

There are four key building blocks to understanding and forecasting brand launch trajectory

Pool

Growing the size of the dynamic market

Adoption

Establishing loyal prescriber base

Productivity

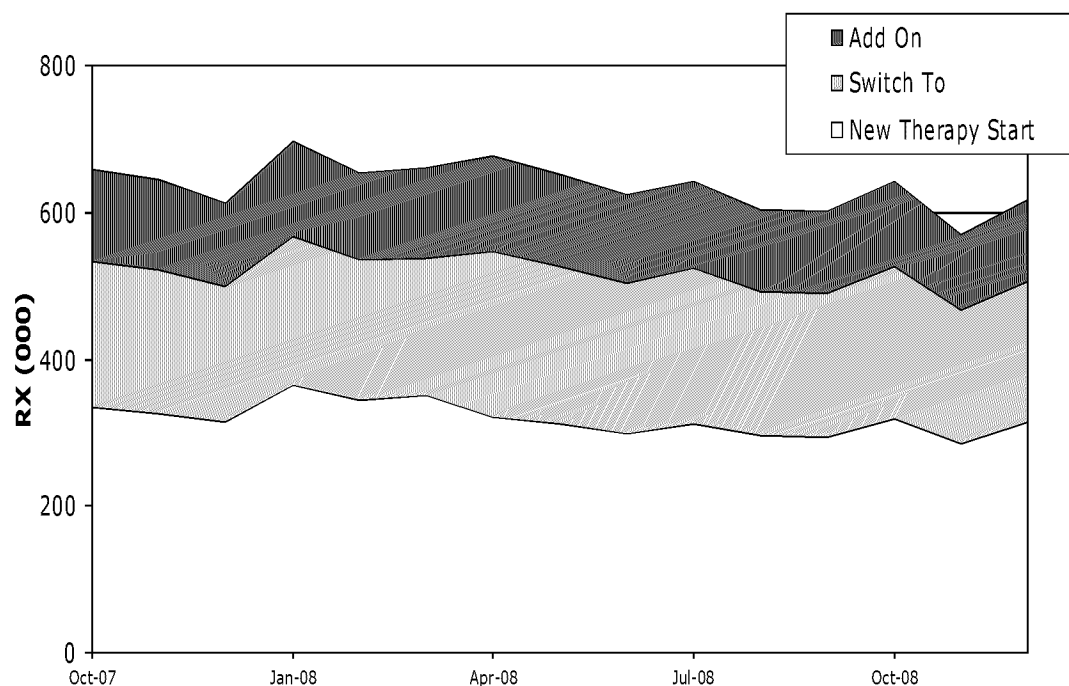
Increasing NBRx productivity

Adherence

Ensuring compliance and persistency

It is critical to understand how the dynamic market will break down prior to and during launch

Dynamic market

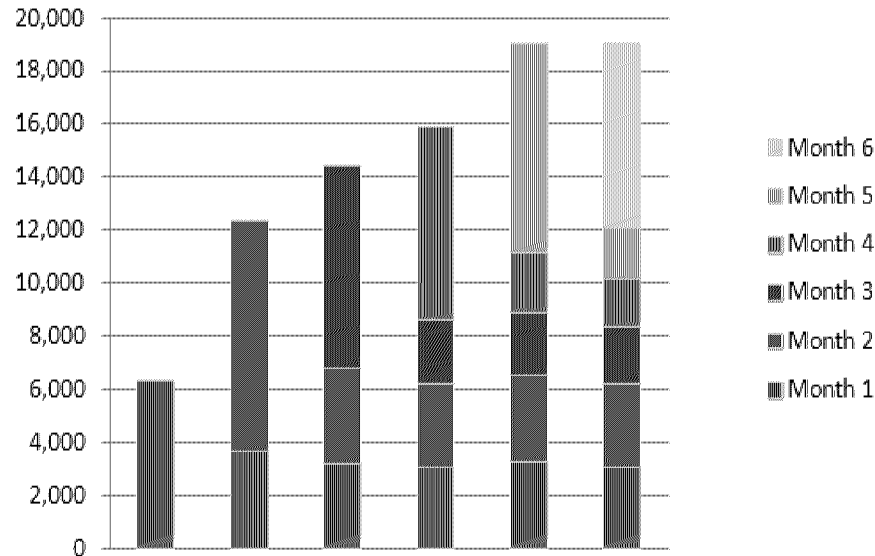


Key considerations

- Overall size of dynamic market
- Size of sub-segments – new, switch, add
- Seasonality
- Market events
 - Safety issues
 - New entrants

NBRx prescriber adoption patterns can inform launch forecasting methodology

Adoption patterns

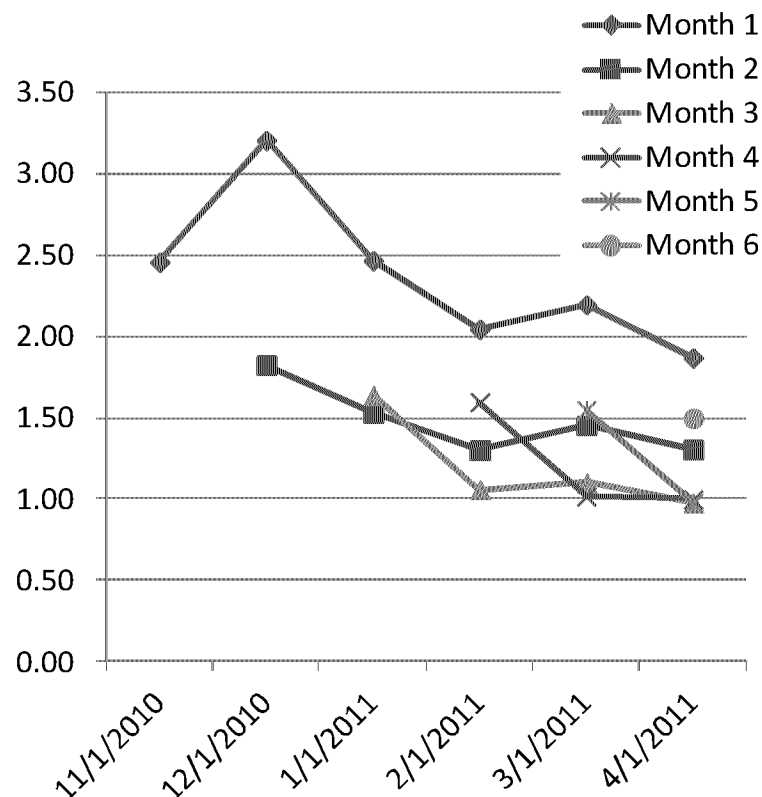


Key considerations

- Peak NBRx prescriber base
- Adoption/attrition rates of specialists
- Adoption/attrition rates of PCPs
- Peak share gains in dynamic sub-segments
- Impact of other prescribers
- Influence networks

Average NBRx productivity patterns by each new cohort of adopting prescribers can be modeled

