



Broadening Access, Creating Impact

Access to Medicines Progress Report 2022

Broadening Access, Creating Impact

in low- and middle-income countries

At Takeda, we believe broadening access to our life-changing medicines and vaccines in underserved communities requires an integrated and sustainable approach that mobilizes collective efforts. This report highlights our Access to Medicines (AtM) activities in low- and middle-income countries (LMICs).



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Patient first, Purpose driven

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From early research and development to product commercialization and beyond, our Access to Medicines approach is integrated across our corporate strategy.

President and CEO message

Over the past two years, and perhaps more directly than ever before, the world has had a firsthand view into just how disproportionate the effects of the burden of disease are on different geographies and populations. As a result, patients have experienced even more challenges in getting access to the medicines they need most. Still, the COVID-19 pandemic continues to have a profound impact that has further widened the inequities that many are faced with daily. Unfortunately, this has long been the case, as any given crisis bears the greatest suffering in the most fragile communities.

While the events of the past several years have created global turbulence and challenged health resilience, they have had a more severe impact on low- and middle-income countries (LMICs) - further constraining health care infrastructures and limiting their ability to invest in broadening access to innovative medicines. In fact, two billion people are still not able to access the medicines they need, and those facing the highest burden of disease most often live in LMICs.

As a purpose-led, science-driven, digital biopharmaceutical company, Takeda is committed to discovering and delivering life-transforming medicines and vaccines to

patients regardless of where they live or what they can afford to pay. That's why we are embedding our access strategy in every aspect of our business - from the early stages of drug discovery to clinical development and commercialization. And we are accelerating our end-to-end access work to address the longstanding and widespread barriers to accessing care.

But it's clear that a single company, or even the entire global biopharmaceutical industry working together, cannot provide all the answers. That's why we believe the best way to ensure patients have timely access to life-transforming medicines is by building trusting, effective and lasting local partnerships. Experience shows us that we're most effective when we combine our resources and expertise with on-the-ground knowledge and relationships, to address the unique needs of individual communities. Our 240-year old heritage has also taught us that we need to take a long-term approach to create lasting value for patients, communities and systems. By strengthening health systems together, we can support the patient journey through health promotion and prevention, diagnosis, treatment and ongoing care.

Our 2022 Access to Medicines Progress Report highlights the progress we've made,

"Takeda is committed to discovering and delivering life-transforming medicines and vaccines to patients regardless of where they live or what they can afford to pay."

the partnerships we've forged and the measurable impact we've had on patients in low- and middle-income countries. Inside, you'll learn about a variety of programs, ranging from supporting the rare disease infrastructure in South Africa, to policy-shaping initiatives in Vietnam that increase disease awareness and deliver potential treatment options.

Each program contributes to long term societal value by driving better patient outcomes and creating learnings that can be replicated, tailored to or expanded elsewhere. Perhaps most importantly, you'll hear directly from our partners, both leaders on the global stage and in local communities who we are working with to help build capacity, foster greater trust and remove barriers to care.

Our work is ongoing and can only succeed through purposeful collaboration, so I invite you to read our report and join us in realizing our purpose - to create better health for people and a brighter future for the world.

[Takeda annual integrated report 2022](#)

Christophe Weber
President and CEO, Takeda



Our Access to Medicines vision

A Message from our Global Head of Access to Medicines

As a company, we seek to make our innovative medicines and vaccines available to patients, regardless of where they live or their ability to pay.

Taking an end-to-end approach to addressing the unique barriers to access patients face is central to our AtM approach in LMICs.

While Takeda's commitment to accelerating access is truly global, we recognize that barriers to access are especially numerous and complex in countries with fewer resources. In LMICs, and those with evolving health care systems, we have a focused approach to address access where there is unmet medical need.

This report articulates our approach and updates on the progress we have made since our last report in 2020.

To effectively tackle barriers to access in LMICs and evolving health care systems, we believe a holistic, collaborative and patient-first approach is needed to ensure access to medicines is both sustainable and impactful. We approach this through prioritizing broadening access, driving societal value through partnerships and taking an integrated business approach. In this report, we highlight key initiatives designed to build sustainable capacity, create innovative affordability programs and collaborate with policymakers to drive meaningful change.

 [Takeda AtM progress report 2020](#)



Every health care system is unique and faces its own set of challenges. It is only through our partnerships that we can localize our approach and effectively respond to the evolving needs of patients and health care systems around the world. Partnerships with trusted organizations that have on-the-ground knowledge and expertise is what enables us to help bring about real, organized change.

