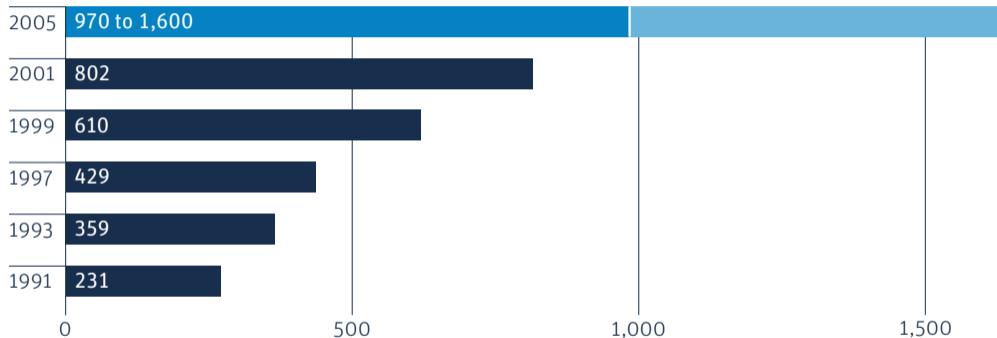


Development costs for a new pharmaceutical¹

in USD million



¹Failures and costs of long-term capital commitment included

Sources: Di Masi J., et al., Tufts University (1991); Office of Technology Assessment (1993); Myers and Howe (1997); Office of Health Economics & Lehman Brothers (1999); Tufts University (2001); "The current state of innovation in the pharmaceutical industry" (Report for the European Commission, June 2008)