NBRx productivity patterns

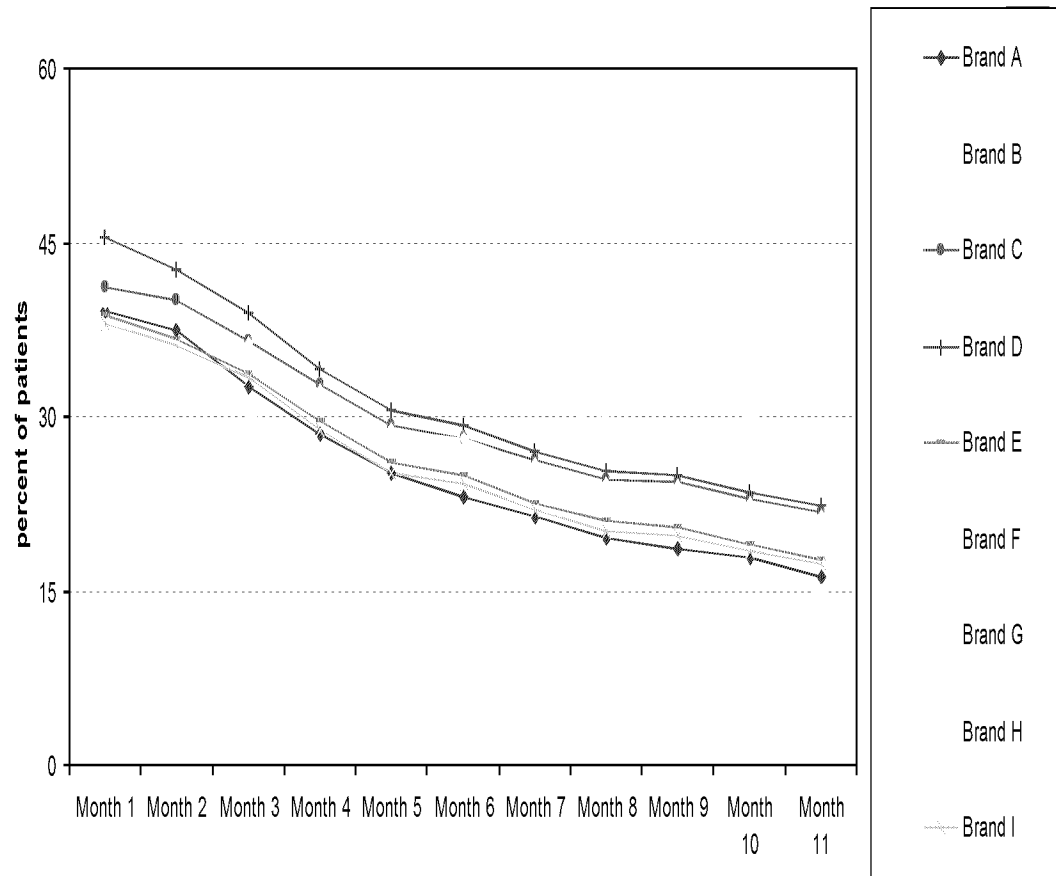


Key considerations

- Diminishing patient pool
 - Switches
- Patient feedback loop
- Formulary coverage
- Co-pay levels
- Competitive responses

Average adherence (refill) rates can be used to calculate NBRx yield rates to TRx

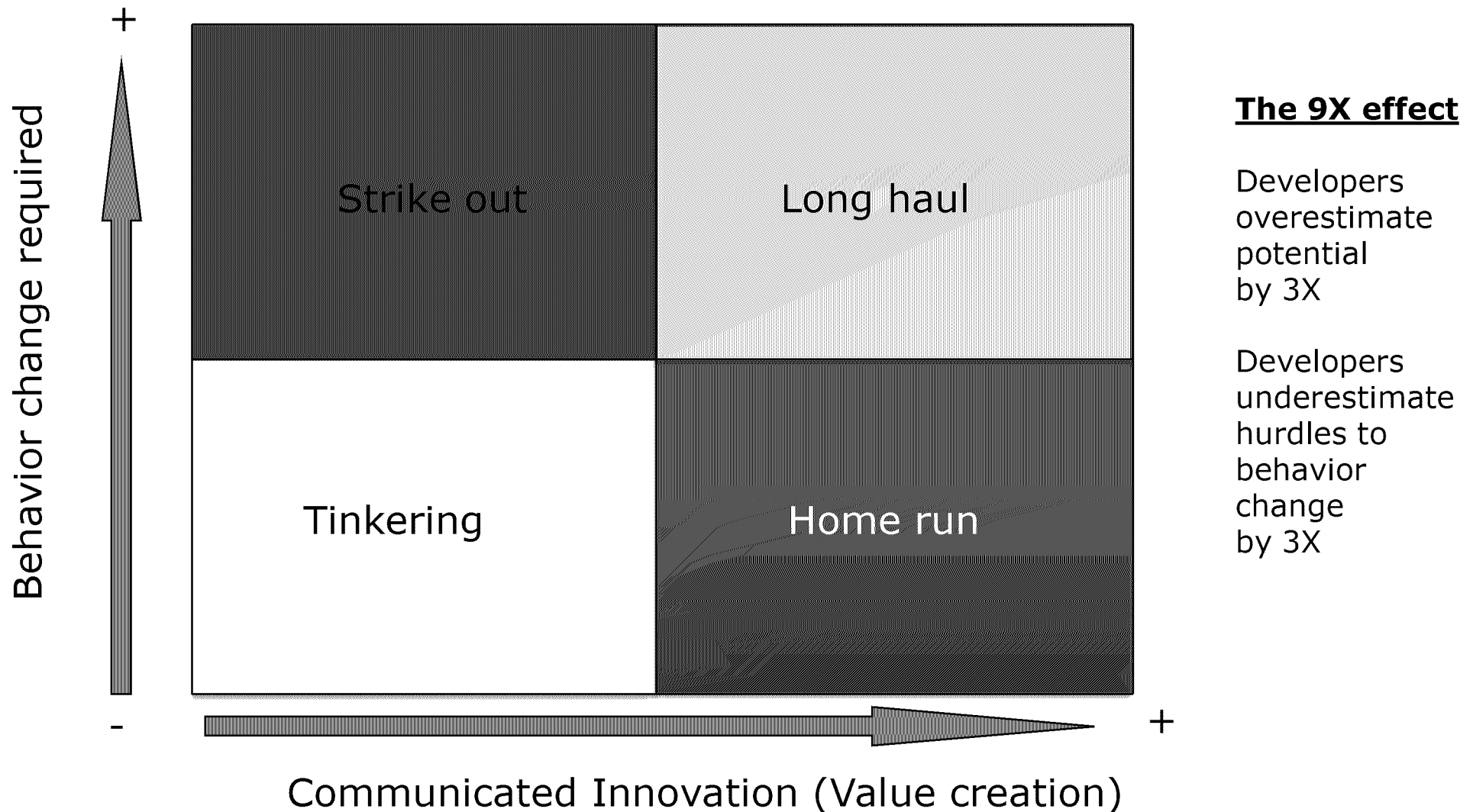
Adherence patterns



Key considerations

- Fill rates
- Refill rates by sub-segment
 - New
 - Switch
 - Add
- Co-pay sensitivity

Even differentiated products can fail as companies tend to overvalue their products and underestimate the behavioral change required



* Adapted from The Psychology of new product adoption, John Gourville, Harvard Business School

Launch Excellence

- Launch Excellence – an elusive play
- The importance of the dynamic market
- Launch success factors and drivers of uptake
- Case study review
- Deconstructing the launch forecast



• Discussion

Using our Launch Excellence framework we have highlighted a number of key launch considerations for Intermezzo

Advocacy

Designing and executing an innovative advocacy/ disease awareness campaign

- Mapping of influence networks (KOLs/ stakeholders) at national, regional, local levels
- Engaging key medical associations and guidelines committees
- Leveraging influence of payers and patient groups

Approval

Leveraging the Intermezzo label to help differentiate it from competitors

Access

Optimizing pricing and contracting strategy

- Optimal price and anticipated access status for Intermezzo
- Access and assistance programs in place for patients with insurance
- Uninsured patient assistance program
- Understanding co-pay sensitivity

Adoption

Understanding and engaging early adopters

- Understanding of adoption & productivity patterns of innovators/early adopters
- How rapidly will market drivers (High TRx/High NBRx) adopt Intermezzo?
- Is there a specific target patient segment where adoption should be strongest?
- How can Purdue leverage innovative digital/social channels to reach target stakeholders?

Adherence

Enhancing patient persistence and compliance on Intermezzo

- What are likely compliance and persistence rates for Intermezzo?
- What can Purdue offer prescribers and caregivers to help maximize Intermezzo adherence?
- Are patient education programs in place to support Intermezzo patients?
- Have patient compliance reminder programs been developed?

Launch Excellence

Ensuring launch excellence

- How does Purdue ensure world class execution across regions/districts/territories?
- What leading KPIs can be used to measure post launch success?

Thank You



Message

From: Sackler, Dr Richard [REDACTED]
Sent: 1/23/2012 11:12:57 AM
To: [REDACTED]
Subject: Re: 2010 Business Success Scorecard

Thank you, [REDACTED]

From: [REDACTED]@pharma.com>
Date: Sat, 21 Jan 2012 20:24:06 -0500
To: John Stewart [REDACTED]@pharma.com>, Richard Sackler [REDACTED]@pharma.com>, David Long [REDACTED]@pharma.com>
Cc: Judy Lewent [REDACTED]@pharma.com>, "F. Boer" [REDACTED]@pharma.com>, "F. Boer" [REDACTED]@boer.org>, "Sackler, Dr Kathe" [REDACTED]@pharma.com>, mda [REDACTED]@pharma.com>, Chadbourne SDB [REDACTED]@chadbourn.com>
Subject: RE: 2010 Business Success Scorecard

Here is the summary of the payout levels for the 2010 Business Success Scorecard:

Net Branded Sales (40% of Total) – 87.9% payout based upon sales at 93.5% of budget
Operating Efficiency (30% of Total) – 160.9% payout based on savings and efficiencies identified well in excess of target
Research & Development (15% of Total) – 112.1% payout based primarily upon the NDA approvals for Oxycontin and Butrans
LBD – (15% of Total) – 95% payout

Overall payout based upon Business Measures – 114.5% of target

Overarching Compliance Objective – multiplier of 102.5%

Overall Business Success Scorecard: 117.3%

Attached is the summary of the scorecard performance which was attached to the bonus payout information for all Purdue Colleagues who received a bonus related to the Scorecard. It presents a brief summary of each of the factors and the Company performance which resulted in that payout.

