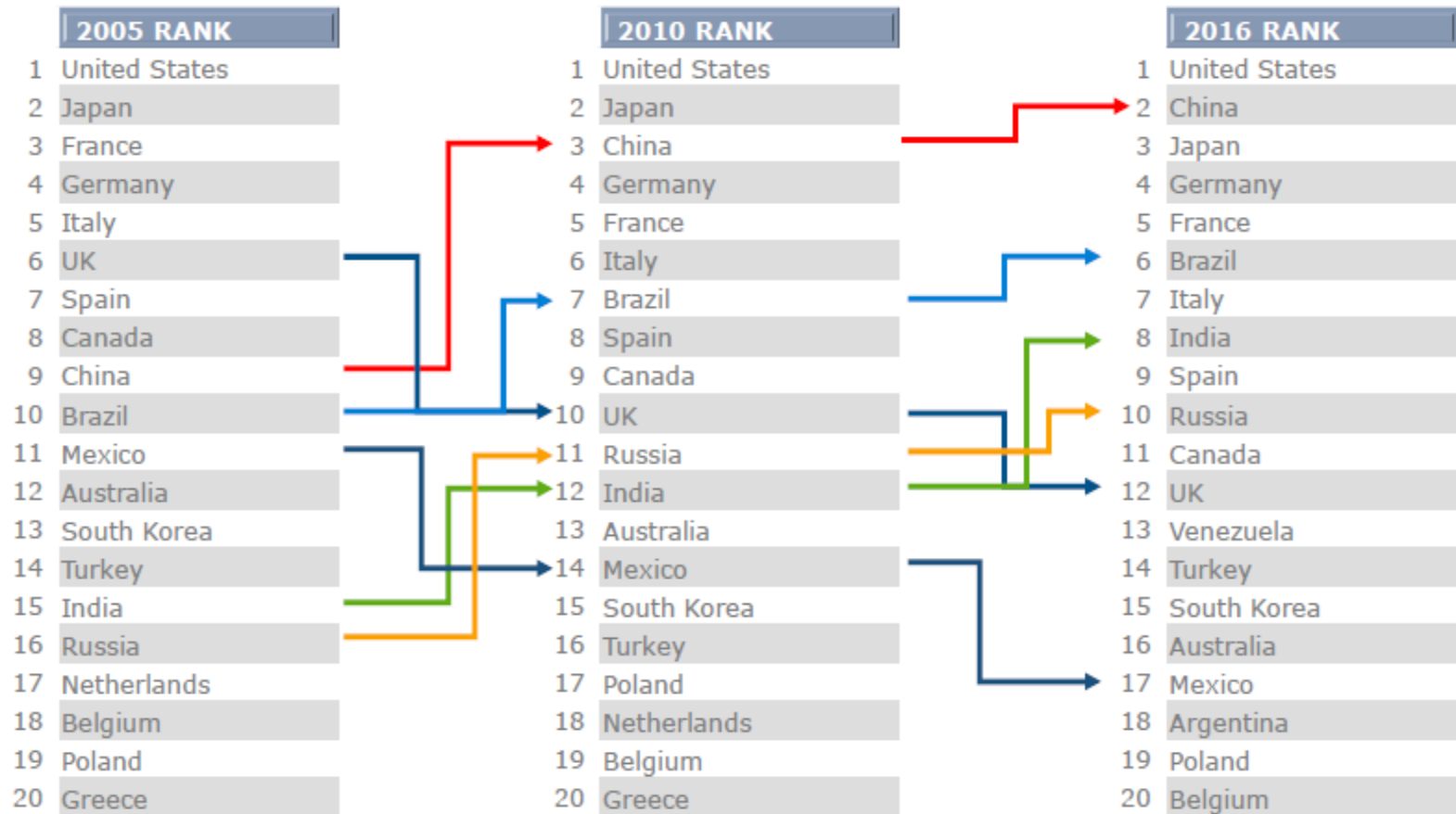


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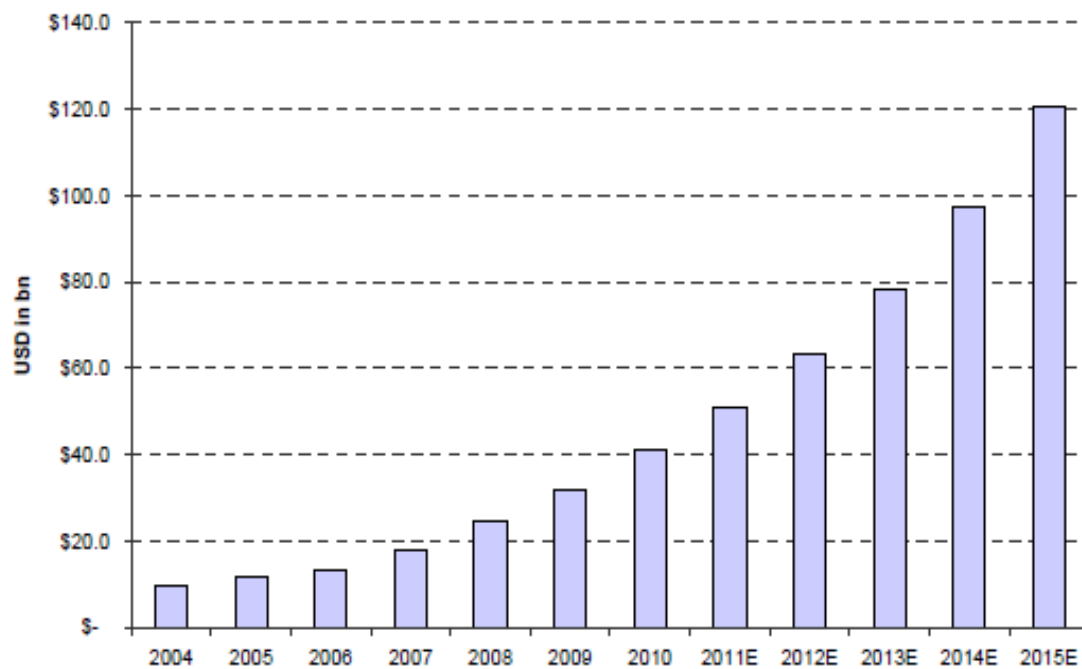


## China's Pharma Market



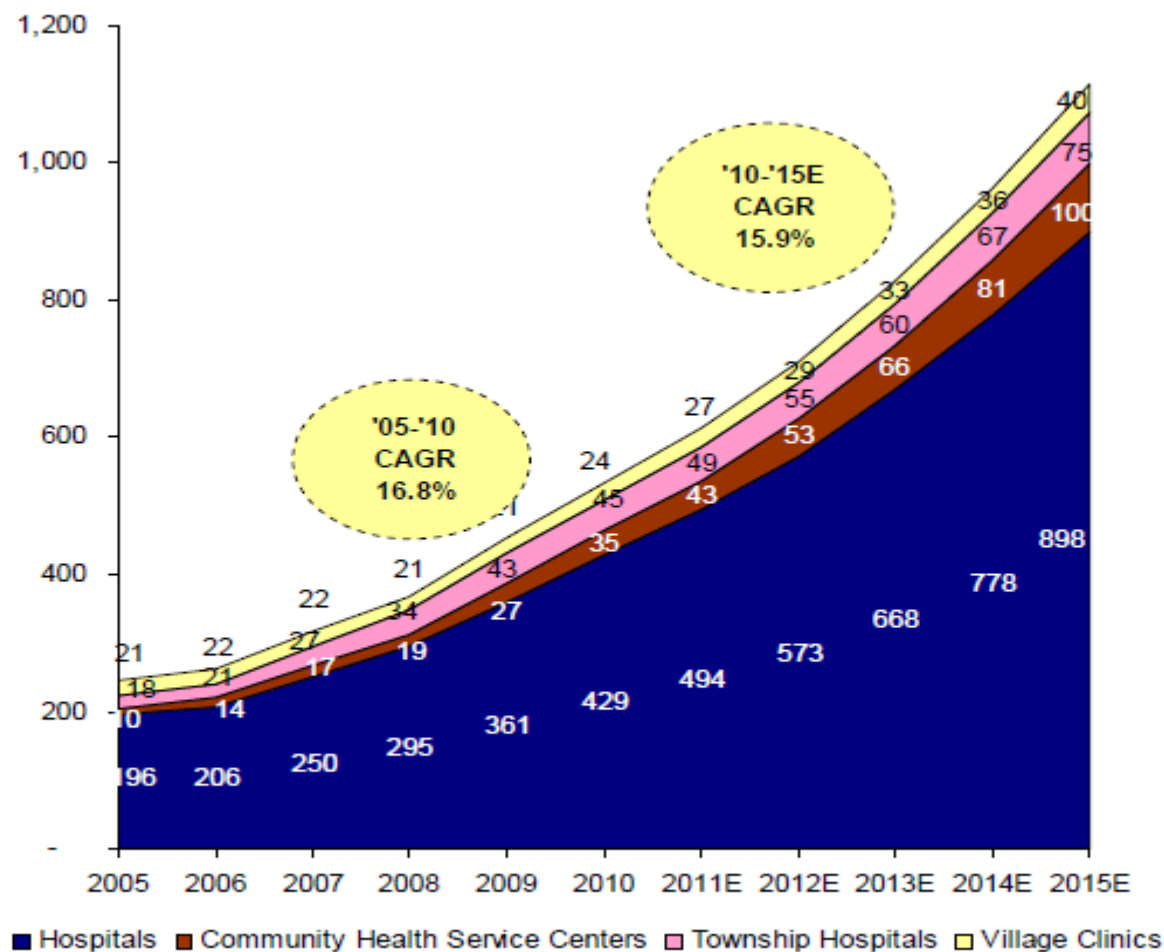
Source: IMS Health, Market Prognosis, Sept. 2011

