

July/August 2011

Pharma VOICE

THE FORUM FOR THE INDUSTRY EXECUTIVE

100

of the Most
Inspiring People



> Determined Drivers

These life-sciences executives are navigating the bumps and curves of today's road to industry success with fearless confidence and inventive maneuvering.

Ryo **KUBOTA**, M.D., Ph.D.

LONG VIEW

Establishing and advancing a life-sciences company takes courage, patience, focus, and self-awareness. Ryo Kubota, M.D., Ph.D., knew he had to possess all of these traits before leaving academia to become an entrepreneur.

Despite words of caution from well-meaning associates, Dr. Kubota was determined to build a different kind of life-sciences company. In 2002, he realized his vision when he founded Acucela Inc., a biotechnology company dedicated to developing new treatments for blinding eye diseases.

His dream stemmed from his years as an accomplished practicing ophthalmologist and eye surgeon, when all too often he had to inform a patient about a serious eye disease for which there was no therapy.

Today, Acucela is addressing some of the largest and most clinically relevant vision-impairing conditions, including dry age-related macular degeneration, the leading cause of blindness in people over 50. While there is currently no approved treatment for dry AMD, Acucela has a therapy in Phase II clinical trials, an achievement Dr. Kubota considers to be the highlight of his career to date. It is this type of innovation that he believes is sorely lacking in the industry, but Dr. Kubota is not about to rest on his laurels.

Building Acucela to where it is today hasn't been without its challenges, with the toughest being building a strong organization, staffed not only by people who are highly competent but who fit the company culture.

DID YOU KNOW?

Dr. Ryo Kubota performed eye surgery on a movie director, who went on to win an award at the Cannes Film Festival.

Dr. Ryo Kubota pushes boundaries, asks compelling questions, and strives to do things differently.



That culture thrives under a leader who believes mentoring is critical to realizing a competitive advantage. He says in a constantly changing business environment, it is imperative to continue to learn, grow, and adapt.

Under Dr. Kubota's courageous and innovative leadership, Acucela is poised to grow and advance its mission of protecting the vision of patients across the globe. His next goal is to take the company's lead product to commercialization.

Dr. Kubota believes in thinking differently. Not only has he taken a leap with an entrepreneurial company, he is also one of the few CEOs in the pharmaceutical industry with his own blog.

Perhaps what has helped him most is following some very sound advice from one of his mentors: to let go of successes in order to achieve something new. **PV**

CURIOUS. PASSIONATE.

NAME: Ryo Kubota, M.D., Ph.D.

CURRENT POSITION: Founder, Chairman, President, and CEO, Acucela Inc.

DATE AND PLACE OF BIRTH: October 1966; Kyoto, Japan

EDUCATION: Ph.D., Molecular Biology, Keio University, 1999; M.D. and B.S., Keio University, 1991

FIRST JOB: Newspaper boy

FIRST INDUSTRY-RELATED JOB: Acucela

PROFESSIONAL MENTORS: David Fanning, CEO, Theraclone

PROFESSIONAL ASSOCIATIONS: American Academy of Ophthalmology (AAO); Association for Research in Vision and Ophthalmology (ARVO); Japanese Ophthalmological Society; Keio Medical Society; The Japan Ophthalmologists Association; Young Presidents' Organization

GIVING BACK: Japan American Society

WORDS TO LIVE BY: Think differently

AWARDS: Suda Award for glaucoma research, Japan Glaucoma Association, Keio University; Sanshikai Award, Keio University; Stevie Distinguished Honoree in Executive of the Year in North America in The 2010 International Business Awards; Finalist, Ernst & Young Entrepreneur Of The Year Award, Pacific Northwest, 2010 and 2011

Dr. Ryo KUBOTA • A CURIOUS MIND

Dr. Ryo Kubota, Founder, Chairman, President, and CEO of Acucela, has a clear sense of direction when it comes to leading a company.



Curiosity has always been a defining characteristic of Ryo Kubota, M.D., Ph.D. As a child, Dr. Kubota was curious about how things worked, about individuals who came from backgrounds different from his own, and about how to make an impact on the world.

He has always thrived on pushing boundaries and asking compelling questions and is excited and motivated by taking a different approach to solving problems.

As founder, chairman, president, and CEO of Acucela, Dr. Kubota is passionate about finding treatments for devastating eye diseases.