If anyone has any further questions or needs additional details, I'll get that information to you tomorrow.

From: Stewart, John H. (US)
Sent: Saturday, January 21, 2012 5:02 PM
To: Sackler, Dr Richard; [REDACTED] Long, David
Cc: Lewent, Judy; Boer, Peter; Boer, Peter; Sackler, Dr Kathe; mda; Baker, Stuart D.; Stewart, John H. (US)
Subject: 2010 Business Success Scorecard

I don't have the component-by-component results at hand, but from other documents know that the 2010 overall score came out at 117.3%. Doug can likely access the actual scoring sheet from the 2010 BSS, so that you can see the individual scores for each of the components (Compliance, R&D, Sales, etc.).

JS

From: Sackler, Dr Richard
Sent: Saturday, January 21, 2012 3:51 PM
To: [REDACTED] Long, David; JHS (US)
Cc: Lewent, Judy; Boer, Peter; Boer, Peter; Sackler, Dr Kathe; mdas
Subject: Please send me the 2010 score card results, please
Importance: High

It would be best to have the 2010 this weekend.
Please send it to all of us.

To: Sackler, Dr Richard [REDACTED]@pharma.com]
Cc: Rosen, David (Marketing)[REDACTED]@pharma.com]; Innaurato,
Mike [REDACTED]@pharma.com]; Gasdia, Russell [REDACTED]@pharma.com]
From: Barmore, Robert
Sent: Tue 1/24/2012 5:05:32 PM
Subject: Butrans TRx and Sales Data
Monthly Weekly Butrans TRx Sales by Strength 01-24-2012.xlsx

Dr. Richard,

David requested that I send you some Butrans data. Attached are both monthly and weekly data from launch to the most current data we have for each set.

Regards,

Rob

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SOURCE: NPA WEEKLY Rx

ALL CLASSES OF TRADE INCLUDED

		Butrans Weekly Total Rx by Strength (
		5mcg	10mcg	20mcg
	Week #	Week Ending	TRx	TRx
2011	Week 1	21-Jan-11	41	46
	Week 2	28-Jan-11	452	399
	Week 3	4-Feb-11	728	521
	Week 4	11-Feb-11	1,012	795
	Week 5	18-Feb-11	1,192	1,016
	Week 6	25-Feb-11	1,311	1,179
	Week 7	4-Mar-11	1,504	1,332
	Week 8	11-Mar-11	1,573	1,409
	Week 9	18-Mar-11	1,656	1,567
	Week 10	25-Mar-11	1,652	1,615
	Week 11	1-Apr-11	1,896	1,780
	Week 12	8-Apr-11	1,910	1,943
	Week 13	15-Apr-11	1,852	1,999
	Week 14	22-Apr-11	1,893	2,052
	Week 15	29-Apr-11	2,078	2,261
	Week 16	6-May-11	2,092	2,361
	Week 17	13-May-11	2,053	2,346
	Week 18	20-May-11	2,156	2,390
	Week 19	27-May-11	2,224	2,520
	Week 20	3-Jun-11	1,758	2,185
	Week 21	10-Jun-11	2,144	2,622
	Week 22	17-Jun-11	2,068	2,533
	Week 23	24-Jun-11	2,122	2,476
	Week 24	1-Jul-11	2,037	2,689
	Week 25	8-Jul-11	1,725	2,319
	Week 26	15-Jul-11	2,085	2,711
	Week 27	22-Jul-11	1,942	2,708
	Week 28	29-Jul-11	2,064	2,791
	Week 29	5-Aug-11	2,060	2,695
	Week 30	12-Aug-11	2,073	2,743
	Week 31	19-Aug-11	2,080	2,920
	Week 32	26-Aug-11	2,199	2,977
	Week 33	2-Sep-11	2,208	2,999
	Week 34	9-Sep-11	1,772	2,592
	Week 35	16-Sep-11	2,194	3,212
	Week 36	23-Sep-11	2,283	3,204
	Week 37	30-Sep-11	2,374	3,260

2012

Week 38	7-Oct-11	2,203	3,172	1,684
Week 39	14-Oct-11	2,236	3,205	1,760
Week 40	21-Oct-11	2,271	3,414	1,665
Week 41	28-Oct-11	2,406	3,359	1,821
Week 42	4-Nov-11	2,223	3,430	1,743
Week 43	11-Nov-11	2,295	3,488	1,767
Week 44	18-Nov-11	2,446	3,740	2,030
Week 45	25-Nov-11	1,931	2,936	1,693
Week 46	2-Dec-11	2,245	3,578	2,065
Week 47	9-Dec-11	2,293	3,708	1,939
Week 48	16-Dec-11	2,486	3,729	2,091
Week 49	23-Dec-11	2,349	3,546	2,029
Week 50	30-Dec-11	1,751	2,936	1,712
Week 51	6-Jan-12	1,880	3,107	1,783
Week 52	13-Jan-12	2,146	3,589	2,029
<hr/>				
TOTAL	2011	95,598	123,408	57,389
<hr/>				
YTD	2012	4,026	6,696	3,812
<hr/>				

Absolute) Butrans Weekly Total Rx % Distribution by Strength %				
Total	5mcg	10mcg	20mcg	Total
TRx	TRx	TRx	TRx	TRx
100	41.0%	46.0%	13.0%	100.0%
904	50.0%	44.1%	5.9%	100.0%
1,353	53.8%	38.5%	7.7%	100.0%
1,971	51.3%	40.3%	8.3%	100.0%
2,470	48.3%	41.1%	10.6%	100.0%
2,800	46.8%	42.1%	11.1%	100.0%
3,189	47.2%	41.8%	11.1%	100.0%
3,405	46.2%	41.4%	12.4%	100.0%
3,726	44.4%	42.1%	13.5%	100.0%
3,825	43.2%	42.2%	14.6%	100.0%
4,284	44.3%	41.5%	14.2%	100.0%
4,491	42.5%	43.3%	14.2%	100.0%
4,539	40.8%	44.0%	15.2%	100.0%
4,658	40.6%	44.1%	15.3%	100.0%
5,109	40.7%	44.3%	15.1%	100.0%
5,242	39.9%	45.0%	15.1%	100.0%
5,271	38.9%	44.5%	16.5%	100.0%
5,515	39.1%	43.3%	17.6%	100.0%
5,702	39.0%	44.2%	16.8%	100.0%
4,875	36.1%	44.8%	19.1%	100.0%
5,801	37.0%	45.2%	17.8%	100.0%
5,679	36.4%	44.6%	19.0%	100.0%
5,726	37.1%	43.2%	19.7%	100.0%
5,943	34.3%	45.2%	20.5%	100.0%
5,099	33.8%	45.5%	20.7%	100.0%
6,009	34.7%	45.1%	20.2%	100.0%
5,956	32.6%	45.5%	21.9%	100.0%
6,145	33.6%	45.4%	21.0%	100.0%
6,077	33.9%	44.3%	21.8%	100.0%
6,145	33.7%	44.6%	21.6%	100.0%
6,409	32.5%	45.6%	22.0%	100.0%
6,688	32.9%	44.5%	22.6%	100.0%
6,703	32.9%	44.7%	22.3%	100.0%
5,773	30.7%	44.9%	24.4%	100.0%
6,967	31.5%	46.1%	22.4%	100.0%
7,165	31.9%	44.7%	23.4%	100.0%
7,306	32.5%	44.6%	22.9%	100.0%

7,059		31.2%	44.9%	23.9%	100.0%
7,201		31.1%	44.5%	24.4%	100.0%
7,350		30.9%	46.4%	22.7%	100.0%
7,586		31.7%	44.3%	24.0%	100.0%
7,396		30.1%	46.4%	23.6%	100.0%
7,550		30.4%	46.2%	23.4%	100.0%
8,216		29.8%	45.5%	24.7%	100.0%
6,560		29.4%	44.8%	25.8%	100.0%
7,888		28.5%	45.4%	26.2%	100.0%
7,940		28.9%	46.7%	24.4%	100.0%
8,306		29.9%	44.9%	25.2%	100.0%
7,924		29.6%	44.8%	25.6%	100.0%
6,399		27.4%	45.9%	26.8%	100.0%
6,770		27.8%	45.9%	26.3%	100.0%
7,764		27.6%	46.2%	26.1%	100.0%
276,395					
14,534					