## China's Pharma Market



Source: Cowen & Co, IMS Health, 08/11

## China's Pharma Market



Source: Citi Investment Research, 12/11

## China Demographics – Fueling Pharma Growth

- **Aging Population**

- Percent of Population Age 60+:

- 10% in 2000

- 13% in 2010 (~178 million – 50 million larger than Japan's total population)

- 23% in 2030 (est.)

- **Rising Income Levels**

- Personal disposable income predicted to grow 9% in 2010-2015

- 170 million can now afford modern medicine, rising to 380 million by 2016 (DB estimate).

- **Lifestyle Changes Leading To Western Diseases**

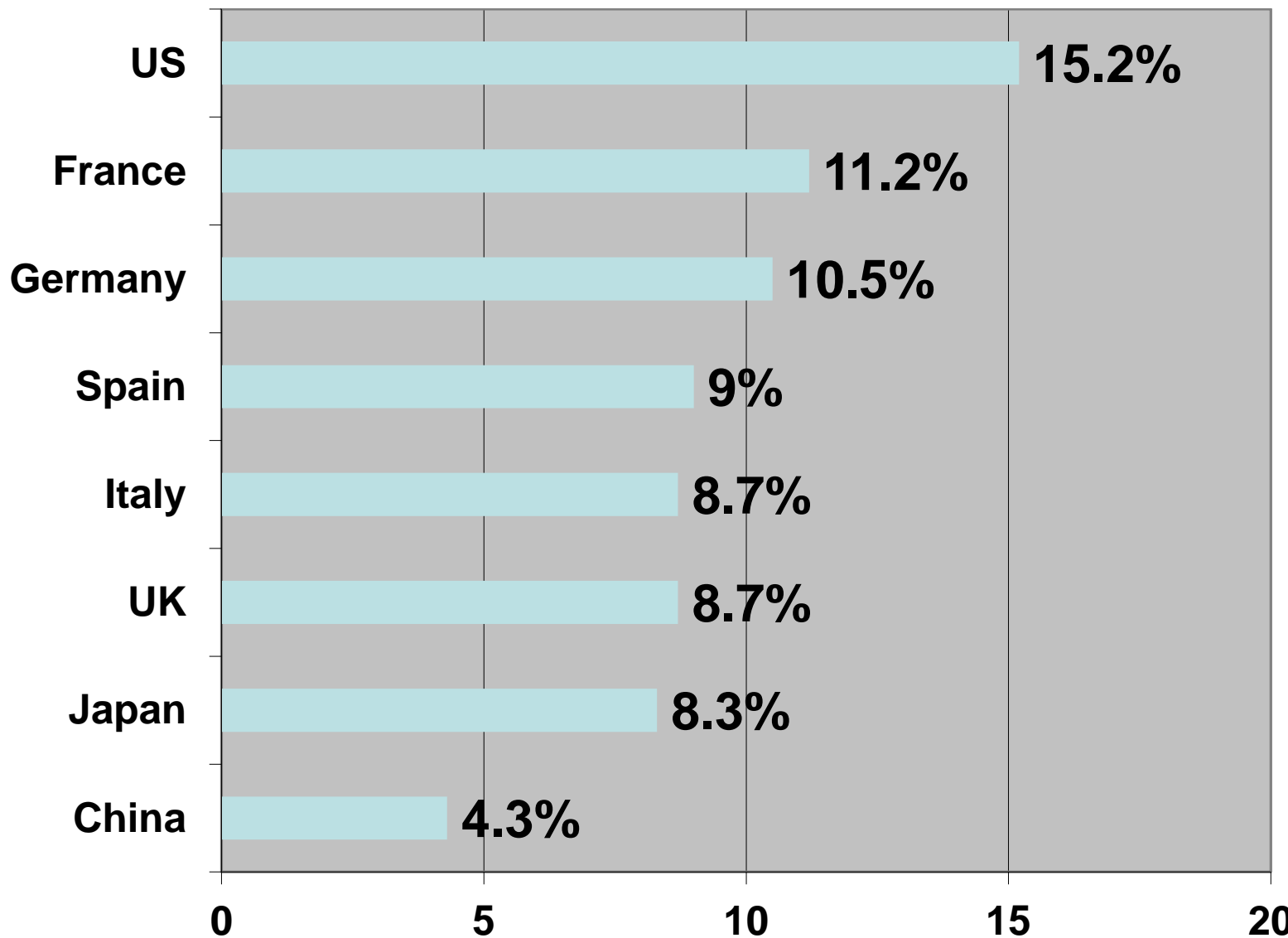
- cardiovascular, obesity, diabetes, cancer

- **China Now #3 Pharma Market (~\$67 billion)**

- Will soon surpass Japan (projected 17% CAGR 2011-15, reaching \$127 billion by 2015)

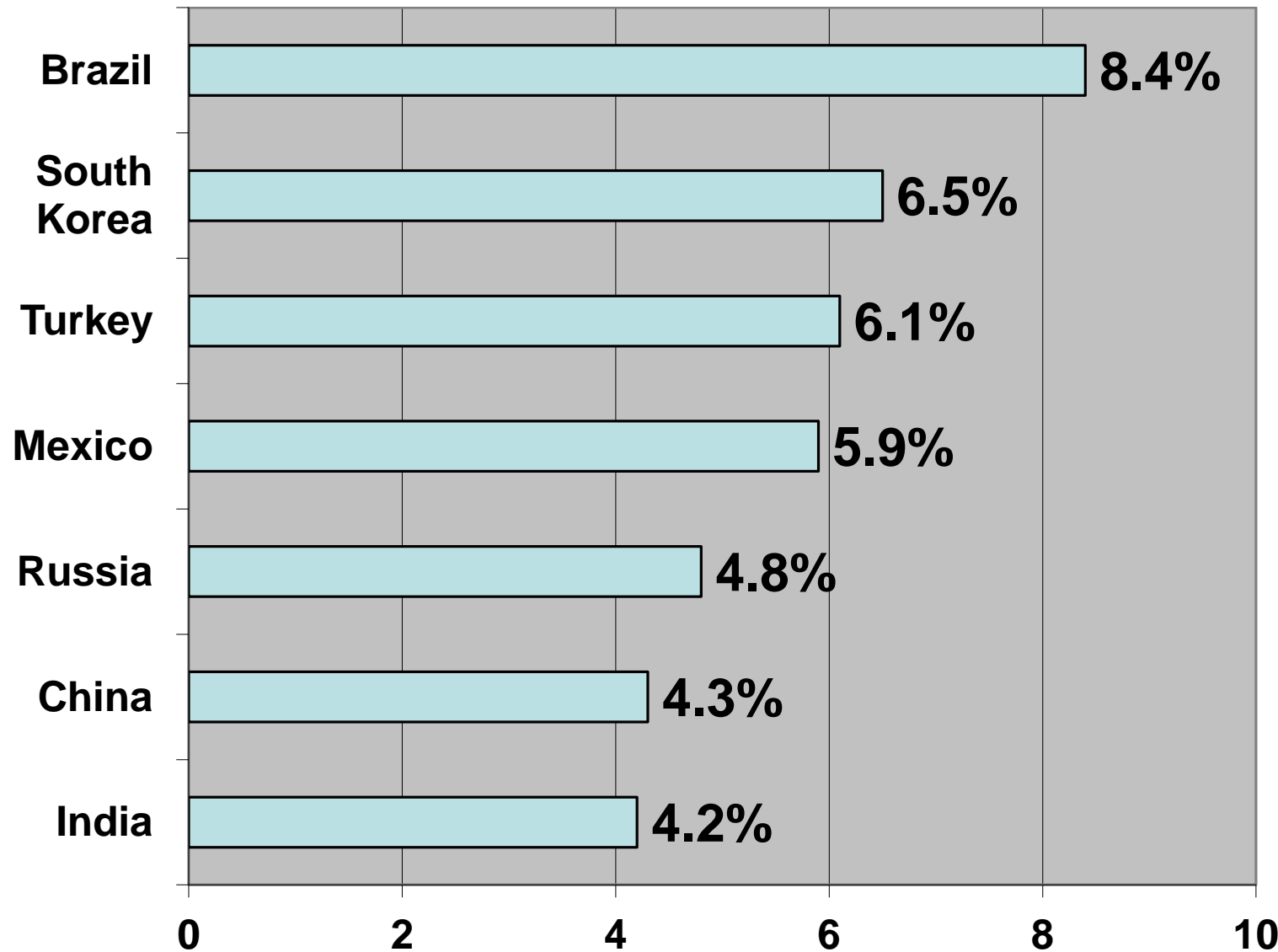
Source: World Health Organization, Macquarie Research, Deutsche Bank, IMS Health