Measuring impact, while complex, is critical to ensuring that we continue to take the right steps as a whole ecosystem to drive better outcomes. To this end, we have partnered with Innovations in Healthcare (IiH), a non-profit organization founded by Duke University, McKinsey & Company and the World Economic Forum to develop an Access to Health Impact Framework Guidebook, a toolkit that provides a consistent way of measuring the impact of access initiatives on patients and health care systems.

We've tested this measurement framework successfully against our signature Blueprint for Innovative Healthcare Access initiative in Kenya, taking the delivery of local programs to the next level through continuous progress tracking and engagement, while equipping local actors to own and drive efforts for long-term impact. We look

forward to embedding this framework more deeply across our programs and sharing it as a resource for others across our industry.

During the course of this reporting period, our Access to Medicines Office has evolved into a Center of Excellence model to further enhance our integrated approach, allowing us to embed it across Takeda. This enables us to leverage capabilities across the whole company to deliver greater local impact where it matters most.

At Takeda, we understand our responsibility to meet the highest standards of ethical behaviour at all times because our business impacts the most vital aspect of people's lives – their health. This is reflected in our corporate purpose: better health for people, brighter future for the world. Through the values of Takeda-ism (Integrity, Fairness, Honesty and Perseverance), we put the patient at the center of everything we do, building trust with society, reinforcing our reputation and developing a sustainable business, in that order.

I would like to thank everyone who has contributed to the initiatives highlighted in this report as well as those involved more broadly in bringing greater access to patients. I hope that you will enjoy reading about the work that we have done, that is underway and that is to come.

Michelle Erwee
Global Head of Access to Medicines

Embedding Access to Medicines across our business

At Takeda, we take a whole-of-organization approach to driving impact, with responsibility shared across the business and clear ownership at all levels. Here are some of the main ways we ensure that Access priorities are embedded across our entire business:



Integrated business strategy

- Access to Medicines approach is outlined in Takeda's strategy – our Corporate Philosophy – with relevant company and executive team goals reflected in the Patient Pillar of the Corporate Philosophy Dashboard



Access-related incentives

- Senior executives and in-country managers are incentivized to take action on access to medicines with financial and non-financial rewards



Clear ownership

- Highest responsibility for reviewing and endorsing our AtM strategy sits directly with the CEO, Takeda Executive Team and the Board of Directors
- AtM Committee provides strategic guidance while Access Excellence Committee monitors and evaluates access planning and metrics



Transparency

- Public disclosure of AtM commitments and measurable goals
- Consistent sharing of the outcomes of our access activities in a centralized manner, notably within our Progress Reports and Annual Integrated Reports



Robust ethics and compliance

- Robust set of company-wide ethics and compliance controls, including fraud- and country-specific risk assessments and audits, to reduce corruption risk across our operations, including third-party collaborations

Our Access to Medicines approach

A medicine is only as good as the system that delivers it. We adapt international know-how to meet the unique needs of local health care systems, working to understand and address health care infrastructure and capacity across the entire patient journey.

Access to Medicines principles

Patient first

We aim to provide access to our medicines and vaccines where and when they are needed most, based on patients' individual circumstances and unique needs.

