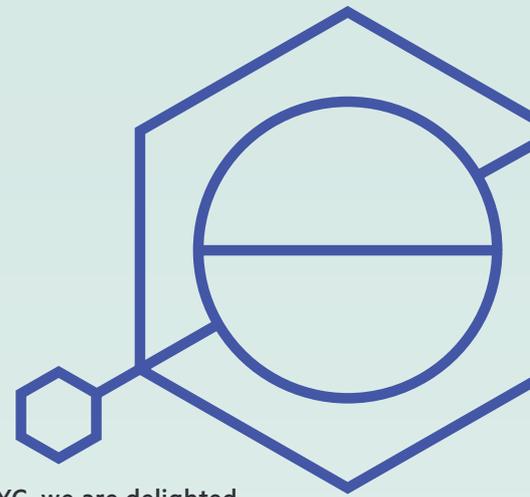




Jack Bailey
President US Pharmaceuticals
GSK



With only a few days to go until the FT US Pharma and Biotech Summit in NYC, we are delighted to be sharing insights from Jack Bailey on factors shaping the ever-evolving healthcare ecosystem, how GSK is responding and adapting to the marketplace, and how to best connect with customers.

Read the full Q&A interview below:

1. What are the key factors and trends shaping the pharmaceutical sector in the US?

Our industry looks very different than it did a decade ago. We are seeing a dynamic shift in the marketplace right now that requires pharma companies to pursue multiple approaches to grow and operate our businesses moving forward. We are faced with new pressures, changes from suppliers and payers, and proposed federal and state legislation that could completely disrupt how we conduct business in the future. GSK understands the need for more experimentation, more pilots and more partnerships. In this uncertain and unpredictable time, we must embrace these approaches, as they are critical for innovation and allow us to build on our experience with others in healthcare.

2. Where do you see growth opportunities coming from for the industry in the next few years?

Giving the right medicine to the right patient is extremely important. I believe we will continue to see an increased focus on personalized care for patients in the years ahead, not only through the development of transformational medicines, but through the utilization of new technologies and the use of patient data. I also believe that we need to find ways to better connect with our customers via the technology platforms they prefer: mobile, web and emerging areas like augmented and virtual reality. Beyond the technology, the regulatory environment makes that a bit more complex for us than other industries. At GSK, we hope to find new ways of working, speed and process agility to deliver customer value at the intersection of customer needs.

3. What are your predictions for the industry for the next 10-12 months?

I'll talk more about where I think the industry at large is headed in my keynote, but for now, I will say that our business strategies and solutions must be built for the long-term to sustain our growth and create value for patients. We also need to consider the uncertainty about potential changes that will impact how the industry will operate. For example, the proposed HHS rule on rebates could redefine how rebates are applied in the pharma supply chain overall. Proposals like this could fundamentally change the way we do business with payers, and we need to prepare our businesses now to ensure we are ready should significant changes like this become a reality.

4. Could you give our audience a taste of what they can expect from your session at the Summit next week.

I'm really looking forward to providing my thoughts on the outlook for our industry and sharing a few highlights about how GSK is navigating through this critical moment in healthcare. I hope to discuss how we've leveraged change within our own business model and R&D structure to strengthen our pipeline, drive our growth within the market and deliver on our operating performance, all while keeping patients at the core of what we do.

5. What are you looking for the most at the summit, and why are events such as the FT US Pharma and Biotech Summit important for the industry?

As those who have worked with me over my 28-years in this industry know, I always have a stack of articles, books or podcasts waiting to be read or listened to. I love to learn. It's forums like this that are truly beneficial not only so we can better ourselves as industry leaders, but how we can think differently about our work and strategies in this evolving healthcare environment. It's the opportunity to connect, share differing viewpoints and learn from each other for the benefit of all. I'm honored to participate in this year's Summit and look forward to our discussions in a few days' time.

You can also join a live discussion with Jack Bailey and many other thought leaders in the pharmaceutical industry at the **FT US Pharma and Biotech Summit** in NYC, on **May 14**. Find out more on live.ft.com/USPharma