## Total Expenditure On Health As % Of GDP – China vs. US/EU5/Japan



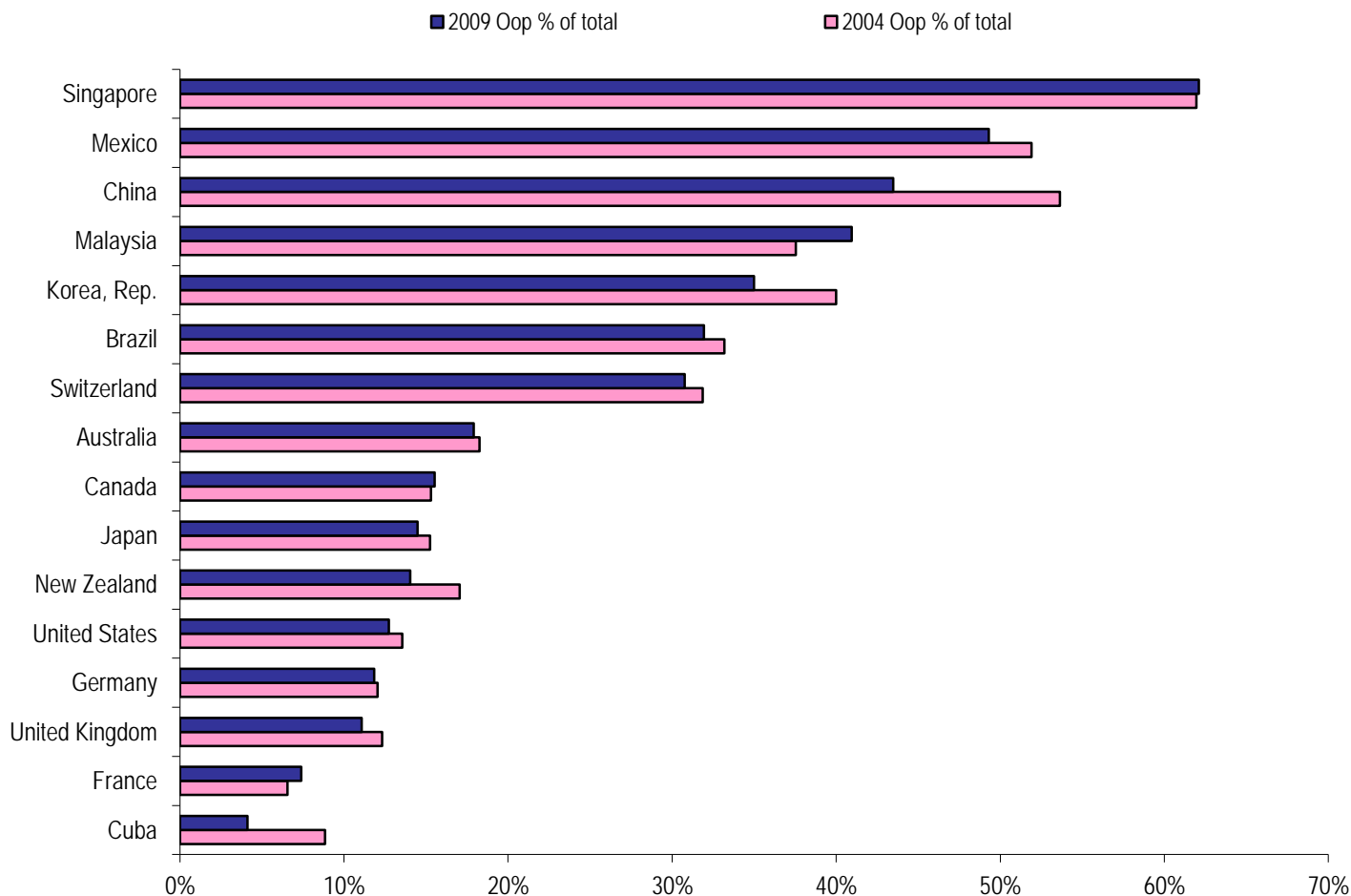
Source: World Health Organization (2008 data)

## Total Expenditure On Health As % Of GDP – China vs. BRICS-MT



Source: World Health Organization (2008 data)

## Out-of-pocket Health Expenditures (% of Total Expenditures on Health)



Source: Citi Investment Research & Analysis

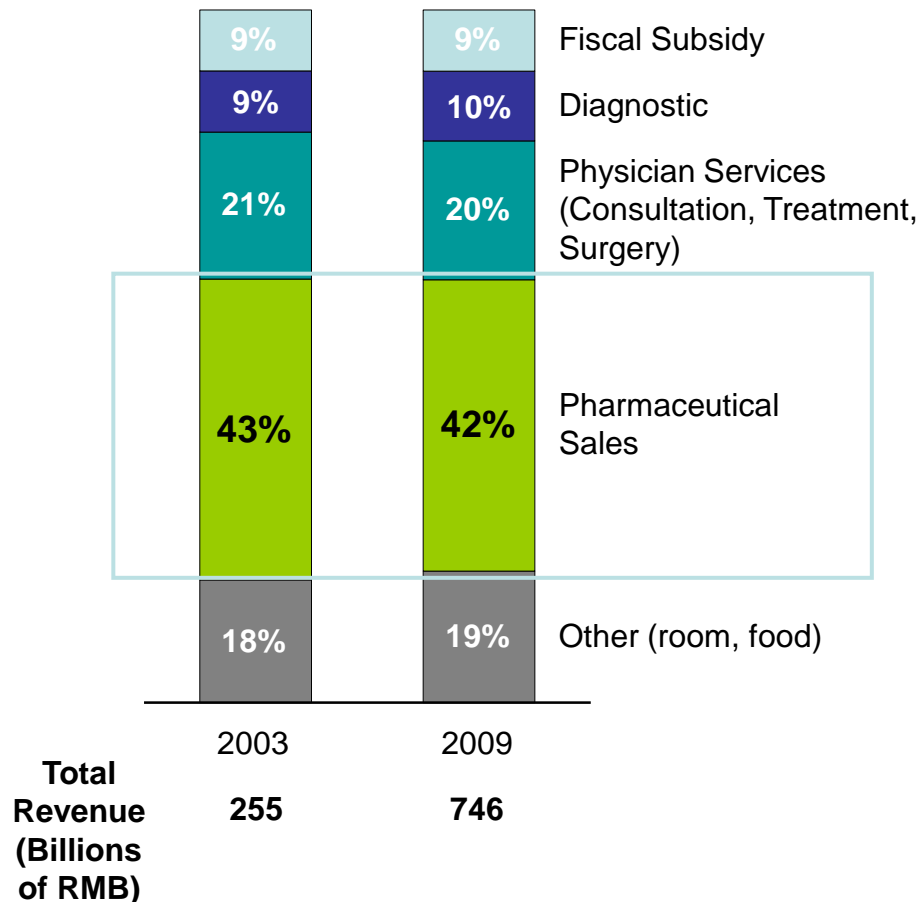
## China's Healthcare System

- **China traditionally has not had a primary care system**
  - Patients go to hospitals for treatment (overcrowded top-tier hospitals)
  - Most drugs prescribed/dispensed by hospitals (which rely on drug sales for profits)
- **China is primarily a generics (branded generics) market**
- **Government reimbursement rather than commercial/private reimbursement**
  - China has become the world's largest single-payer system (1.3 billion people)
- **Reimbursement for healthcare products/services set by government**
  - No negotiation between payers (insurance) and providers (hospitals)
  - Drug reimbursement is set by the government (EDL/NRDL)
  - 31 provinces, each with own reimbursement list/negotiation
- **Highly fragmented drug distribution system**