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SOURCE: NPA MONTHLY Rx & NSP MONTHLY

ALL CLASSES OF TRADE INCLUDED

TRx (Absolute)	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
5MCG	659	4,377	7,558	8,227	9,022	9,176
10MCG	543	3,682	7,064	8,723	10,290	11,202
20MCG	83	885	2,232	2,986	3,894	4,810
Total Butrans	1,285	8,944	16,854	19,936	23,206	25,188

TRx % Distribution by Strength	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
5MCG	51.3%	48.9%	44.8%	41.3%	38.9%	36.4%
10MCG	42.3%	41.2%	41.9%	43.8%	44.3%	44.5%
20MCG	6.5%	9.9%	13.2%	15.0%	16.8%	19.1%
Total Butrans	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Total Dollar Sales (000)	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
5MCG	\$ 2,165	\$ 369	\$ 907	\$ 713	\$ 880	\$ 1,089
10MCG	\$ 1,694	\$ 568	\$ 1,372	\$ 1,345	\$ 1,575	\$ 2,107
20MCG	\$ 343	\$ 334	\$ 703	\$ 857	\$ 1,065	\$ 1,558
Total Butrans	\$ 4,202	\$ 1,271	\$ 2,982	\$ 2,915	\$ 3,520	\$ 4,754

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	YTD Nov. 2011
8,354	9,562	9,519	9,640	9,824	85,918
11,296	12,987	13,389	13,969	15,079	108,224
5,229	6,356	6,918	7,357	8,123	48,873
24,879	28,905	29,826	30,966	33,026	243,015

33.6%	33.1%	31.9%	31.1%	29.7%
45.4%	44.9%	44.9%	45.1%	45.7%
21.0%	22.0%	23.2%	23.8%	24.6%
100.0%	100.0%	100.0%	100.0%	100.0%

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	YTD Nov. 2011
\$ 1,047	\$ 1,102	\$ 1,412	\$ 1,181	\$ 1,187	\$ 12,052
\$ 2,139	\$ 2,303	\$ 2,929	\$ 2,483	\$ 2,552	\$ 21,067
\$ 1,753	\$ 1,938	\$ 2,749	\$ 2,274	\$ 2,361	\$ 15,935
\$ 4,939	\$ 5,343	\$ 7,090	\$ 5,938	\$ 6,100	\$ 49,054

Message

From: Sackler, Dr Richard [REDACTED]
Sent: 1/24/2012 11:36:35 PM
To: Barmore, Robert [REDACTED]
Subject: Re: Butrans TRx and Sales Data

thanks

From: "Barmore, Robert" [REDACTED]@pharma.com>
Date: Tue, 24 Jan 2012 17:05:32 -0500
To: "Richard S. Sackler" [REDACTED]@pharma.com>
Cc: "Rosen, David (Marketing)" [REDACTED]@pharma.com>, "Innaurato, Mike" [REDACTED]@pharma.com>, "Gasdia, Russell" [REDACTED]@pharma.com>
Subject: Butrans TRx and Sales Data

Dr. Richard,

David requested that I send you some Butrans data. Attached are both monthly and weekly data from launch to the most current data we have for each set.

Regards,

Rob

To: Rosen, David (Marketing [REDACTED]@pharma.com]; Innaurato, Mike [REDACTED]@pharma.com]
Cc: JHS (US) [REDACTED]@pharma.com]; Gasdia, Russell [REDACTED]@pharma.com]
From: Sackler, Dr Richard
Sent: Wed 1/25/2012 6:55:51 PM
Subject: Trying to compare our sales of patches/mio people to international experience.
[untitled.xlsx](#)

Am I right in calculating that our sales per million people were 83 in December?
It seems too low, so what did I do wrong in taking the total Rx's and multiply by 4 and then divide by 310, aside from not multiplying by 31/28?

Also, what would the count be if I took the December total patch shipments??? Can you help me here?

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SOURCE: NPA WEEKLY Rx

ALL CLASSES OF TRADE INCLUDED

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	Week 36	23-Sep-11	2,283	3,204
	Week 37	30-Sep-11	2,374	3,260
				1,672

2012

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Week 40	21-Oct-11	2,271	3,414	1,665
Week 41	28-Oct-11	2,406	3,359	1,821
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Week 51	6-Jan-12	1,880	3,107	1,783
Week 52	13-Jan-12	2,146	3,589	2,029
<hr/>				
TOTAL	2011	95,598	123,408	57,389
<hr/>				
YTD	2012	4,026	6,696	3,812
<hr/>				

Absolute)

Total					
TRx	5	10	20	Total Mg	
100	137,760	309,120	174,720	621,600	
904	1,518,720	2,681,280	712,320	4,912,320	4,292,960
1,353	2,446,080	3,501,120	1,397,760	7,344,960	7,734,720
1,971	3,400,320	5,342,400	2,204,160	10,946,880	10,881,920
2,470	4,005,120	6,827,520	3,521,280	14,353,920	13,931,680
2,800	4,404,960	7,922,880	4,166,400	16,494,240	16,532,320
3,189	5,053,440	8,951,040	4,744,320	18,748,800	18,560,640
3,405	5,285,280	9,468,480	5,685,120	20,438,880	20,680,800
3,726	5,564,160	10,530,240	6,760,320	22,854,720	22,398,880
3,825	5,550,720	10,852,800	7,499,520	23,903,040	24,420,480
4,284	6,370,560	11,961,600	8,171,520	26,503,680	26,152,000
4,491	6,417,600	13,056,960	8,574,720	28,049,280	27,818,560
4,539	6,222,720	13,433,280	9,246,720	28,902,720	28,894,880
4,658	6,360,480	13,789,440	9,582,720	29,732,640	30,386,720
5,109	6,982,080	15,193,920	10,348,800	32,524,800	31,918,880
5,242	7,029,120	15,865,920	10,604,160	33,499,200	33,468,960
5,271	6,898,080	15,765,120	11,719,680	34,382,880	34,736,800
5,515	7,244,160	16,060,800	13,023,360	36,328,320	35,997,920
5,702	7,472,640	16,934,400	12,875,520	37,282,560	35,575,680
4,875	5,906,880	14,683,200	12,526,080	33,116,160	36,377,600
5,801	7,203,840	17,619,840	13,910,400	38,734,080	36,769,600
5,679	6,948,480	17,021,760	14,488,320	38,458,560	38,707,200
5,726	7,129,920	16,638,720	15,160,320	38,928,960	39,552,800
5,943	6,844,320	18,070,080	16,356,480	41,270,880	38,586,240
5,099	5,796,000	15,583,680	14,179,200	35,558,880	39,452,000
6,009	7,005,600	18,217,920	16,302,720	41,526,240	39,786,880
5,956	6,525,120	18,197,760	17,552,640	42,275,520	42,276,640
6,145	6,935,040	18,755,520	17,337,600	43,028,160	42,701,120
6,077	6,921,600	18,110,400	17,767,680	42,799,680	43,029,280
6,145	6,965,280	18,432,960	17,861,760	43,260,000	43,869,280
6,409	6,988,800	19,622,400	18,936,960	45,548,160	45,507,840
6,688	7,388,640	20,005,440	20,321,280	47,715,360	46,980,640
6,703	7,418,880	20,153,280	20,106,240	47,678,400	45,900,960
5,773	5,953,920	17,418,240	18,936,960	42,309,120	46,641,280
6,967	7,371,840	21,584,640	20,979,840	49,936,320	47,999,840
7,165	7,670,880	21,530,880	22,552,320	51,754,080	51,348,640
7,306	7,976,640	21,907,200	22,471,680	52,355,520	51,820,160

7,059	7,402,080	21,315,840	22,632,960	51,350,880	52,137,120
7,201	7,512,960	21,537,600	23,654,400	52,704,960	52,335,360
7,350	7,630,560	22,942,080	22,377,600	52,950,240	53,595,360
7,586	8,084,160	22,572,480	24,474,240	55,130,880	54,008,640
7,396	7,469,280	23,049,600	23,425,920	53,944,800	54,658,240
7,550	7,711,200	23,439,360	23,748,480	54,899,040	56,492,800
8,216	8,218,560	25,132,800	27,283,200	60,634,560	54,835,200
6,560	6,488,160	19,729,920	22,753,920	48,972,000	56,315,840
7,888	7,543,200	24,044,160	27,753,600	59,340,960	55,665,120
7,940	7,704,480	24,917,760	26,060,160	58,682,400	59,846,080
8,306	8,352,960	25,058,880	28,103,040	61,514,880	59,729,600
7,924	7,892,640	23,829,120	27,269,760	58,991,520	56,376,320
6,399	5,883,360	19,729,920	23,009,280	48,622,560	52,924,480
6,770	6,316,800	20,879,040	23,963,520	51,159,360	52,793,440
7,764	7,210,560	24,118,080	27,269,760	58,598,400	
276,395	321,209,280	829,301,760	771,308,160	1,921,819,200	
14,534	13,527,360	44,997,120	51,233,280	109,757,760	

