



DANIEL O'DAY
CEO OF GILEAD

Life in Brief

Born: 1964

Hometown: TX

Current Residence: San Francisco, CA

Education:

- MBA, Columbia University, 1997
- BA, Biology, Georgetown University, 1986

Family:

- Wife, Mara
- Three children

Work History:

- Chairman/CEO, Gilead Sciences, 2019-Present
- Roche Pharmaceuticals, 1987-2018
 - CEO, 2016-2018
 - COO/Member of Corporate Executive Committee, Pharmaceuticals Division, 2012-2016
 - COO/Member of Corporate Executive Committee, Diagnostics Division, 2010-2012
 - President & CEO, Roche Molecular Diagnostics, 2006-2012
 - General Manager, Denmark, 2003-2006
 - Head Corporate Planning, Japan, 2001-2006
 - Lifecycle Leader Tamiflu, Switzerland 1999-2001
 - Head Business Unit, Arthritis and Respiratory, Switzerland, 1998
 - Director Product Marketing, 1996
 - Director of Human Resources, 1995
 - Various commercial/sales roles, 1987-1995

Professional Associations

- Galapagos NV
- Genentech
- Flatiron Health
- Foundation Medicine
- Pharmaceutical Research and Manufacturers of America

Quick Summary

Pharmaceutical industry veteran who seeks to integrate diagnostics more closely into patient care; brings best practices in acquisitions and oncology research to role at Gilead

- Texas native who developed an interest in health while working as an EMT in high school
- Spent three decades at Roche Pharmaceuticals in the U.S., Denmark, Switzerland, and Japan, rising to CEO before leaving for Gilead
- Deep understanding of the evolving health care environment and stresses the importance of data
- History of making drugs very profitable, including innovative cancer treatments, which caught the eye of Gilead's Board
- Has managed successful mergers and acquisitions during his time at Roche and Gilead; emphasizes the importance of retaining top talent from acquired companies
- Wide network of pharmaceutical industry executives; in his first year at Gilead, remade upper management ranks
- Experience defending patents at both companies, including Gilead's Truvada

Approach and Motivations

Emphasizes personalized approach to medicine informed by data

- Ran Roche's diagnostics arm; while there, he promoted the power of molecular diagnostics and their potential, paired with targeted treatments, to propel personalized medicine forward
- Believes the personalized medicine model is the future of health care because it allows companies to better understand which patients are likely to benefit, while still at an early point in the development process
- Carried over focus on personalized medicine to role at Gilead, citing Gilead's approach to immune-oncology with cell therapy
- Describes his leadership style as hands-on

Policy Positions and Areas of Focus

Grows pharma companies through acquisitions, investment in oncology, and patent defense

Acquisitions: *Emphasizes acquisition strategy that maintains independence and personnel*

- Was Director of U.S. Human Services when Roche took stake in Genentech; deal allowed the company to remain independent while developing groundbreaking cancer drugs
- Managed Roche's acquisition of Ventana; retained staff including founder Tom Grogan
- As CEO of Gilead, negotiated agreement with Galapagos, which doubled Gilead's scientific reach and pipeline but allowed Galapagos to remain independent; cites this strategy as the best way to keep top researchers

Cancer Research: *Prioritizes investments in innovative personalized medicine oncology treatments*

- At Roche, oversaw launch of new cancer drugs including personalized medicine Tecentriq, turning the company into top industry performer
- At Gilead, made finding a CEO for Gilead-owned Kite Pharma, producer of personalized CAR-T therapy, a top priority; under his leadership, Gilead invested \$25 million in Kyverna Therapeutics' cancer cell therapy and formed research collaboration with Kite
- Says path forward for Gilead is finding avenues in oncology where the company can stand out from its competition, rather than investing in "me-too ideas" that yield diminishing returns

Patent Law: *Experienced in managing patent disputes to defend market share*

- Involved in defense of Roche's Herceptin patent from biosimilars as the patent neared its expiration; to protect the patent from competition, Roche conducting testing on its effects when combined with Roche drug Perjeta
- Manages Gilead's dispute with the government on HIV-prevention pill Truvada; maintains that Gilead has seminal patent rights and emphasizes company's continuing collaboration with the government on public health

Core Communities

Deep ties to pharmaceutical industry giants

Gilead Sciences: *Well-connected to company leadership, many of whom he handpicked from the larger pharmaceutical industry*

- Serves as CEO, working closely alongside CFO Andrew Dickinson on projects including the Kite acquisition
- Remade the company's research and business teams, installing Bristol-Myers Squibb veterans Johanna Mercier and Mike Quigley to Chief Commercial Officer and Senior Vice President

Pharmaceutical Leaders: *Decades-long ties with pharmaceutical execs and external partners*