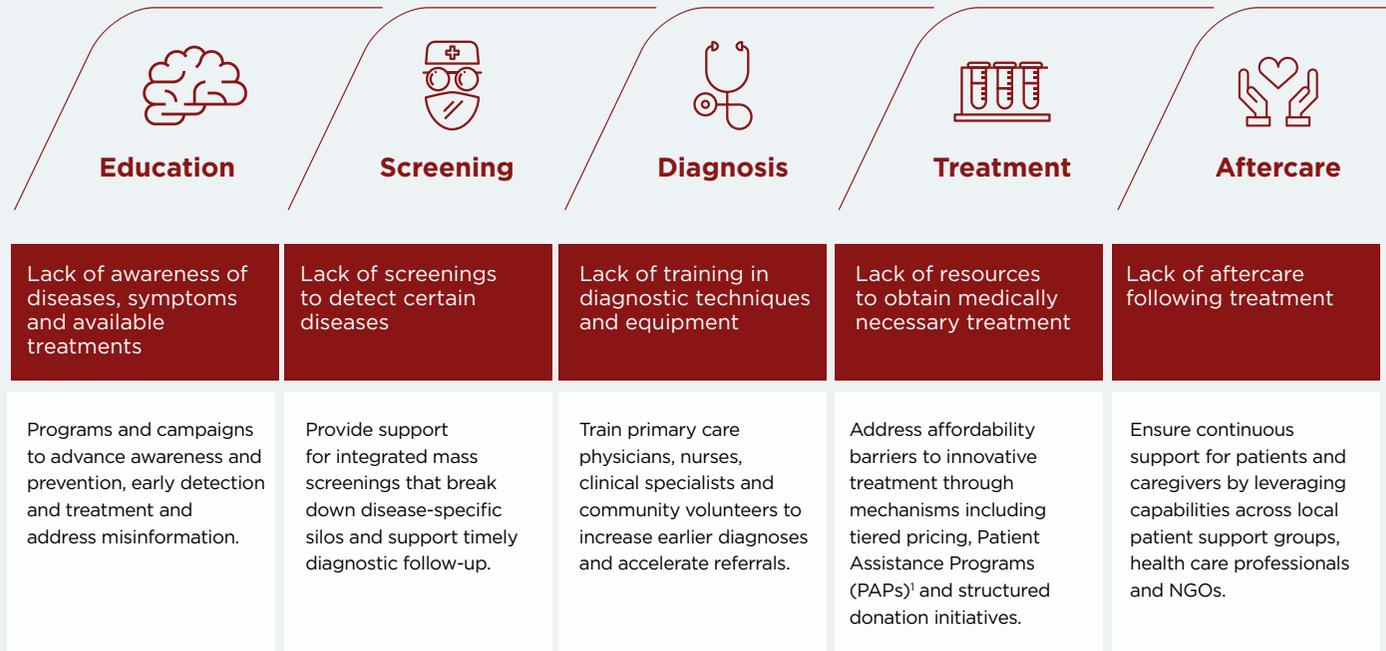
Holistic

We address barriers to access from the start to end of the patient journey: From disease awareness to affordability and treatment to ongoing patient support.

Collaborative

We build and support sustainable health care systems through diverse partnerships and information sharing, co-creating solutions with and for the entire ecosystem.

An 'end-to-end' approach that meets patients at their point of need



¹ Patient Assistance Program (PAP) is a Takeda approach to address affordability of medicine and increase access to treatment through innovative and collaborative financing models.

Our Access journey

Over our more than 240-year history, we have expanded on our patient-first philosophy, deepening our commitment to making innovative medicines available to those who need them, wherever they are and regardless of their ability to pay.

We launched our first Access to Medicines Progress Report in 2018, capturing some of the key learnings and milestones in our journey. Our 2022 report demonstrates our continued progress and impact, and embodies our commitment to driving access for the long term, for all our stakeholders.

2016 -2018



2018 -2020



2020-2022



Focusing our Access to Medicines approach

- Ranked 5th in the 2018 Access to Medicines Index



- Treated nearly 700 patients across 20 PAPs in 14 countries and territories

- Launched R&D Access to Medicines initiatives leading to 20 strategic partnerships and 50 scientific and technical capacity-building initiatives to help improve access in LMICs
- Screened over 1.1 million patients for cancer, hypertension and diabetes globally



Mobilizing collective action to drive impact

- Ranked 6th in the 2021 AtM Index, achieving top ranking in Governance of Access, recognized as industry leader in R&D capacity building, with overall absolute score in index increased



- Supported over 5,500 patients through PAPs across 15 countries and territories since 2017

- Piloted Blueprint for Innovative Healthcare Access in Kenya to strengthen local capabilities and address health care needs, building on the success of the Meru pilot
- Broadened R&D capacity building programs in LMICs to help improve screening, diagnosis and treatment of non-communicable diseases (NCDs), including cancer and mental health



Driving better access for patients in LMICs

- Expanded Blueprint for Innovative Healthcare Access Initiative to four other countries across Africa
- Implemented affordability means-tested PAPs in 18 countries and territories, benefitting over 5,700 patients since 2017
- Launched Takeda's Center for Health Equity and Patient Affairs to further accelerate health equity across Takeda and its communities globally, bringing together global best practice with targeted, local approaches

- Explored sustainable access frameworks for rare diseases and complex diseases
- Developed a systematic approach to measuring impact and societal value through the Access to Health Guidebook and Framework
- Partnered with UNITAR (United Nations Institute for Training and Research) to invest in Value-Based Healthcare models, with a strong focus on surgical care for non-communicable diseases