A leader in neurodegenerative disease research, Dr. Kubota is the inventor of the core technology that Acucela licensed from the University of Washington School of Medicine,

where he was both an assistant professor and senior fellow.

Dr. Kubota founded Acucela to conduct scientific research with the goal of discovering other methods of treatment for degenerative eye diseases. His research led to the development of the company's proprietary pharmaceutical compound screening system that Acucela used before evolving into a drug development company.

Though he is a world-renowned ophthalmologist and biotechnology entrepreneur, Dr. Kubota has never been bound by a single definition of scientist.

His broad and creative mind drew him to a cross section of disciplines, including languages, music (he's a classically trained musician), art (impressionism and contemporary), and science.

Getting Personal with DR. RYO KUBOTA



FAMILY: Wife, two sons, and one hamster

HOBBIES: Playing tennis, golf, and flute

READING LIST: Built to Last: Successful Habits of Visionary Companies by Jim Collins and Jerry I. Porras; Good to Great: Why Some Companies Make the Leap and Others Don't by Jim Collins

FAVORITE MOVIES: The King's Speech and the James Bond 007 series

CONNECTED VIA: Facebook, Twitter

TWITTER ADDRESS: drryo; **FOLLOWS:** President Obama

FAVORITE SMARTPHONE APP: Evernote

MOST UNUSUAL PLACE VISITED: Al Simbel, Egypt

LIFE LESSONS: You need to let go of what you have achieved to get something new

UNDER THE CLOAK OF INVISIBILITY: White House

TIME TRAVEL: Back to Kyoto when he was born

All of these characteristics have been instrumental in helping him to become an entrepreneur and business leader.

If he weren't in the field of ophthalmology, Dr. Kubota would be keen to be a diplomat because he is interested in global affairs. In fact, his reason for serving as a board member with the Japan America Society is to help create a globally collaborative environment.

Nor does Dr. Kubota allow obstacles of any sort to stand in his way. When he first came to the United States, he didn't speak English, but within a year he had earned the highest marks on an English composition test in his class and was asked to skip an academic level.

Dr. Kubota has ventured into unknown territory his entire life — adapting and thriving in a new culture, mastering new languages and instruments, pursuing the limits of science, and embarking into a dynamic industry.

One thing that is certain, Dr. Kubota has a clear sense of direction when it comes to leading a company. **PV**

Who's on the List — 2011

Indexed by Company Affiliation



Neil Weisman
Blue Chip
Healthcare Marketing



David Ormesher
closerlook inc.