25,596.00

Butrans Weekly Total Rx % Distribution by Strength %

	5mcg	10mcg	20mcg	Total
	TRx	TRx	TRx	TRx
	41.0%	46.0%	13.0%	100.0%
	50.0%	44.1%	5.9%	100.0%
7,635,936	53.8%	38.5%	7.7%	100.0%
10,810,464	51.3%	40.3%	8.3%	100.0%
13,577,760	48.3%	41.1%	10.6%	100.0%
16,196,544	46.8%	42.1%	11.1%	100.0%
18,578,112	47.2%	41.8%	11.1%	100.0%
20,487,936	46.2%	41.4%	12.4%	100.0%
22,489,824	44.4%	42.1%	13.5%	100.0%
24,349,920	43.2%	42.2%	14.6%	100.0%
26,042,688	44.3%	41.5%	14.2%	100.0%
27,418,272	42.5%	43.3%	14.2%	100.0%
29,142,624	40.8%	44.0%	15.2%	100.0%
30,541,728	40.6%	44.1%	15.3%	100.0%
31,808,448	40.7%	44.3%	15.1%	100.0%
33,293,568	39.9%	45.0%	15.1%	100.0%
34,803,552	38.9%	44.5%	16.5%	100.0%
34,921,824	39.1%	43.3%	17.6%	100.0%
35,968,800	39.0%	44.2%	16.8%	100.0%
36,783,936	36.1%	44.8%	19.1%	100.0%
37,304,064	37.0%	45.2%	17.8%	100.0%
38,101,728	36.4%	44.6%	19.0%	100.0%
38,590,272	37.1%	43.2%	19.7%	100.0%
39,148,704	34.3%	45.2%	20.5%	100.0%
39,912,096	33.8%	45.5%	20.7%	100.0%
40,731,936	34.7%	45.1%	20.2%	100.0%
41,037,696	32.6%	45.5%	21.9%	100.0%
42,577,920	33.6%	45.4%	21.0%	100.0%
43,382,304	33.9%	44.3%	21.8%	100.0%
44,470,272	33.7%	44.6%	21.6%	100.0%
45,400,320	32.5%	45.6%	22.0%	100.0%
45,302,208	32.9%	44.5%	22.6%	100.0%
46,637,472	32.9%	44.7%	22.3%	100.0%
47,878,656	30.7%	44.9%	24.4%	100.0%
48,806,688	31.5%	46.1%	22.4%	100.0%
49,541,184	31.9%	44.7%	23.4%	100.0%
51,620,352	32.5%	44.6%	22.9%	100.0%

52,223,136		31.2%	44.9%	23.9%	100.0%
52,898,496		31.1%	44.5%	24.4%	100.0%
53,216,352		30.9%	46.4%	22.7%	100.0%
53,925,984		31.7%	44.3%	24.0%	100.0%
55,511,904		30.1%	46.4%	23.6%	100.0%
54,716,256		30.4%	46.2%	23.4%	100.0%
55,558,272		29.8%	45.5%	24.7%	100.0%
56,505,792		29.4%	44.8%	25.8%	100.0%
57,828,960		28.5%	45.4%	26.2%	100.0%
57,500,352		28.9%	46.7%	24.4%	100.0%
57,430,464		29.9%	44.9%	25.2%	100.0%
55,794,144		29.6%	44.8%	25.6%	100.0%
55,777,344		27.4%	45.9%	26.8%	100.0%
		27.8%	45.9%	26.3%	100.0%
		27.6%	46.2%	26.1%	100.0%

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SOURCE: NPA MONTHLY Rx & NSP MONTHLY

ALL CLASSES OF TRADE INCLUDED

TRx (Absolute)	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
5MCG	659	4,377	7,558	8,227	9,022	9,176
10MCG	543	3,682	7,064	8,723	10,290	11,202
20MCG	83	885	2,232	2,986	3,894	4,810
Total Butrans	1,285	8,944	16,854	19,936	23,206	25,188

TRx % Distribution by Strength

5MCG	51.3%	48.9%	44.8%	41.3%	38.9%	36.4%
10MCG	42.3%	41.2%	41.9%	43.8%	44.3%	44.5%
20MCG	6.5%	9.9%	13.2%	15.0%	16.8%	19.1%
Total Butrans	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Total Dollar Sales (000)	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
5MCG	\$ 2,165	\$ 369	\$ 907	\$ 713	\$ 880	\$ 1,089
10MCG	\$ 1,694	\$ 568	\$ 1,372	\$ 1,345	\$ 1,575	\$ 2,107
20MCG	\$ 343	\$ 334	\$ 703	\$ 857	\$ 1,065	\$ 1,558
Total Butrans	\$ 4,202	\$ 1,271	\$ 2,982	\$ 2,915	\$ 3,520	\$ 4,754

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	YTD Nov. 2011
8,354	9,562	9,519	9,640	9,824	85,918
11,296	12,987	13,389	13,969	15,079	108,224
5,229	6,356	6,918	7,357	8,123	48,873
24,879	28,905	29,826	30,966	33,026	243,015

33.6%	33.1%	31.9%	31.1%	29.7%
45.4%	44.9%	44.9%	45.1%	45.7%
21.0%	22.0%	23.2%	23.8%	24.6%
100.0%	100.0%	100.0%	100.0%	100.0%

Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	YTD Nov. 2011
\$ 1,047	\$ 1,102	\$ 1,412	\$ 1,181	\$ 1,187	\$ 12,052
\$ 2,139	\$ 2,303	\$ 2,929	\$ 2,483	\$ 2,552	\$ 21,067
\$ 1,753	\$ 1,938	\$ 2,749	\$ 2,274	\$ 2,361	\$ 15,935
\$ 4,939	\$ 5,343	\$ 7,090	\$ 5,938	\$ 6,100	\$ 49,054

Message

From: [REDACTED]
Sent: 1/26/2012 6:33:11 AM
To: Sackler, Dr Richard [REDACTED]
Subject: RE: can you get me the most recent butrans comparative results among all our markets

Redacted

From: Sackler, Dr Richard
Sent: 26 January 2012 11:30
To: [REDACTED]
Subject: Re: can you get me the most recent butrans comparative results among all our markets

What is your direct number?

Am I right that US is showing about Euro 20K/mio? It's such a tangle of spaghetti in there.

Maybe we should have a sub chart with y-axis range to 40000 for a closer look at the first 20 or 30 mos.

From: [REDACTED]@mundipharma.co.uk>
Date: Thu, 26 Jan 2012 06:05:44 -0500
To: Richard Sackler [REDACTED]@pharma.com>, [REDACTED]
[REDACTED]@mundipharma.co.uk>, [REDACTED]@mundipharma.co.uk>
Cc: [REDACTED]@mundipharma.co.uk>
Subject: RE: can you get me the most recent butrans comparative results among all our markets

In the attached the usa data is included to end of December. It is in the WW tab i.e. December is euro 5m (us\$7m). I have saved the report with this tab open. These are all net sales. Please let me know if anything else is required.

From: Sackler, Dr Richard
Sent: 26 January 2012 03:50
To: [REDACTED]
Cc: [REDACTED]
Subject: Re: can you get me the most recent butrans comparative results among all our markets

When is this excel sheet going to be updated with the US data added?

From: [REDACTED]@mundipharma.co.uk>
Date: Wed, 25 Jan 2012 15:15:12 -0500
To: "Richard S. Sackler" [REDACTED]@pharma.com>, [REDACTED]
[REDACTED]@mundipharma.co.uk>, [REDACTED]@mundipharma.co.uk>
Cc: [REDACTED]@mundipharma.co.uk>
Subject: RE: can you get me the most recent butrans comparative results among all our markets

Try this.

From: Sackler, Dr Richard
Sent: 25 January 2012 18:54
To: [REDACTED]
Subject: can you get me the most recent butrans comparative results among all our markets

Have you put the US into the charts. Get it to me either way.

Sorry I don't know who has this spreadsheet/powerpoint. I'll take it either way but both ways best if both available.