## Due to lack of public funding, public hospitals rely heavily on selling pharmaceuticals to finance operations

### Revenue Structure of Government Hospitals



- Government-owned hospitals, despite being public and non-profit, are in reality profit-seeking entities, due to severe shortage of public funding.
- These hospitals rely heavily on pharmaceutical sales as the most important source of revenue and profitability.
  - They are allowed to charge a 15% markup on pharmaceuticals dispensed in hospital pharmacies.
  - The combination of prescription and dispensing created distorted incentive for hospitals to drive up drug utilization, in some cases excessive.
- **This reliance on pharmaceutical is deemed one of the root causes of health care expenditure inflation in China, and one of the most difficult areas to reform.**
  - From 2003 to 2009, despite a tripling of total sector revenue, the structure of income barely changed.

## Big Pharma In China

- China market is highly fragmented – Pfizer is the top company with roughly 3% of the market.
- Most Big Pharma have concentrated on off-patent drugs (branded generics) - roughly 60-80% of China sales for MNCs are branded generics, according to Monitor Group
- Branded generics from Big Pharma are generally reimbursed with a premium price, but are increasingly subject to price cuts
- Many innovative products (eg, targeted oncologics) are paid for out-of-pocket by patients as these drugs are not on government reimbursement lists.
- Patient assistant programs increasingly popular tactic by Big Pharma to help with affordability while preserving global pricing power
- Big Pharma looking to partnerships/acquisitions to increase sales in second-tier cities and lower manufacturing costs (Pfizer/Hisun, Merck/Simcere, Sanofi/BMP)
- Most Big Pharma focusing on diversified strategy - Rx drugs, OTCs, vaccines
- Most Big Pharma are increasing R&D in China looking to get more innovative drugs on the market

## Big Pharma In China – Recent Headlines (PharmAsia News)

- **Pfizer** and China's Hisun To Explore Branded Generics JV For China And The Globe (Feb. 22, 2012)
- **Novo Nordisk** Signs MOU With China's Health Ministry To Launch Patient Education Programs (Feb. 2, 2012)
- After Januvia And Onglyza, **Novartis** Launches Galvus In China; Lucentis Receives SFDA Nod (Jan. 19, 2012)
- **Boehringer** Doubles Down On China With €70 Million Plant Upgrade, Sets Sights On Biosimilars In Shanghai (Dec. 22, 2011)
- China's Hua Medicine Licenses Worldwide Rights To **Roche** Diabetes Compound, More Deals On The Way (Dec. 20, 2011)
- **Merck** Unveils \$1.5 Billion Expansion In China With New Beijing R&D Center; Plans To Double R&D Team By 2014 (Dec. 11, 2011)
- As **AstraZeneca** Cuts Back In The U.S., It's Full Steam Ahead In China (Dec. 8, 2011)
- Could "Calculated Risks" In China Help Solve Global R&D Challenges? **Bayer** Thinks So (Oct. 18, 2011)

## Big Pharma In China - Top Companies

|     | 2009                | 2010                | 2011 (6-8 months)   |
|-----|---------------------|---------------------|---------------------|
| 1.  | Pfizer              | Pfizer              | Pfizer              |
| 2.  | AstraZeneca         | AstraZeneca         | Sanofi              |
| 3.  | Bayer               | Sanofi              | AstraZeneca         |
| 4.  | Sanofi              | Bayer               | Bayer               |
| 5.  | Jiangsu Yangzijiang | Jiangsu Yangzijiang | Kelun               |
| 6.  | Roche               | Kelun               | Roche               |
| 7.  | Kelun               | Roche               | Jiangsu Yangzijiang |
| 8.  | Shandong Qilu       | Shandong Qilu       | Shandong Qilu       |
| 9.  | Jiangsu Hengrui     | Jiangsu Hengrui     | Jiangsu Hengrui     |
| 10. | Harbin Pharma       | Novartis            | Merck               |

Source: Deutsche Bank, IMS Health

## Big Pharma In China - PAPs

**Figure 2: The Existing Long-Term Patient Assistance Programs in China**

| NGO              | Drug      | Molecule     | Company     | Indication            | Retail price  | Admin   | PAP Scheme for Non-Low Income Patients   |
|------------------|-----------|--------------|-------------|-----------------------|---------------|---------|--|
| CCF <sup>1</sup> | Glivec    | Imatinib     | Novartis    | CML, GIST             | \$3,984/mo    | Oral    | If on RDL: Buy 6 months + 6 months free; If not on RDL: Buy 3 months + 9 months free drugs |
| CCF              | Tasigna   | Nilotinib    | Novartis    | CML                   | \$5,625/mo    | Oral    | Buy 3 months + 9 months free drugs   |
| CCF              | Iressa    | Gefitinib    | AstraZeneca | NSCLC                 | \$2,578/mo    | Oral    | Buy 6 months + free drugs  |
| CCF              | Tarceva   | Erlotinib    | Roche       | NSCLC                 | \$3,080/mo    | Oral    | Buy 5 months + free drugs  |
| CCF              | Nexavar   | Sorafenib    | Bayer       | RCC, HCC              | \$7,873/mo    | Oral    | Buy 3 months + free drugs  |
| CFC <sup>2</sup> | Sutent    | Sunitinib    | Pfizer      | RCC, GIST             | \$6,780/mo    | Oral    | Buy 3 months + free drugs  |
| CFC              | Herceptin | Trastuzumab  | Roche       | HER2+ breast cancer   | \$4,703/month | IV      | Buy 6 vials + 8 vials of free drugs  |
| CCF              | Exjade    | Deferasirox  | Novartis    | Chronic iron overload | \$1,477/mo    | Oral    | Buy 13 weeks + 39 weeks free drugs   |
| CCF              | Ventavis  | Iloprost     | Bayer       | PAH                   | \$9,688/mo    | Inhaled | Buy 1 month + 5 months free drugs, then buy 1 month + 11 months free drugs                 |
| CCF              | Tracleer  | Bosentan     | Actelion    | PAH                   | \$4,328/mo    | Oral    | Buy 2 months + 3~4 months free drugs   |
| CCF              | Cerezyme  | Imiglucerase | Genzyme     | Gaucher's disease     | \$19,531/mo   | IV      | Free of charge to patients   |

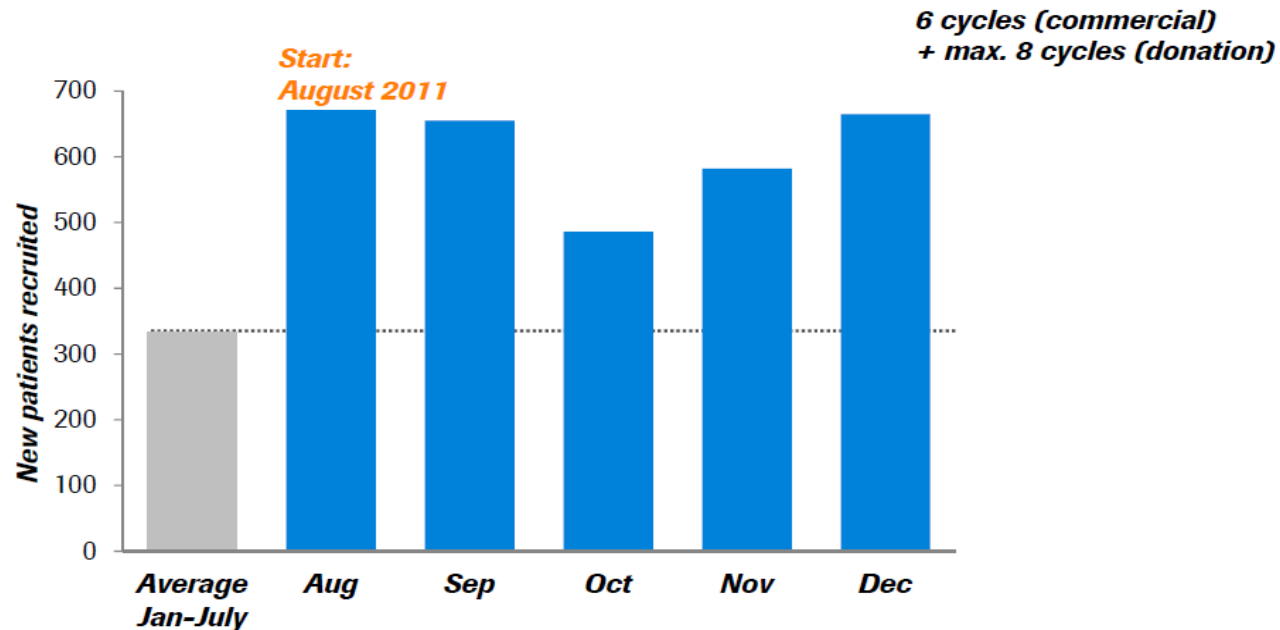
1 CCF: China Charity Foundation

2 CFC: Cancer Foundation of China

Source: Easton Associates, PharmAsia News (9/6/2011)