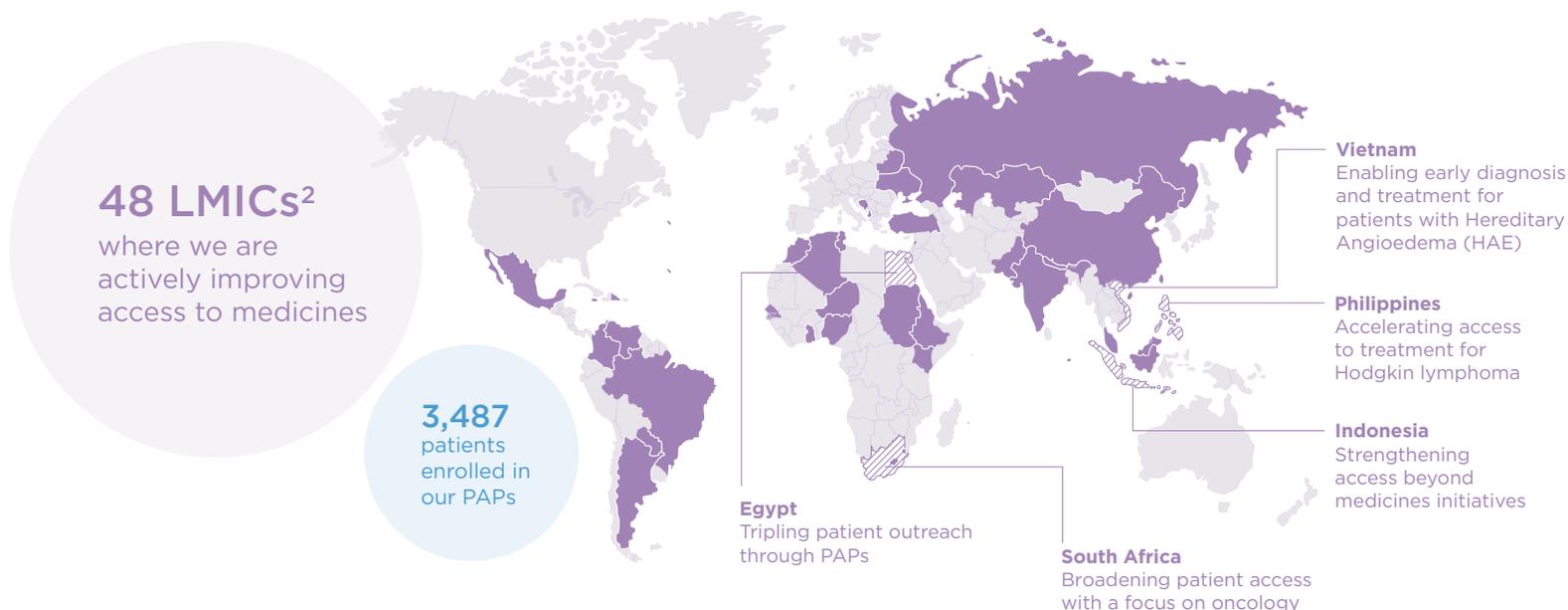
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Holistic approach, Innovative access

We take a holistic approach, prioritizing innovative access and affordability programs in LMICs, and working with policymakers to broaden access to our life-changing medicines in a sustainable way.

Progress snapshot in low- and middle-income countries



Access Countries³

Progress made from July 2020 through March 2022⁴ (Specific to sub-Saharan Africa projects only)

Strengthened health care systems

> 2,000
scientific instruments and medical equipment shared

> 1,000
research projects and clinical trials addressing local health inequities

Broadened patient access

188,782
patients screened

16,432
patients diagnosed

Increased health care capacity

4,459
health care professionals trained

1,796
community health volunteers trained

² As of 2022.

³ These countries with evolving health care systems have been specifically identified as 'Access Countries' whereby the business strategy is focused on pro-actively investing to strengthen health care systems

⁴ Based on Takeda's internal data

Building sustainable capacity

Approach

For the nearly two billion people who lack access to medicines globally,⁵ providing medications is not enough. Barriers to access are often embedded within health care systems that are still maturing and not yet able to support the delivery of crucial services.