To: Sackler, Dr Richard [REDACTED]@pharma.com]; Rosen, David (Marketing) [REDACTED]@pharma.com]
Cc: Innaurato, Mike [REDACTED]@pharma.com]; Gasdia, Russell [REDACTED]@pharma.com]; JHS (US) [REDACTED]@pharma.com]
From: [REDACTED]
Sent: Thur 1/26/2012 10:35:20 AM
Subject: RE: can you get me the most recent butrans comparative results among all our markets

After my intense interrogation of the Finland General Manager I am assured their sales are ok i.e. no trade out of the country.

On another topic - the person who updates this spreadsheet is checking all the exchanges rates. Some old ones in there. Let me know if anything looks odd and I will check it out.

From: Sackler, Dr Richard
Sent: 26 January 2012 13:31
To: Rosen, David (Marketing)
Cc: Innaurato, Mike; Gasdia, Russell; [REDACTED] JHS (US)
Subject: FW: can you get me the most recent butrans comparative results among all our markets

Just check this.

UK will be updating with two additional charts that will zoom in on the first 2 years of results and disentangle the spaghetti in the current chart.

From: [REDACTED]@mundipharma.co.uk>
Date: Thu, 26 Jan 2012 06:05:44 -0500
To: Richard Sackler [REDACTED]@pharma.com> [REDACTED]
[REDACTED]@mundipharma.co.uk> [REDACTED]@mundipharma.co.uk>
Cc: [REDACTED]@mundipharma.co.uk>
Subject: RE: can you get me the most recent butrans comparative results among all our markets

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Cc: [REDACTED]
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[REDACTED]@mundipharma.co.uk> [REDACTED]@mundipharma.co.uk>
Cc: [REDACTED]@mundipharma.co.uk>
Subject: RE: can you get me the most recent butrans comparative results among all our markets

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To: [REDACTED]@mundipharma.co.uk]; Sackler, Dr Richard [REDACTED]@pharma.com]
From: Rosen, David (Marketing)
Sent: Thur 1/26/2012 11:43:19 AM
Subject: RE: can you get me the most recent butrans comparative results among all our markets

Thanks, [REDACTED]

-David

From: [REDACTED]
Sent: Thursday, January 26, 2012 11:42 AM
To: Rosen, David (Marketing); Sackler, Dr Richard
Subject: RE: can you get me the most recent butrans comparative results among all our markets

With the latest exchange rates.

From: Rosen, David (Marketing)
Sent: 26 January 2012 16:09
To: Sackler, Dr Richard
Cc: Innaurato, Mike; Gasdia, Russell; [REDACTED] JHS (US)
Subject: RE: can you get me the most recent butrans comparative results among all our markets

Hi [REDACTED] I am looking through the spreadsheet, but my access is limited because it is password protected. Can you please convey the password via email or telephone [REDACTED] when it is convenient for you?

Thanks,
David

From: Sackler, Dr Richard
Sent: Thursday, January 26, 2012 8:31 AM
To: Rosen, David (Marketing)
Cc: Innaurato, Mike; Gasdia, Russell; [REDACTED] JHS (US)
Subject: FW: can you get me the most recent butrans comparative results among all our markets

Just check this.

UK will be updating with two additional charts that will zoom in on the first 2 years of results and disentangle the spaghetti in the current chart.

From: [REDACTED]@mundipharma.co.uk>
Date: Thu, 26 Jan 2012 06:05:44 -0500
To: Richard Sackler [REDACTED]@pharma.com>
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[REDACTED]@mundipharma.co.uk> [REDACTED]@mundipharma.co.uk>
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To: Sackler, Dr Richard [REDACTED]
Cc: Gasdia, Russel [REDACTED] Innaurato,
Mike [REDACTED] Stewart, John H.
(US [REDACTED])
From: Rosen, David (Marketing)
Sent: Thur 1/26/2012 1:51:31 PM
Subject: Monthly Weekly Butrans TRx Sales units sold by Strength 01-26-2012.xlsx
Monthly Weekly Butrans TRx Sales units sold by Strength 01-26-2012.xlsx

Hi, Dr. Richard - As per your request, we added monthly ex-factory \$ and units as well as monthly units sold from the wholesalers to retailers. Please let me know if you have any questions.

Thanks,
David

Produced Natively

Butrans Data. Launch to date.

TRx (Absolute)		Jan-11	Feb-11
	5MCG	659	4,377
	10MCG	543	3,682
	20MCG	83	885
	Total Butrans	1,285	8,944

TRx % Distribution by Strength			
	5MCG	51.3%	48.9%
	10MCG	42.3%	41.2%
	20MCG	6.5%	9.9%
	Total Butrans	100.0%	100.0%

Total Dollar Sales (000)		Jan-11	Feb-11
	5MCG	\$ 2,165	\$ 369
	10MCG	\$ 1,694	\$ 568
	20MCG	\$ 343	\$ 334
	Total Butrans	\$ 4,202	\$ 1,271

Units (Patches) Sold (absolute)		Jan-11	Feb-11
	5MCG	70,716	12,012
	10MCG	36,752	12,428
	20MCG	4,208	4,116
	Total Butrans	111,676	28,556

		Jan-11	Feb-11
Factory Sales \$			
BUP405	Butrans 5mcg/hour TDS 4s	\$ 7,362,118	\$ 295,447
BUP410	Butrans 10mcg/hour TDS 4s	\$ 7,329,723	\$ 1,490,414
BUP420	Butrans 20mcg/hour TDS 4s	\$ 2,951,738	\$ 209,949
BUP	Butrans	<u>\$ 17,643,579</u>	<u>\$ 1,995,810</u>

		Jan-11	Feb-11
Factory Sales Units			
BUP405	Butrans 5mcg/hour TDS 4s	60,240	2,424
BUP410	Butrans 10mcg/hour TDS 4s	39,984	8,136
BUP420	Butrans 20mcg/hour TDS 4s	9,096	648
BUP	Butrans	<u>109,320</u>	<u>11,208</u>

Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
7,558	8,227	9,022	9,176	8,354	9,562	9,519	9,640
7,064	8,723	10,290	11,202	11,296	12,987	13,389	13,969
2,232	2,986	3,894	4,810	5,229	6,356	6,918	7,357
16,854	19,936	23,206	25,188	24,879	28,905	29,826	30,966
44.8%	41.3%	38.9%	36.4%	33.6%	33.1%	31.9%	31.1%
41.9%	43.8%	44.3%	44.5%	45.4%	44.9%	44.9%	45.1%
13.2%	15.0%	16.8%	19.1%	21.0%	22.0%	23.2%	23.8%
100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
\$ 907	\$ 713	\$ 880	\$ 1,089	\$ 1,047	\$ 1,102	\$ 1,412	\$ 1,181
\$ 1,372	\$ 1,345	\$ 1,575	\$ 2,107	\$ 2,139	\$ 2,303	\$ 2,929	\$ 2,483
\$ 703	\$ 857	\$ 1,065	\$ 1,558	\$ 1,753	\$ 1,938	\$ 2,749	\$ 2,274
\$ 2,982	\$ 2,915	\$ 3,520	\$ 4,754	\$ 4,939	\$ 5,343	\$ 7,090	\$ 5,938

Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
29,740	23,088	28,540	35,392	33,968	35,832	45,872	38,192
29,904	29,044	34,120	45,640	46,288	50,068	63,640	53,928
8,668	10,504	13,028	19,100	21,472	23,800	33,736	28,008
68,312	62,636	75,688	100,132	101,728	109,700	143,248	120,128

Mar-11	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11
\$ 2,500,367	\$ 98	\$ 48,986	\$ 280,156	\$ 323,049	\$ 878,831	\$ 1,240,850	\$ 1,244,198
\$ 3,693,976	\$ 102,101	\$ 404,200	\$ 1,387,838	\$ 1,738,227	\$ 2,894,680	\$ 2,727,301	\$ 2,699,763
\$ 2,973,882	\$ 133,064	\$ 775,748	\$ 1,609,805	\$ 2,025,974	\$ 2,818,086	\$ 2,786,894	\$ 2,717,372
\$ 9,168,225	\$ 235,263	\$ 1,228,935	\$ 3,277,799	\$ 4,087,250	\$ 6,591,596	\$ 6,755,045	\$ 6,661,333

20,472	94	407	2,246	2,582	7,006	9,834	9,855
20,160	597	2,160	7,365	9,227	15,357	14,444	14,315
9,168	408	2,328	4,821	6,071	8,441	8,326	8,136
49,800	1,099	4,895	14,431	17,879	30,804	32,603	32,306

Nov-11	YTD Nov. 2011
9,824	85,918
15,079	108,224
8,123	48,873
33,026	243,015

29.7%

45.7%

24.6%

100.0%

Nov-11	YTD Nov. 2011
\$ 1,187	\$ 12,052
\$ 2,552	\$ 21,067
\$ 2,361	\$ 15,935
\$ 6,100	\$ 49,054