## Big Pharma In China - Roche Herceptin PAP

### Patient Assistance: Herceptin program in China *Creating platform for public reimbursement*



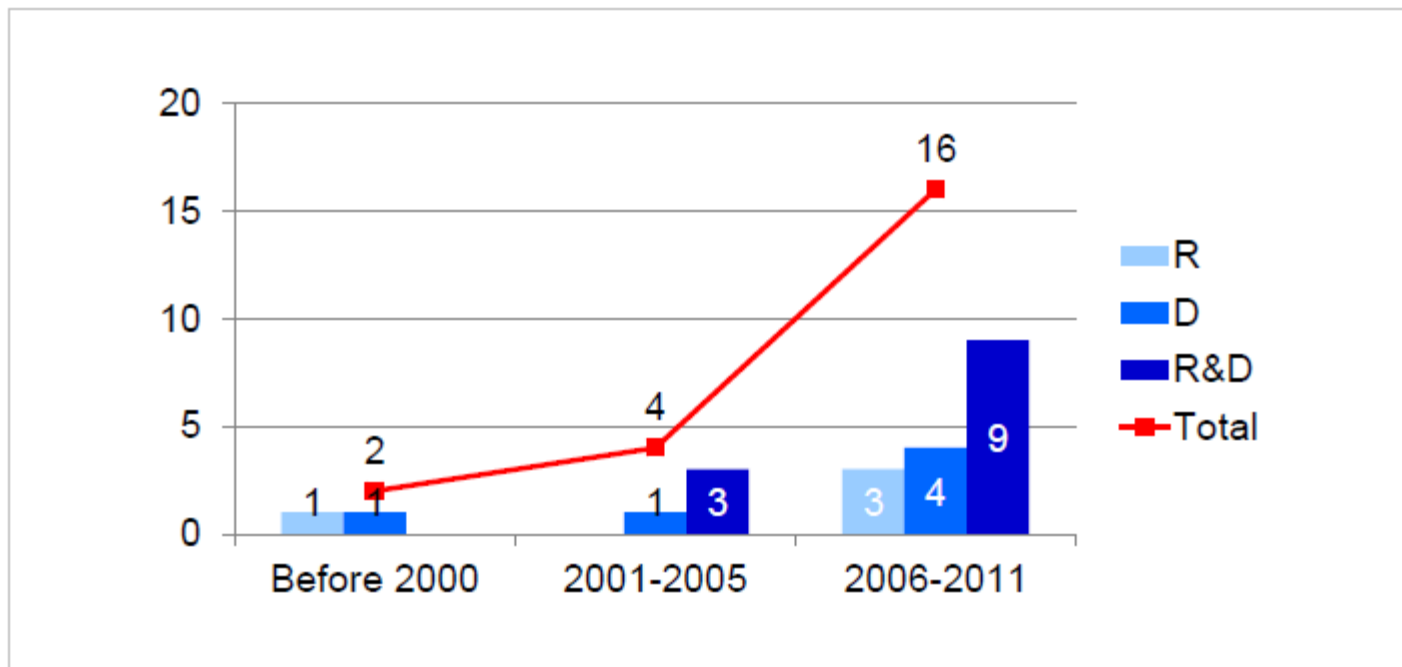
**2011 China Herceptin sales: +128%<sup>1</sup>**

<sup>1</sup> CER = Constant Exchange Rates

37

Source: Roche Annual Results - 2011 Presentation (Feb. 1, 2012)