Fran Heller
Exelixis



Dr. Javier Revuelta Pérez
INC Research



Darlene Dobry
Ogilvy CommonHealth
Medical Marketing



Dr. Uwe Tigör
Palio



Ahsan Awan
PharmaLink



Jeff Sweeney
RCW McCann
Healthcare



Kurt Mueller
Roska Healthcare
Advertising



Mark Willmann
Torre Lazur Healthcare
Group

- | | | | |
|---|------------------------------------|---|---------------------------|
| Acorda Therapeutics | Andrew Blight, Ph.D. | Infinity Pharmaceuticals | Julian Adams, Ph.D. |
| ACT Biotech Inc. | Ali Fattaey, Ph.D. | Johnson & Johnson | Lars Merk |
| Acucela Inc. | Ryo Kubota, M.D., Ph.D. | Kendle | Stephen Cutler, Ph.D. |
| Alliance Healthcare
Information LLC | | MCS Healthcare | |
| Almac Group | Mary Anne Greenberg | Public Relations | Calep A. (Joe) Boyd III |
| The Avoca Group Inc. | Sir Allen McClay | MediciGlobal | Duncan Shaw |
| AXON US | Patricia Leuchten | Medidata Solutions | Andrew Newbigging |
| Beardsworth Group | Mario Nacinovich | Medimix International | Henry Gazay |
| Benchmark Research | Donna Beardsworth | MedImmune | Tristan Vaughan, Ph.D. |
| Blue Chip Healthcare
Marketing | Mark Lacy | MedImmune | Gail Wasserman, Ph.D. |
| Bristol-Myers Squibb | Neil Weisman | MicroMass Communications | Alyson Connor |
| Bristol-Myers Squibb | Michael Castagna, Pharm.D. | Millennium:The Takeda
Oncology Company | Joseph Bolen, Ph.D. |
| Catabasis Pharmaceuticals | Sarah Wharmby | Molecular Profiles Ltd. | Nikin Patel |
| Cegedim Compliance
Solutions | Michael Jirousek, Ph.D. | Novartis | Joe Jimenez |
| Cempra Pharmaceuticals | | Novartis AG | Kim Stratton |
| Centerphase Solutions Inc. | William Buzzeo | Oceana Therapeutics Inc. | David Tierney, M.D. |
| Cephalon Inc. | Prabhavathi Fernandes | Ogilvy CommonHealth
Medical Marketing | Darlene Dobry |
| ClearPoint | Beth Harper | Onyx Pharmaceuticals | N. Anthony Coles, M.D. |
| Clinica Responsable
Operativa | Frank Baldino Jr., Ph.D. | Palio | Uwe Tigör, M.D. |
| Clinical Practice Insights LLC | Philip McCrea | The Patient Recruiting
Agency | Lance Nickens |
| ClinStar | Marlene Llopiz, M.D. | PDR Network | Edward Fotsch, M.D. |
| closerlook inc. | Tiffany Patrick | Pennsylvania
Biotechnology Center | Timothy Block, Ph.D. |
| Compass IRB LLC | David Passov | Pfizer Inc. | Freda Lewis-Hall, M.D. |
| Cordis Corp., a J&J company | David Ormesher | PharmaLink Inc. | Ahsan Awan |
| Core Principle Solutions | Matthew Baker | PHT Corp. | Philip Lee |
| CryerHealth | Ryan Saadi, M.D. | PPD | Henrietta Ukwu, M.D. |
| Dudnyk | Pam Rattanant Ferris | Prism Ideas | James Sawyer, MBChB |
| Duke Clinical Research
Institute | Donna Cryer | Publicis Touchpoint
Solutions | Rick Keefer |
| eClinical Solutions | Frank Powers | Purdue Pharma LP | Mitchell Katz, Ph.D. |
| Eli Lilly and Co. | Elizabeth Reid | Qforma | Roger Jones, Ph.D. |
| EMD Serono | Katrina Rice | QualityHealth | Robert Rebak |
| Euro RSCG Life Catapult | John Lechleiter, Ph.D. | Quintiles Inc. | Amir Kalali, M.D. |
| evoke interaction | Howard Mayer, M.D. | RCW McCann Healthcare | Jeff Sweeney |
| Exelixis | Jeffrey Hoffman | Roska Healthcare
Advertising | Kurt Mueller |
| Flaum Idea Group | B. Reid Connolly | Sanofi | Dennis Urbaniak |
| Frestedt Inc. | Fran Heller | Sanofi | Christopher Viehbacher |
| GeoVax Inc. | Sander Flaum | Seaside Therapeutics | Randall Carpenter, M.D. |
| GlaxoSmithKline | Joy Frestedt | Shire Human Genetic
Therapies | Sylvie Grégoire, Pharm.D. |
| GlaxoSmithKline | Harriet Robinson, Ph.D. | The Snow Companies | Nadine McGowan |
| GlaxoSmithKline | Alex Lancksweert | The Snow Companies | Michael Simone |
| GSW Worldwide | Philip Priest | Spaulding Clinical | Yolanda Davis |
| Harrison and Star
Healthcare Regional
Marketing | Darielle Ruderman | Stiefel, a GSK company | William Humphries |
| Healogix | Joseph Daley | Sunovion Pharmaceuticals | Nobuhiko Tamura |
| Histogen | Tyrone Curran | Synergistix | Don Schenker |
| Hospira Inc. | | Teva Women's Health | Keeshia Muhammad |
| | | TGaS Advisors | James Mercante |
| i3 | Scott Weintraub | Torre Lazur Healthcare
Group | Mark Willmann |
| ICON Clinical Research | Harris Kaplan | United BioSource Corp. | Annette Stemhagen, Dr.PH |
| IDEA Pharma | Gail Naughton, Ph.D. | Veeva Vault | Jennifer Goldsmith |
| INC Research | Sumant
Ramachandra, M.D., Ph.D. | Vertex Pharmaceuticals | Fredrick Van Goor, Ph.D. |
| Inclinix | Gregg Dearhammer | | |
| | Bill Taaffe | | |
| | Mike Rea | | |
| | Javier Revuelta Pérez, Ph.D. | | |
| | Linda Goldman | | |