Building sustainable capacity is about thinking long term. It is about understanding not just when and where our medicines are needed, but also recognizing broader challenges that exist and need solving so that patients can access them.

Recognizing this isn't something that we can do on our own, we build partnerships with governments, local health care authorities, volunteer community workers, NGOs, industry partners and patients themselves

to mobilize collective action. This enables us to build and implement programs that improve patients' lives and treatment options. Together, we go beyond medicines, to provide patients the care required, whether that is through improving diagnostic capabilities, educating communities about common symptoms and implementing screening, training health care professionals or ensuring they have the equipment they need.

⁵ World Health Organization: Ten Years in Public Health: 2007-2017



Some of our key initiatives

Health Worker for Everyone, Everywhere

Takeda and Last Mile Health, a Global CSR partner for our A Health Worker for Everyone, Everywhere Program, share the conviction that no one should die because they live too far away from a doctor.

Launched in 2018 in Liberia, the program serves to bolster health care capabilities

within remote underserved communities. We do this by recruiting and training locals in their home communities to deliver lifesaving health care services directly to their neighbors' doorsteps.

The success of the program in Liberia has encouraged us to expand the initiative to other sub-Saharan African nations, including Malawi, Ethiopia, Sierra Leone and Uganda.

[Read more about the program here](#)

Impact

2018-2022

In partnership with the other key donors

3,934

community health workers trained and deployed

37,637 learners

enrolled in digital training programs for health systems leaders

USD

32.3 million

of additional finance sources raised



1.3 million

treatments for malaria, pneumonia and diarrhea delivered to children under the age of five



Healthy Village: Providing health care to communities and strengthening the power of communities to protect lives

The well-being of mothers and children play an important role in determining and predicting the physiological and economic health of a community. This program seeks to create “healthy villages” by reducing preventable deaths among mothers and children.

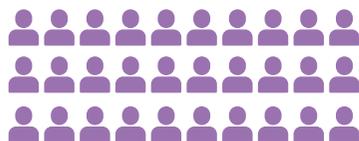
Together with our global CSR partner, World Vision, Healthy Village works to train local medical institutions and community health workers with a focus on maternal and newborn health as well as support physical infrastructure through the construction and refurbishment of health facilities, especially in rural areas across Nepal, Bangladesh, India and Afghanistan.

 [Read more about the program here](#)

Impact 2016-2022

By the end of the six-year program, which concludes in October 2022, we expect

> 2,000
health workers



to have been trained and close to half a million people, including children, to have been equipped with health knowledge and services



early initiation of breastfeeding an hour after birth, against the 34% on average at the baseline (India, Nepal, Bangladesh). This achievement is largely credited to health workers and volunteers trained by the project. It is expected that these women, with their knowledge and experience, will continue to benefit the community

The prevalence of underweight children



Takeda R&D capacity building program: Cancer Research and Care Delivery in LMICs

Our R&D capacity building program in Kenya is designed to combat the rising incidence and growing challenge of cancer in sub-Saharan Africa.

From June 2020 to May 2022, we partnered with the Kenyan not-for-profit organization, the International Cancer Institute, to strengthen their scientific and research capabilities through data management, data analysis and manuscript writing.

Impact 2020-2022



Developed two educational brochures on Project ECHO (Extended Care Health Option) for the annual pediatric workshop attended by 70 health care workers from across Kenya

 **Drug compendia**
for 56 common cancer drugs developed for use in pharmacies

 **31 information sheets on common side effects**
developed for patient use

 Seven pharmacy Standard Operating Procedures (SOP) developed for safe handling of chemotherapy drugs

Global Health Equity Network

Through the Takeda Center for Health Equity and Patient Affairs, launched in 2020, we are collaborating with a diverse global network of health equity partners, including patients, communities and organizations both public and private. Together, we empower communities to identify and address health inequities sustainably, leading to improved care at every stage of the patient journey.

Today, our Global Health Equity Network spans 37 countries, comprising over 150 community-based health equity leaders and 20 international and local NGO partners. The Center’s work is foundational to building trust in communities and increasing the physical and intellectual network of people, places and resources needed to accelerate health equity across Takeda and the communities we serve globally.