Nov-11	YTD Nov. 2011
38,360	391,712
55,592	457,404
29,044	195,684
122,996	1,044,800

Nov-11	Dec-11	2011 Total
\$ 1,546,614	\$ 1,183,713	\$ 16,904,427
\$ 3,547,183	\$ 2,992,116	\$ 31,007,521
\$ 3,528,092	\$ 3,101,759	\$ 25,632,364
<u>\$ 8,621,889</u>	<u>\$ 7,277,587</u>	<u>\$ 73,544,312</u>

12,322	9,430	136,910
18,821	15,878	166,444
10,582	9,295	77,319
<u>41,725</u>	<u>34,603</u>	<u>380,672</u>

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SOURCE: NPA WEEKLY Rx

ALL CLASSES OF TRADE INCLUDED

			Butrans Weekly Total Rx by Strength (
			5mcg	10mcg	20mcg
	Week #	Week Ending	TRx	TRx	TRx
2011	Week 1	21-Jan-11	41	46	13
	Week 2	28-Jan-11	452	399	53
	Week 3	4-Feb-11	728	521	104
	Week 4	11-Feb-11	1,012	795	164
	Week 5	18-Feb-11	1,192	1,016	262
	Week 6	25-Feb-11	1,311	1,179	310
	Week 7	4-Mar-11	1,504	1,332	353
	Week 8	11-Mar-11	1,573	1,409	423
	Week 9	18-Mar-11	1,656	1,567	503
	Week 10	25-Mar-11	1,652	1,615	558
	Week 11	1-Apr-11	1,896	1,780	608
	Week 12	8-Apr-11	1,910	1,943	638
	Week 13	15-Apr-11	1,852	1,999	688
	Week 14	22-Apr-11	1,893	2,052	713
	Week 15	29-Apr-11	2,078	2,261	770
	Week 16	6-May-11	2,092	2,361	789
	Week 17	13-May-11	2,053	2,346	872
	Week 18	20-May-11	2,156	2,390	969
	Week 19	27-May-11	2,224	2,520	958
	Week 20	3-Jun-11	1,758	2,185	932
	Week 21	10-Jun-11	2,144	2,622	1,035
	Week 22	17-Jun-11	2,068	2,533	1,078
	Week 23	24-Jun-11	2,122	2,476	1,128
	Week 24	1-Jul-11	2,037	2,689	1,217
	Week 25	8-Jul-11	1,725	2,319	1,055
	Week 26	15-Jul-11	2,085	2,711	1,213
	Week 27	22-Jul-11	1,942	2,708	1,306
	Week 28	29-Jul-11	2,064	2,791	1,290
	Week 29	5-Aug-11	2,060	2,695	1,322
	Week 30	12-Aug-11	2,073	2,743	1,329
	Week 31	19-Aug-11	2,080	2,920	1,409
	Week 32	26-Aug-11	2,199	2,977	1,512
	Week 33	2-Sep-11	2,208	2,999	1,496
	Week 34	9-Sep-11	1,772	2,592	1,409
	Week 35	16-Sep-11	2,194	3,212	1,561
	Week 36	23-Sep-11	2,283	3,204	1,678
	Week 37	30-Sep-11	2,374	3,260	1,672

2012

Week 38	7-Oct-11	2,203	3,172	1,684
Week 39	14-Oct-11	2,236	3,205	1,760
Week 40	21-Oct-11	2,271	3,414	1,665
Week 41	28-Oct-11	2,406	3,359	1,821
Week 42	4-Nov-11	2,223	3,430	1,743
Week 43	11-Nov-11	2,295	3,488	1,767
Week 44	18-Nov-11	2,446	3,740	2,030
Week 45	25-Nov-11	1,931	2,936	1,693
Week 46	2-Dec-11	2,245	3,578	2,065
Week 47	9-Dec-11	2,293	3,708	1,939
Week 48	16-Dec-11	2,486	3,729	2,091
Week 49	23-Dec-11	2,349	3,546	2,029
Week 50	30-Dec-11	1,751	2,936	1,712
Week 51	6-Jan-12	1,880	3,107	1,783
Week 52	13-Jan-12	2,146	3,589	2,029
<hr/>				
TOTAL	2011	95,598	123,408	57,389
<hr/>				
YTD	2012	4,026	6,696	3,812
<hr/>				

Absolute) Butrans Weekly Total Rx % Distribution by Strength %				
Total	5mcg	10mcg	20mcg	Total
TRx	TRx	TRx	TRx	TRx
100	41.0%	46.0%	13.0%	100.0%
904	50.0%	44.1%	5.9%	100.0%
1,353	53.8%	38.5%	7.7%	100.0%
1,971	51.3%	40.3%	8.3%	100.0%
2,470	48.3%	41.1%	10.6%	100.0%
2,800	46.8%	42.1%	11.1%	100.0%
3,189	47.2%	41.8%	11.1%	100.0%
3,405	46.2%	41.4%	12.4%	100.0%
3,726	44.4%	42.1%	13.5%	100.0%
3,825	43.2%	42.2%	14.6%	100.0%
4,284	44.3%	41.5%	14.2%	100.0%
4,491	42.5%	43.3%	14.2%	100.0%
4,539	40.8%	44.0%	15.2%	100.0%
4,658	40.6%	44.1%	15.3%	100.0%
5,109	40.7%	44.3%	15.1%	100.0%
5,242	39.9%	45.0%	15.1%	100.0%
5,271	38.9%	44.5%	16.5%	100.0%
5,515	39.1%	43.3%	17.6%	100.0%
5,702	39.0%	44.2%	16.8%	100.0%
4,875	36.1%	44.8%	19.1%	100.0%
5,801	37.0%	45.2%	17.8%	100.0%
5,679	36.4%	44.6%	19.0%	100.0%
5,726	37.1%	43.2%	19.7%	100.0%
5,943	34.3%	45.2%	20.5%	100.0%
5,099	33.8%	45.5%	20.7%	100.0%
6,009	34.7%	45.1%	20.2%	100.0%
5,956	32.6%	45.5%	21.9%	100.0%
6,145	33.6%	45.4%	21.0%	100.0%
6,077	33.9%	44.3%	21.8%	100.0%
6,145	33.7%	44.6%	21.6%	100.0%
6,409	32.5%	45.6%	22.0%	100.0%
6,688	32.9%	44.5%	22.6%	100.0%
6,703	32.9%	44.7%	22.3%	100.0%
5,773	30.7%	44.9%	24.4%	100.0%
6,967	31.5%	46.1%	22.4%	100.0%
7,165	31.9%	44.7%	23.4%	100.0%
7,306	32.5%	44.6%	22.9%	100.0%

7,059		31.2%	44.9%	23.9%	100.0%
7,201		31.1%	44.5%	24.4%	100.0%
7,350		30.9%	46.4%	22.7%	100.0%
7,586		31.7%	44.3%	24.0%	100.0%
7,396		30.1%	46.4%	23.6%	100.0%
7,550		30.4%	46.2%	23.4%	100.0%
8,216		29.8%	45.5%	24.7%	100.0%
6,560		29.4%	44.8%	25.8%	100.0%
7,888		28.5%	45.4%	26.2%	100.0%
7,940		28.9%	46.7%	24.4%	100.0%
8,306		29.9%	44.9%	25.2%	100.0%
7,924		29.6%	44.8%	25.6%	100.0%
6,399		27.4%	45.9%	26.8%	100.0%
6,770		27.8%	45.9%	26.3%	100.0%
7,764		27.6%	46.2%	26.1%	100.0%
276,395					
14,534					

To: Sackler, Dr Richard [REDACTED]@pharma.com]
From: Rosen, David (Marketing)
Sent: Fri 1/27/2012 3:30:47 PM
Subject: RE: Monthly Weekly Butrans TRx Sales units sold by Strength 01-26-2012.xlsx

Hi, Dr. Richard. I will give you a call to discuss.

-David

From: Sackler, Dr Richard
Sent: Thursday, January 26, 2012 10:22 PM
To: Rosen, David (Marketing)
Subject: Re: Monthly Weekly Butrans TRx Sales units sold by Strength 01-26-2012.xlsx

Thank you.

Do you think this should go to MINT who does the international comparisons?

From: "Rosen, David (Marketing)" <[REDACTED]@pharma.com>
Date: Thu, 26 Jan 2012 13:51:31 -0500
To: "Richard S. Sackler" <[REDACTED]@pharma.com>
Cc: "Gasdia, Russell" <[REDACTED]@pharma.com>, "Innaurato, Mike" <[REDACTED]@pharma.com>, John Stewart <[REDACTED]@pharma.com>
Subject: Monthly Weekly Butrans TRx Sales units sold by Strength 01-26-2012.xlsx

Hi, Dr. Richard - As per your request, we added monthly ex-factory \$ and units as well as monthly units sold from the wholesalers to retailers. Please let me know if you have any questions.