- Served as Roche's COO with CEO Severin Schwan, who is still at the company
- As head of Roche's diagnostics, worked closely with Roche COO and former Genentech CEO Pascal Soriot, who is now CEO of AstraZeneca
- While at Roche, forged relationships with external partners including Flatiron Health and Foundation Medicine; was a mentor to Flatiron Health Co-Founder and CEO Nat Turner

Relevant Financial Information

High net worth; has made recent contributions to Gilead's PAC and Republican and Democratic congressional campaigns

High salary with significant stock holdings

- Compensation during first year at Gilead was \$31 million
- Owns Gilead Sciences stock worth over \$5.6 million

Political Donations

- Gilead Sciences Healthcare Policy PAC, \$5,000, 2019-2020
- Sen. Mitch McConnell (R-KY), \$5,000, 2019
- U.S. Rep. Frank Pallone (D-NJ), \$5,000, 2019
- U.S. Rep. Cheri Bustos (D-IL), \$1,000, 2019
- U.S. Sen. Chris Coons (D-DE), \$1,000, 2019
- U.S. Sen. Cory Gardner (R-CO), \$1,000, 2019

Publications, Media, and Speaking

Has represented Roche and Gilead in national media and at conferences, discussing the company's future and health care trends; testified before Congress on Gilead's drug pricing

Media: *Appears in national cable news to discuss company's business dealings and health care research*

- Favorite Subjects: Company's acquisitions, oncology research
- Preferred Outlets: National cable news outlets including CNBC and Bloomberg TV
- Social Media Habits: No social media

Speaking: *Has presented on the future of health care, Gilead, and Roche*

- Favorite Subjects: Personalized health care, company's outlook
- Preferred Audience: Health care conferences including JP Morgan Healthcare Conference, STAT Summit, and the Personalized Medicine Conference

Congressional Testimony: *Statement before the House on pricing of HIV-prevention drug Truvada*

- In his capacity as CEO of Gilead, testified before the House Oversight and Reform Committee on the pricing scheme of Truvada, 2019

Family and Personal Background

Accustomed to a transient lifestyle; became interested in health care during high school

Born in Texas but moved frequently as a child

- Originally from Texas and is a third-generation Irish-American with family from Ennis, County Clare on his father's side
- Father became the first member of his family to go to college and worked for IBM
- The family moved every couple of years, wherever their father's job with IBM took them

Interest in health from an early age

- While still in high school in Connecticut, he became an Emergency Medical Technician, working with patients in need of critical care; cites this as an important experience shaping his sense of purpose
- Did his undergraduate degree in biology at Georgetown University where his thesis was on the mating habits of the Mexican beetle; considered going on to medical school, but ultimately decided on the health care industry

Criticisms and Controversies

Has fielded criticisms from AIDS groups and members of Congress on Gilead's anti-retroviral drug Truvada

- During his time as CEO of Gilead, the company has come under fire for the high price tag of Truvada; activists and members of Congress say the price is a barrier to broad access
- O'Day has defended Gilead's pricing model as a way for the company to increase investment in important research
- Champions company initiatives that benefit the AIDS activism community, including a \$2.4 million grant to the National AIDS Memorial to fund its Quilt programs

COVID-19 Response

Collaborates with White House and regulators on expanding access to company's experimental antiviral drug

Relevant Positions:

- CEO of Gilead, which is developing an experimental treatment for COVID-19

Actions: *Extending Remdesivir access to severely ill patients outside of clinical trials and ramping up production*

- Along with other pharmaceutical execs, met with coronavirus task force on virus vaccines and therapies; Gilead also spoke with President Trump on government support for clinical trials
- Introduced compassionate use program to provide access to antiviral Remdesivir, which was originally developed by Gilead as an experimental treatment for Ebola
- Rescinded application for orphan drug status, a designation of market exclusivity for drugs to treat rare diseases, after facing criticism for pursuing a monopoly, recognizing that COVID-19 would quickly become a pandemic
- Temporarily halted compassionate use requests from individual patients outside the clinical trials in favor of a streamlined expanded access program, due to overwhelming number of applications; the move will accelerate its emergency use for severely ill patients
- Worked with regulatory authorities to establish additional expanded access programs
- Initiated two Phase 3 clinical studies to evaluate the safety and efficacy of Remdesivir in adults diagnosed with COVID-19 following the U.S. Food and Drug Administration's review and acceptance of Gilead's investigational new drug Investigational New Drug filing
- Said the company is donating 1.5 million doses, which could treat 140,000 patients
- Announced intensified production of Remdesivir, with the goal of making 500,000 courses by October and 1 million by the end of year; has repurposed plants to ramp up manufacturing

COVID-19 Response (Continued)

Statements: *Signals company prioritization of public health over economic gain*

- Said Gilead will work to ensure affordability and access so that Remdesivir is available to patients with the greatest need
- Stated that establishing the safety and efficacy of Remdesivir is essential before it can be distributed for use worldwide