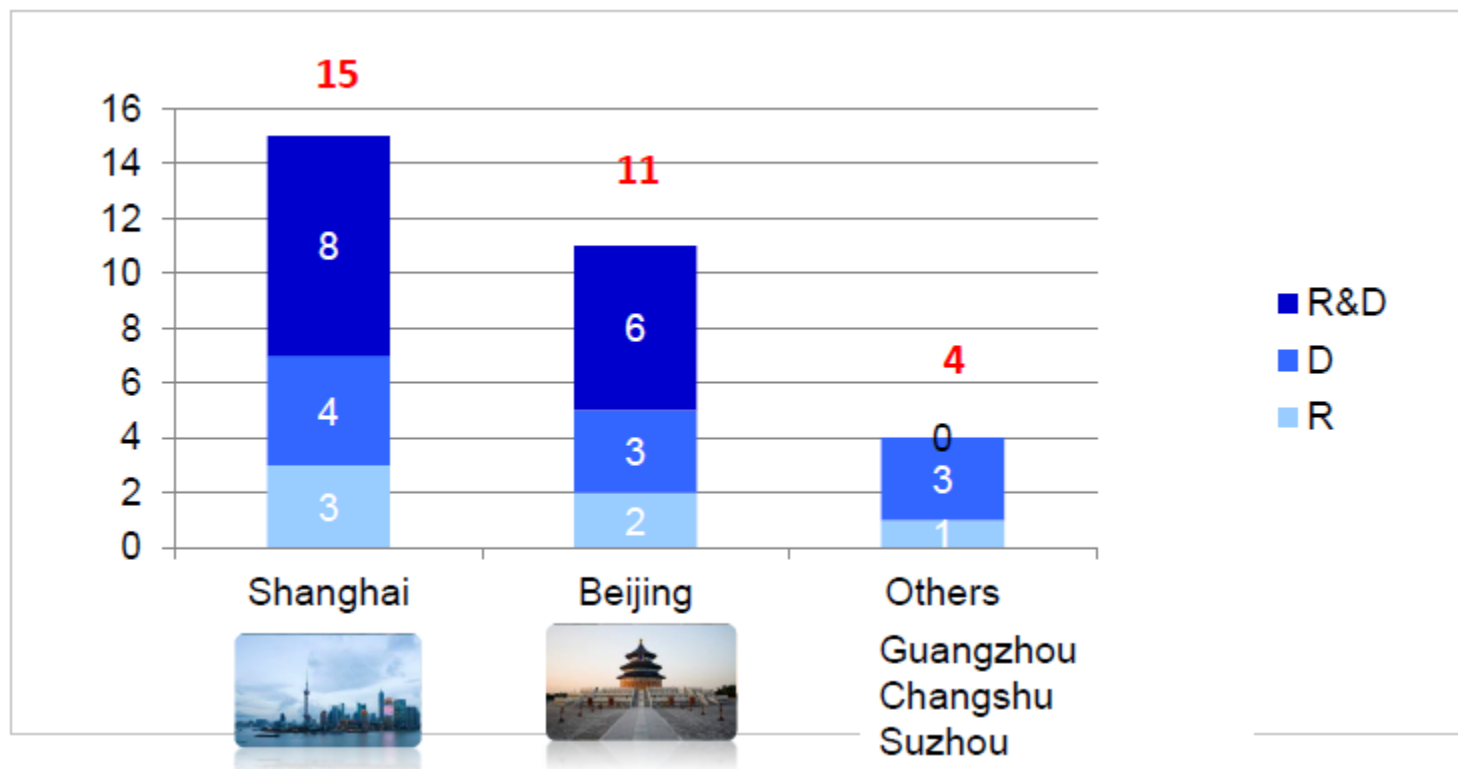
## Big Pharma R&D In China



## Number of New MNC R&D Centers in China

Source: RDPAC

## Big Pharma R&D In China

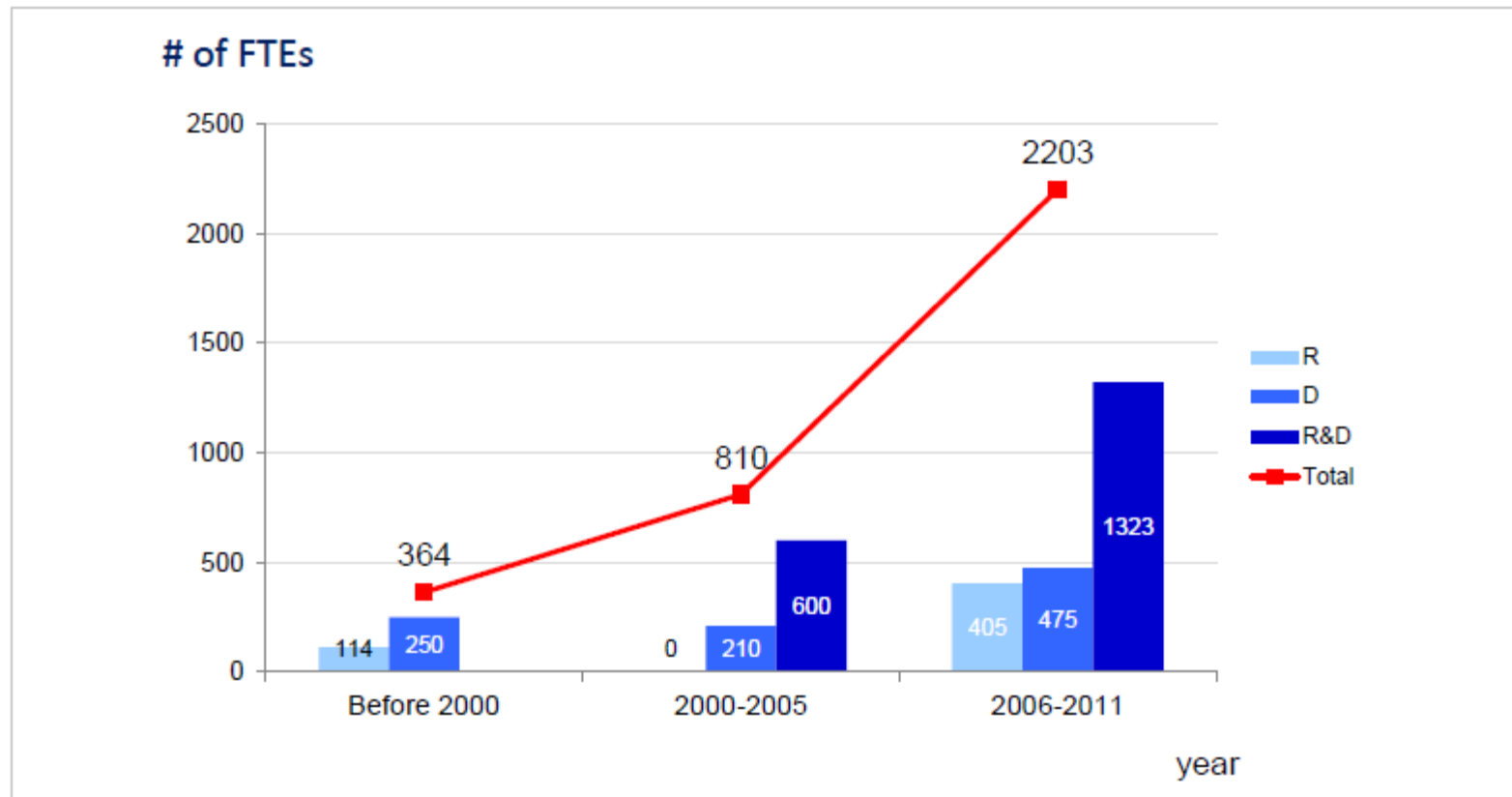


## Location of MNC R&D Centers in China

Source: RDPAC



## Big Pharma R&D In China



### Number of New FTEs at MNC R&D Centers in China

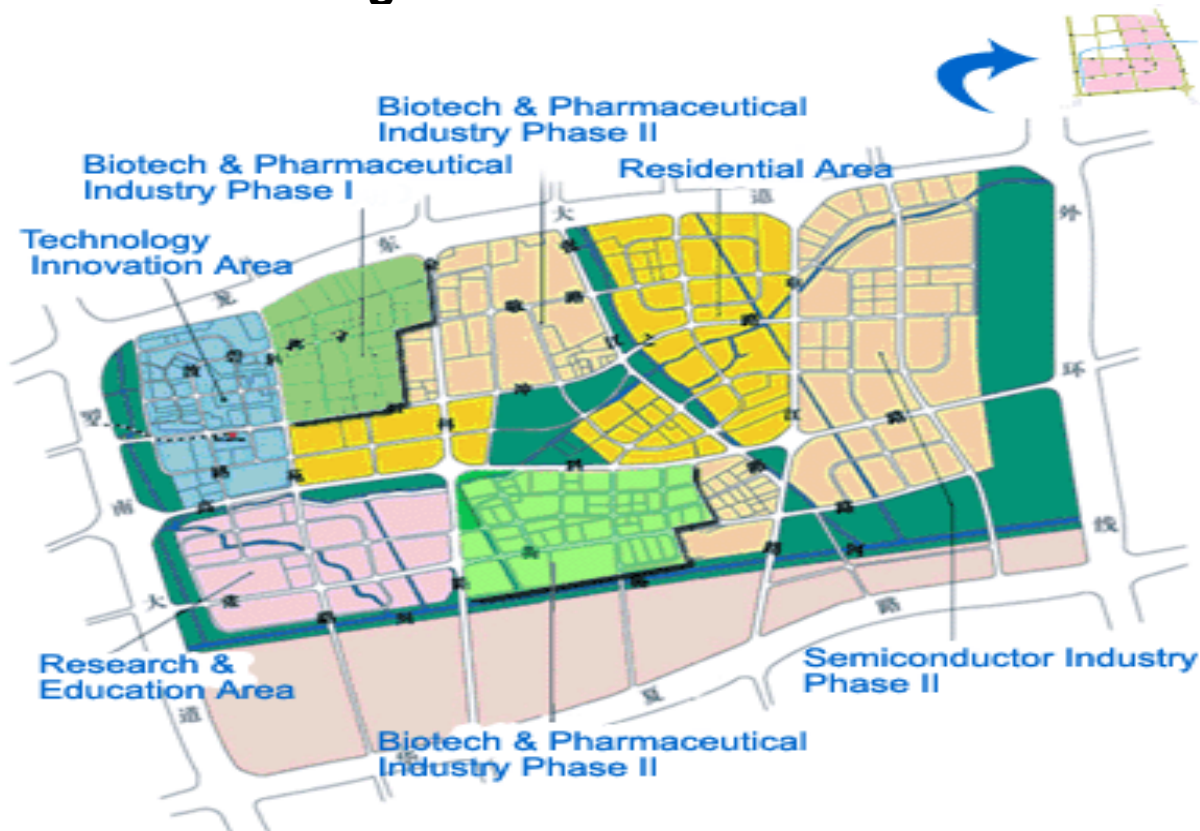
Source: RDPAC

## Big Pharma R&D In China



### AstraZeneca R&D Center (Shanghai)

## Big Pharma R&D In China



## Zhangjiang Hi-Tech Park (Shanghai)

## Big Pharma R&D In China



### Pfizer R&D Center (Wuhan)

## “Sea Turtles”

- Roughly 80,000 Western-trained PhDs have returned to China
- Predicted two-thirds of Chinese life sciences professionals currently in the U.S. will return to China or shuttle back and forth between the countries (Source: Monitor Group)
- “1,000 Talents Program” – Government provides research funding, salaries, RMB 1 million relocation package. Goal is to lure back 2,000 scientists over next 5-10 years.