Thanks,
David

Message

From:

Sent:

1/30/2012 3:09:56 PM

To:

Baker, Stuart D.

Boer, Peter

Judy Lewent

@msn.com]; Pickett, Cecil

Sackler, Beverly

Sackler, Dr Kathe

Sackler, Dr Raymond R

Sackler, Dr Richard

Sackler, Jonathan

Sackler, Mortimer D.A.

Sackler, Theresa

Subject: January 19th Executive Committee Meeting Notes & Actions

Attachments: EC Notes & Actions January 19th 2012.docx

All,

Attached for your files and reference are the Notes & Actions from the January 19th Executive Committee Meeting. As usual, if you have any questions, don't hesitate to contact me.

Regards,

Assistant to Mr. John H. Stewart

One Stamford Forum
Stamford, Connecticut 06901

Redacted

Email: @pharma.com

<http://www.purduepharma.com>

Executive Committee Meeting
Notes & Actions
Wednesday, January 19th, 2012
9:00am – 11:00pm
Board Room

Present:	Stuart Baker	[REDACTED]
	Jim Dolan	Mike Ronning - LC
	Russ Gasdia	John Stewart
	David Long	[REDACTED]
	Bill Mallin	Phil Strassburger
	Ed Mahony	Bert Weinstein
	David Lundie	

1. Introduction – John Stewart

Bill Mallin opened the meeting, welcomed the two members of The Leadership Council and asked John to present his opening remarks and key direction for 2012.

John began his remarks by stating that we have completed the transition to the new formulation of OxyContin, which places us in a good position to extend the life of the brand well beyond April of 2013. However, there is much remaining to be done in order for this goal to be realized, and responsibility for achievement of this goal is with the ORF Messaging/Exclusivity Team – headed by [REDACTED]. Success of this group is obviously among our highest priorities, so all department heads are asked to be exceedingly responsive to requests for action/information arising from the Team.

He also noted that while the company's NET sales have been relatively flat the past several years (at approximately \$2.4 billion per year), operating expenses have increased markedly – from about 23% of net sales in 2009 to about 35% in 2011 – and a projection of nearly 40% in 2012. While the increase in operating expenses are primarily a result of increases in S&P and R&D activities - which will build revenue in the years ahead – the current situation reduces both profitability and the availability of funds to take on additional projects, deals etc. As such for 2012:

- We must deliver our sales and profit budget – and recognize that OxyContin remains the best opportunity to drive sales over budget.
- We should increase our confidence level in messaging in support of the new formulation of OxyContin, which is already demonstrating positive impacts in the various epidemiology studies.
- We must identify and acquire 1, and hopefully 2, new products
- We must have a successful Intermezzo launch
- Need to move to higher performance culture, driven primarily by our objective setting process
- Should set higher standards/objectives, and demand that they be met and on time.
- We must have greater focus on our payors – and improve coordination among all the groups who contribute to our market access activities.

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John concluded by saying that the company is in a positive, healthy situation – but this year we must focus on achieving all of these objectives.

Action: All

2. Commercial Products Portfolio Committee – Russ Gasdia

Intermezzo – Sales Staffing, Promotional and Launch Plans - Russ Gasdia reviewed the status of plans for the launch of Intermezzo, including the key staffing for the new Sales Force and the critical success factors for promotion of the product. (Attachment #1)

The product launch will change the sales function reporting structure, as the four new RM's will report directly to Windell Fisher. As the members of the Intermezzo Sales Force are not Purdue employees, Russ noted that special procedures must be implemented through Human Resources. Russ also mentioned that while he is being frugal with the budget, it is not at the expense of launch excitement, content or potential for success.

Russ continued with his review of the critical success factors for the launch, which are to:

- Establish the need for the product via a dedicated website, email blasts and a variety of other internet-based and traditional promotional methods.
- Provide the solution by establishing positioning, communication, DTC and sales force promotion.
- Ensure appropriate access to patients through patient savings programs, sample programs, and product stocking.

Redacted-Privilege

Action: R. Gasdia

[EMBED PowerPoint.Show.12]

3. Business Development Committee – Jim Dolan

Activities at J.P. Morgan 2012 Conference - Jim Dolan provided an overview of the JPMorgan Conference that took place January 9th – 12 in San Francisco. Jim noted that the information distributed is under confidentiality, and not for further distribution.

The conference provides Purdue with high-level updates from senior management of companies with which we have existing relationships, and also provides opportunities to target and meet specific companies in therapeutic areas of interest. He also spoke briefly to six high-value ideas that came out of The Conference, which will be reviewed at BDC (Attachment #2):

- 3.1. Nektar - NKTR-181 is a PEGylated Opioid (oxycodone), which is intended to make its way more slowly to the brain and thus be less prone to abuse. This is a NME from a regulatory perspective and currently is in Phase 1.

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- 3.2. Neurotherapeutics – Aa4 GABAA is a new highly novel pain target. In all of the well-known animal models for neuropathic pain, this molecule has performed better than gabapentin. First in human study in early 2013.
- 3.3. Convergence (UK) – this is a spin-out of GSK. They have all of the early small molecule pain targets of GSK. Their NAV 1.7 is in a phase II study (data in Q3) for LSR (lumbosacral radiculopathy) which was the recommended neuropathic pain indication to pursue from their scientific advisory board.
- 3.4. Spinifex (Australia) – this AT-2 antagonist is in a Phase II study now for PHN with data due in the summer.
- 3.5. Carbylan – Combination single injection of hyaluronic acid and 10 mg (25% dose) of triamcinolone for rapid pain relief (within days) and long duration (up to 6 months) for pain of OA of the knee.
- 3.6. Tarsa – oral calcitonin tablet for prevention of osteoporosis (OP). An NDA for this indication will be filed Q3 2012. Prevention of OP in development. Currently there is no competitive oral calcitonin product, as Novartis has recently dropped their project. Mike Ronning mentioned that the market has wanted an oral calcitonin formulation for a long time. This is a competitive M&A process, so a limited due diligence team is being formed.

Action: J. Dolan

[EMBED PowerPoint.Show.12]

4. R&D Operating Committee – [REDACTED]

[REDACTED] distributed a packet of confidential information regarding the strategic approach being developed for the OxyContin franchise, including patents, settlements, regulatory actions, citizens petitions, epidemiology data, publications, media, approaches to regulatory authorities and other initiatives that will support establishing a strong future position. Russ Gasdia added that key to any communication activities, in conjunction with Compliance, is ensuring that any messaging that emerges from this effort be carefully managed within the sales force.

5. Departmental Issues/Other Business

Communication of Business Strategy and Follow Up to Dolce Meeting - Bill Mallin distributed a draft of the Purdue Business Strategy Communication Plan (Attachment #3) noting changes made since Executive Committee last approved the communication approach as well as a proposed 10 Year timeline view of the strategy indicating potential product/revenue gaps (Attachment #4). This includes activities underway as a result not only of the strategy, but the Executive Leadership Session held at the Dolce Center in March 2011. On behalf of the group creating this communication plan (DL, DL, CO, AM, WM), he proposed that mid-February is the best opportunity to bring all Vice President/Director (Dolce participants) together to be introduced to the Purdue Business Strategy. This session will be introduced by John Stewart.

Going forward, the Leadership Council will develop a plan to sustain communication on an annual basis, as well as turning the plan into a script for our other sites. [REDACTED] added that it will also be important for department heads to educate their staff, and for all of Executive Committee to understand what those colleagues, who have not been close to the development of the strategy, will want to hear.

Action: All

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6. **2012 Corporate Objectives and Department Scorecards**

David Long spoke about the upcoming Corporate Objectives and Appraisals which are due Friday, January 20th and the process for setting objectives. The draft 2012 Business Scorecard was requested for guidance but as this is not yet available - David suggested using the 2011 scorecard as a template. David also stressed the need to focus on creating/writing objectives that tie directly to the business strategy, and to focus on these few activities/outcomes that truly drive the business.

7. **Next meeting** – 9:00am on March 21st, 2012 - in The Boardroom.

Distribution

Stuart Baker
Jim Dolan
Russ Gasdia
Mark Geraci
David Haddox
David Long
David Lundie
Craig Landau
Ed Mahony

Bill Mallin
Alan Must
Burt Rosen

Phil Strassburger
Robin Abrams
Richard Silbert
Bert Weinstein
Board of Directors