Impact

2020-2022

> 1,600

local clinicians, nurses, investigators, researchers and health care workers in 37 countries

trained in disease awareness, diagnostic and treatment approaches, epidemiology, data management, basic and health equity research and clinical trials

Advances in local health care capacity used to

improve screening, diagnosis and treatment

for over 20,000 patients



Over 1,000

research projects and clinical trials conducted focused on addressing local health inequities and diseases impacting communities

> 200 Takeda experts

shared knowledge and skills with local counterparts through health equity capacity building projects



Progress snapshot in LMICs

Building sustainable capacity

Innovative affordability programs

Collaborating with policymakers

Our impact approach

Signature initiative

Spotlight

Supporting rare disease infrastructure in South Africa to improve patient outcomes

More than four million patients in South Africa suffer from a rare disease.⁶ This translates into one in every 15 South Africans. For Hereditary Angioedema (HAE), one in 50,000 suffer from this serious condition. In South Africa, diagnosis rates are below the world average due largely to misinformation, cultural beliefs and misdiagnosis.

Takeda's HAE program in South Africa prioritizes education and training to boost local scientific and technical expertise to address unmet rare disease management needs, particularly in diagnosis. This includes creating a stronger HAE community by building a functional network of experts, health care providers, patients and patient organizations, and facilitating high-level discussions on improving South Africa's rare disease landscape. Through partnerships with HAE International South Africa and ACARE,

we launched digital public education platforms to improve awareness and set up a dedicated hotline for anyone who needs support.

The success of our HAE efforts in South Africa has encouraged us to broaden our training and education program to address inflammatory bowel disease and primary immune deficiency next.

“It's not just about the product. It's about strengthening the overall health care systems. From breaking down overcomplicated systems to addressing barriers to access by co-creating solutions with the right partners, it is important that our strategies are hyper-localized, and our processes reflect the nuances in infrastructure across different provinces. There is no one-size-fits-all approach and real-time conversations and engagement with the ecosystem, such as pharmacies, are crucial.”

Ursula Myles,
General Manager Access Markets,
South Africa



⁶ Source: Illumina: “Rare is Everywhere”: Embracing Rare Disease in South Africa

Innovative affordability programs

Approach

The cost of medical treatment for serious illnesses can be financially prohibitive for patients and their families, whether they live in developing or developed economies.

For those living in LMICs and countries with evolving health care systems with inadequate private and public health insurance schemes, out-of-pocket expenses are often so high that lifesaving medicines are out of reach.

Consistent with Takeda's patient-first approach, we have several innovative

approaches to help address this gap, including tiered pricing, which allows for price adjustments relative to a country's income levels and other factors, value-based pricing which responds to payers' and providers' needs to manage uncertainty, as well as PAPs, which help patients with limited means to obtain our innovative treatments.

Focused on access across select therapeutic areas

Our innovative affordability programs reflect our patient-first values and support health care systems to deliver broad and timely access to our innovative medicines across the most pressing therapy areas for LMICs:



Rare diseases



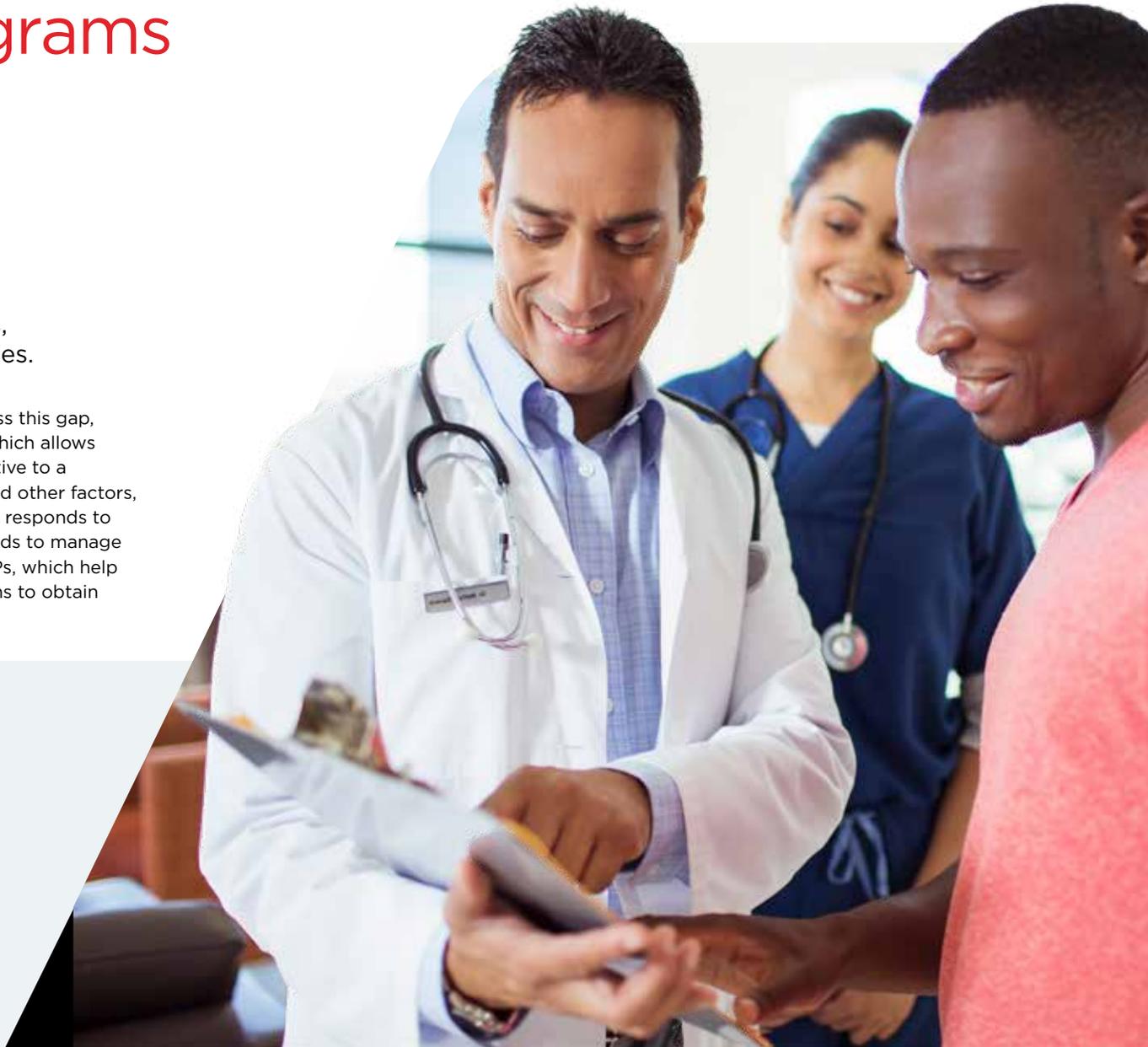
Gastroenterology



Oncology



Plasma-derived therapies (PDT)



Some of our key initiatives

Tiered pricing

To broaden access at Takeda, we adopt tiered pricing model.

We group countries into different pricing tiers which allows for adjustments in what we charge for our medicines globally.

Countries are grouped by factors such as, Gross Domestic Product (GDP), health care system maturity, out-of-pocket expenditures and policies covering vaccinations or care for rare diseases.

In this way we can support as many patients as possible to gain access to our innovative medicines worldwide.



Patient Assistance Programs (PAPs)

While tiered, inter-country pricing allows for adjustments relative to a country's economic stage and health system maturity, affordability levels can vary considerably from one person to another. To truly deliver access, a case-by-case approach to determining patient affordability is required.

Takeda's PAPs consider each patient's unique financial circumstances through its innovative Patient Financial Eligibility Tool, as well as the local health care system, to provide tailored affordability support. This includes collaborating with funding partners to provide eligible patients with flexible payment schedules or subsidies.

A cornerstone of our Access to Medicines approach in LMICs, our PAPs enable patients to access complete courses of prescribed medication even if they cannot pay for it in full, and gain the maximum medical benefit from the treatment.

First launched in 2017, our PAPs have continued to expand and evolve to cover individual patients in more communities, include more innovative medicines and use more effective methods to deliver patient access over the long term. While these PAPs help address the immediate financial barrier and unmet need, we continue to work with payors and institutions to create policies that enable broader and sustainable access.

Impact 2020-2022

Improved patient access by ~15%

across countries where PAPs have been made available as part of our integrated access strategy

3,487 patients

with rare & complex diseases provided PAP support

Products implemented across PAPs

- ADCETRIS®
- ADVATE®
- ALUNBRIG®
- ELAPRASE®
- ENTYVIO®
- FEIBA®
- ICLUSIG®
- IMMUNINE®
- REPLAGAL®
- TAKHZYRO®
- VPRIV®

Spotlight

Mobilizing our PAP partnerships to reimagine lymphoma care in the Philippines (ADCETRIS®)

In the Philippines, many patients with rare diseases are unable to access the medicines they need due to a lack of early and proper diagnosis.