Example: Steve Yang, PhD, VP, Head of R&D Asia & Emerging Markets, AstraZeneca

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## China Healthcare Reform



**Tongren Hospital (Beijing), 6 am**

Source: Monitor Group

## China Healthcare Reform

- **First Phase (2009-11) – RMB 850 billion (\$124 billion) government investment**

Primary Goal: Access To Affordable Healthcare For All Citizens (1.3 billion people)

- **Five Areas Of Reform**

- 1) Universal Medical Insurance
- 2) Reform Basic Drug System (Essential Drug List)
- 3) Improve Basic Healthcare Infrastructure
- 4) Promote Equity in Basic Health Services
- 5) Reform Public Hospitals

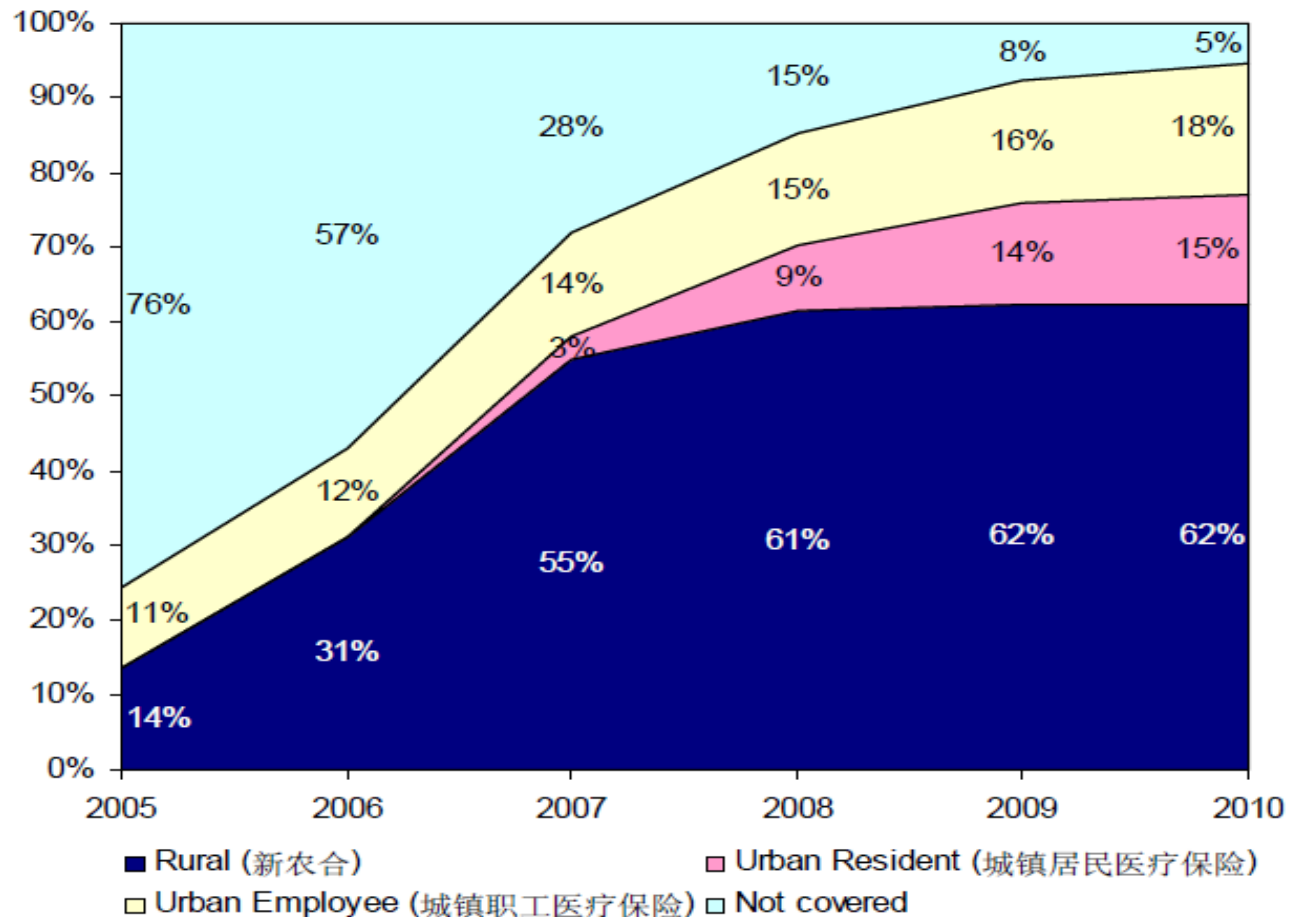


## Universal Medical Insurance

- Goal: 90% of population should have basic medical insurance by 2011
- Goal: Virtually 100% of population should have basic medical insurance by 2020
- Analysts estimate that 96% of population will have insurance by end of 2011
- “Basic” – Limited coverage compared to the U.S. (much higher out-of-pocket spending)
  - Government plans to increase subsidies in coming year to help reduce out-of-pocket spending
  - Insurance target is 70% of inpatient costs for urban residents and rural cooperative residents
  - By 2015, Macquarie estimates out-of-pocket spending will be down to 25% on average from ~45% now
- Long Term – supplementary commercial insurance?

Source: Macquarie Research

## Universal Medical Insurance



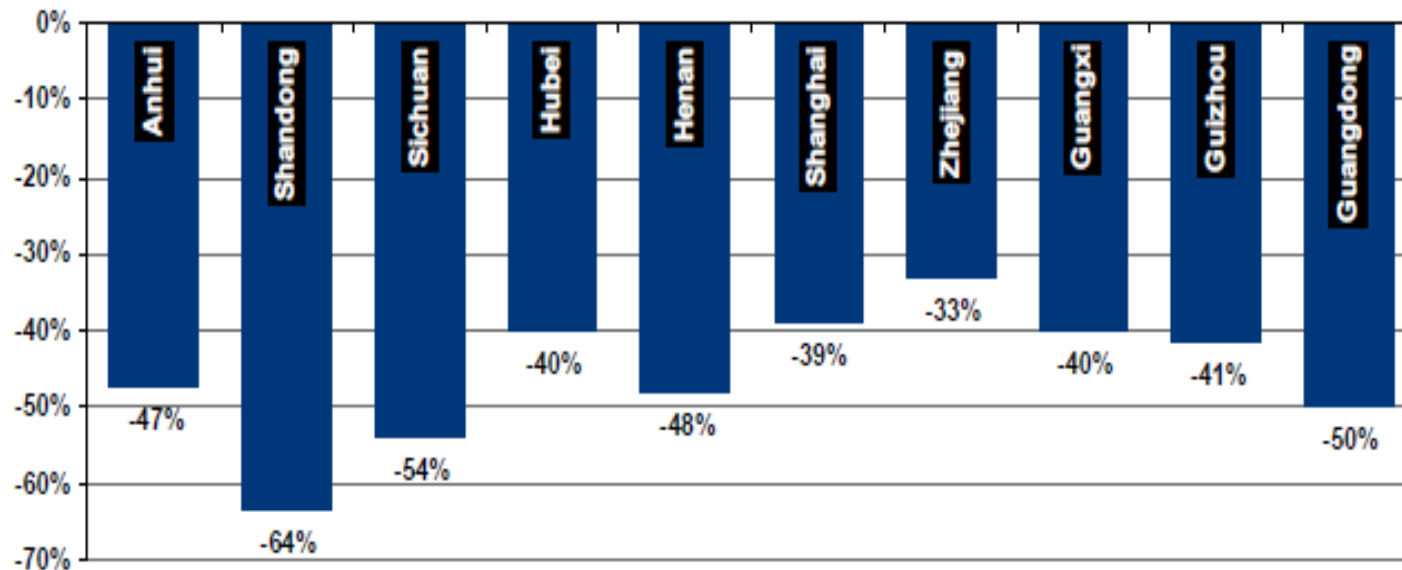
Source: Citi Investment Research

## Reform Basic Drug System

- Essential Drug List (EDL) established to provide a national basic drug system that is affordable (price controls)
- 307 drugs included (Western and TCMs) on national EDL, with additional drugs added by provinces
- EDL drugs are 100% reimbursed
- Western drugs are older generic/off-patent medications (eg., old-line antibiotics) and MNCs have largely stayed away from this market (save for testing the water, e.g., Zocor)
- All community hospitals must purchase EDL drugs and provide to patients at zero markup (compared to traditional 15% drug markup for hospitals) – has led to drug shortages as some centers are no longer stocking.
- Price controls/tenders – Many complaints about price trumping quality in the provincial EDL tenders (Anhui Model)
- Government expected to more than double the number of drugs on the EDL in 2012

## Reform Basic Drug System

Chart 4: Magnitude of EDL price cut by province



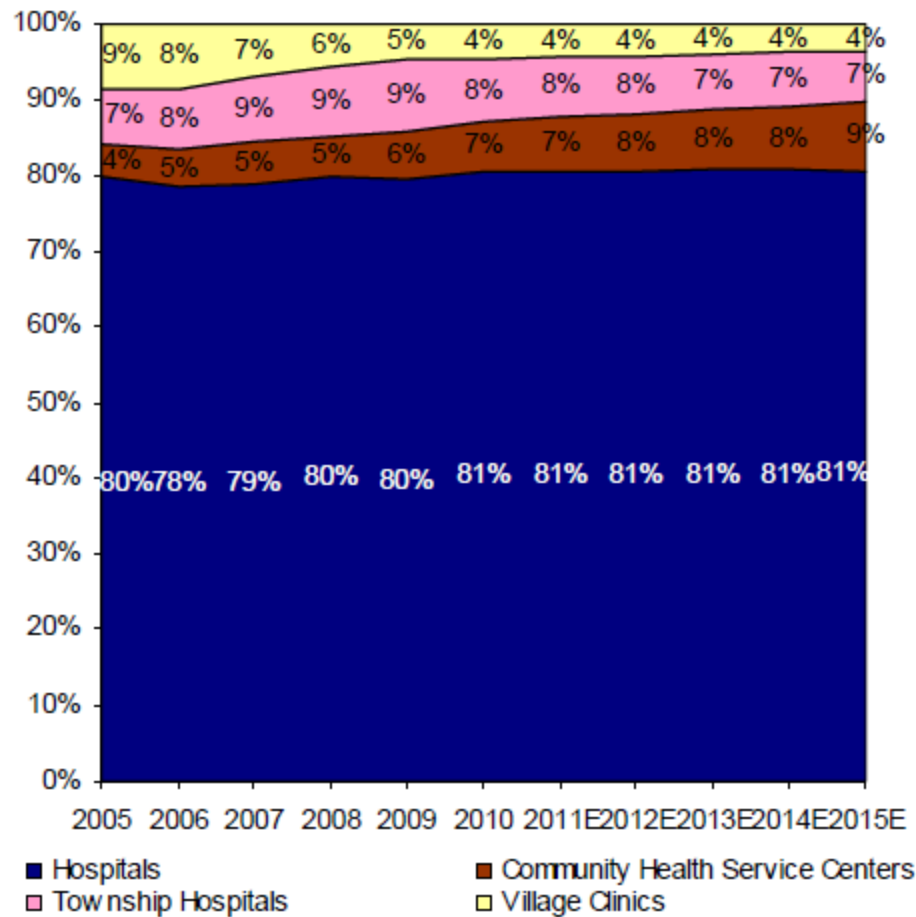
Source: BoA Merrill Lynch

## Improve Basic Healthcare Infrastructure

- Goal #1: Improve medical service system by improving infrastructure
- Goal #2: Encourage patients to seek primary care outside of big hospitals
- Construction Boom: grassroots-level hospitals, township hospitals, urban community health centers
- Improve quality of healthcare professionals at village clinics/township hospitals (training, recruitment)

## Improve Basic Healthcare Infrastructure

Breakdown of Pharma Market



Source: Citi Investment Research

## Promote Equity in Basic Health Services

- Goal: Ensure urban and rural areas receive equal public health services
- Standardize electronic health records
- Annual check ups for seniors
- Vaccine drive for children

## Reform Public Hospitals

- Goal: Reform hospitals so they can run efficiently and be financially independent
- Challenge: Transition from a cost-based reimbursement system to one based on quality of care/health outcomes
- Current system encourages hospitals/doctors to prescribe higher priced drugs (15% mark up), recommend additional tests/services to generate revenue.
- Drug sales contributed to 62% of hospital profits in 2009
- Many provincial pilot projects now underway
  - Examples: DRG Payment System; Universal Budgeting
- Long term: Insurance providers (government medical insurance) negotiating directly with service providers (public hospitals)?
- Long term: Private hospitals encouraging reform in public hospitals?
- Long term: Raise doctor salaries/medical service fees?

Source: Cowen & Co.



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## Looking Ahead

- **Healthcare Reform Will Continue**

- State Council Healthcare Reform Group is led by Vice Premier Li Keqiang, who is likely to be China's next premier
- Access, Affordability AND Innovation
- Changes To EDL/Community Health Centers, Continued Hospital Reform
- Further controls on hospital expenditures

- **China's 12<sup>th</sup> Five-Year Plan (2011-15)**

- Biotechnology is one of seven "Strategic Emerging Industries"
- Goal: Grow seven industries from 5% of GDP in 2010 to 8% in 2015 to 15% by 2020
- Central government will spend ~\$2.16 trillion over next five years to achieve this target
- Additional support via finance, tax and other local policies

## Looking Ahead

- **Drug Safety**
  - Heparin, vaccines, melamine controversies
  - New GMPs
  - Industry consolidation on the way
- **Regulatory Reforms**
  - Speed up clinical trial approvals
  - Speed up drug approvals
  - Increase training and expertise
  - Increase size of SFDA?

## Where Do Our Drugs Come From?



Source: Wall Street Journal

## Key Questions

- Will China create a system to reimburse novel therapeutics (eg., targeted oncologics)?
- Will China eliminate premium pricing for branded generics (off-patent drugs)?
- Will Big Pharma participate in EDL?
- Will China encourage commercial insurance options to supplement basic government insurance?
- How will government funding of the life sciences industry impact R&D?
- Will China pursue a different regulatory path to encourage innovation and meet huge unmet medical needs?

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## Sources Of Information – Tips For Librarians

- Many websites have a Chinese and English version, with more comprehensive information in Chinese.
- Most Chinese news sources (eg, China Daily) are government-owned, not independent.
- Several websites are blocked in China (Facebook, You Tube, Twitter), although there are workarounds (eg, VPN).
- The top search engine in China is Baidu NOT Google.
- Social media (eg, Sina Weibo) is now the go-to place for Chinese citizens to learn about and discuss news and other developments.
- Big Pharma executives in China are often unaware of entitlement rights for global site licenses purchased via headquarters.
- When educated about entitlements, many of these executives are anxious to get access - a major need exists for reliable business/regulatory intelligence both about China and the global markets.
- Due to the “Sea Turtles” and the need to communicate with global colleagues, most Big Pharma executives in China speak and read English.

## Sources Of Information

- **Government Web Sites**

SFDA – A. English: <http://eng.sfda.gov.cn>

B. Chinese: <http://sfda.gov.cn>

C. Center for Drug Evaluation: <http://www.cde.org.cn>

D. Chinese Pharmacopoeia: <http://www.chp.org.cn>

E. National Institute for Food and Drug Control: <http://www.nicpbp.org.cn>

F. Center for Drug Reevaluation and National Center for ADR Monitoring:  
<http://www.cdr.gov.cn>

NDRC – A. English: <http://en.ndrc.gov.cn>

B. Chinese: <http://www.ndrc.gov.cn>

MOH - <http://www.moh.gov.cn>

Ministry of Human Resources and Social Security- <http://www.mohrss.gov.cn>

Ministry of Science and Technology- A. English: <http://www.most.gov.cn/eng/>

B. Chinese: <http://www.most.gov.cn/>

Central Gov't - A. English: <http://english.gov.cn/>

Central Gov't – B. Chinese: <http://www.gov.cn/>

Links to other Chinese Ministries: <http://english.gov.cn/links.htm#1>



## What's New

[Food and Cosmetics Supervision \(interim\)](#)  
(2011-12-27)

- [National Food and Drug Regulatory Working Conference held in Beijing](#) (2011-12-21)
- [China's Cabinet approves plan to strengthen drug safety](#) (2011-12-09)



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- ▶ [Health Food Registration](#)
- ▶ [Administrative Protection](#)

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## LAWS & REGULATIONS



- ▶ [Drug Administration Law of the People's Republic of China](#)
- ▶ [Regulations for Implementation of the Drug Administration Law of the People's Republic of China](#)
- ▶ [Regulations for Supervision and Administration of Medical Devices](#)
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- 全国药品安全专项整治工作总结电视电话会议召开 (2011-12-29)
- 2012年全国食品药品医疗器械检验工作电视电话会议在京召开... (2011-12-29)
- 国家食品药品监督管理局对外用苯佐卡因等三种药品说明书进行... (2011-12-29)
- 国家药品监管信息系统一期工程监理项目公开招标中标公告 (2011-12-28)
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SINO – PHIRDA (China Pharma R&D) - <http://www.phirda.com> (Chinese)

Chinese Pharmaceutical Enterprises Association - <http://www.cpema.org> (Chinese)

U.S.-China Business Council - <https://www.uschina.org/>

EU Chamber of Commerce in China - <http://www.europeanchamber.com.cn>

- **Stock Market Web Sites**

Hong Kong Stock Exchange - <http://www.hkexnews.hk/>

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- **Interesting Insights**

China Law Blog - <http://www.chinalawblog.com/>

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[Pfizer Inc. \(PFE\) News - The New York Times](#)

News about Pfizer Inc. Commentary and archival information about Pfizer Inc. from The New York Times.

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