For example, patients in the Philippines living with Hodgkin lymphoma, one of the most prevalent 14 cancers in the country, make an average of between five and 10 visits to different health care professionals before being diagnosed, delaying critical treatment. For CD30 lymphoma testing, which is required to detect rarer forms of

the condition, there have historically been no routine testing procedures available. In addition, outpatient diagnostic procedures in the Philippines are usually paid for out of pocket, posing an additional financial barrier.

In response, Takeda has been working closely with the Philippine Cancer Society to provide support and financial assistance for patients in need of CD30 testing, making testing available to 62 patients from 24 hospitals from February to December 2021.

Leveraging Takeda's innovative Patient Financial Eligibility Tool to gain an accurate understanding of patients' individual financial circumstances for our PAPs has

also been key to opening pathways to treatment by determining support required on a patient-by-patient basis.

This allows for the delivery of treatment and care in a much more personalized way from the start of the patient's journey. For example, providing the flexibility needed to access the complete course

of medication at the intervals prescribed by their physician, even if they cannot pay for it in full, in order to gain the maximum medical benefit of the treatment. This enables the cost of treatment to be distributed equitably and in a sustainable way allowing individual patients to access critical treatment.

Since 2017:

- Over 300 Filipino patients have been able to access and complete their course of treatment for Hodgkin lymphoma through our PAPs
- 53% of patients enrolled are likely to complete a full course of treatment up to 16 cycles
- Takeda's PAPs in the Philippines have worked with 113 hospitals, 197 physicians, and referred 440 patients (of which 346 have enrolled in the program)



Reimagining the space outside the hospital - mobilizing the community to bridge gaps in end-to-end patient care

Delivering holistic care over the long term is about much more than funding treatment. It's about filling the gaps in the local ecosystem and empowering communities to ensure they can continue to deliver the right care for patients beyond the clinic or hospital, even (or especially) when the system is under stress.

During the COVID-19 pandemic, many hospitals and clinics were overwhelmed, which led to suspensions of regular appointments and treatments. Patients and caregivers also struggled to finance their treatments as many had lost their jobs and stable income. Many patients were cut off from critical treatment

although the right medicines were available in principle.

Within the first few months of community quarantine in the Philippines, we worked with partners and physicians to enable continuity in the administration of ADCETRIS®, ensuring that doses were delivered to patients at the time of their treatments. We also accelerated the use of digital platforms to serve as an educational resource for patients, health care professionals and the community at large, to raise awareness on the condition and the options available to patients for treatment during the pandemic, as well as continuing with critical practitioner training and upskilling across capability areas, from diagnosis to patient care.

Pathology workshop series delivered in partnership with the Philippines Society of Pathologists: Building Capacity in Diagnosis of Lymphomas

Year	No. of Attendees
2019	392
2020	700+
2021	800+
Total	1,700+

UPMAS Educational series sponsored by Takeda: Building Interest in Hematologic Cancers

Year	No. of Attendees
2019	624
2020	983
2021	1,593
Total	3,200



“Throughout the COVID-19 pandemic, patients could not access treatment programs because they didn’t have access to PCR tests to gain entry into the hospital. The way Takeda worked with us to address this complexity and accelerate solutions for each individual was truly impressive. This common drive to innovate continuously for the patient underpins our longstanding partnership.”

Roshel Jayasundera,
Senior Director,
Global Consulting, Axios International

Collaborating with policymakers

Approach

Working with governments and policymakers is essential to building sustainable access models.

We are in frequent dialogue with policymakers to help develop patient-centric health care systems that foster improved access. We also identify opportunities to address the issues faced by the communities we serve and work closely with policymakers to create patient-centric provisions for rare and complex disease management.

Governments and local policymakers understand the challenges in their respective health care markets better than anyone. We work closely with them, leveraging our global insights and partnerships to offer solutions that draw on learnings from other initiatives to strengthen health care systems.



Some of our key initiatives

Partnership with UN-Global Compact Network India (UN-GCNI)

In November 2021, Takeda partnered with UN-GCNI to launch a national initiative for improving early access to treatment for rare disease patients in India. The six-month intensive initiative brought together stakeholders from across the private and public sectors to address and support the mobilizing of critical funding for rare diseases as well as strengthen the existing crowdfunding mechanisms and pathways set in the India Rare Disease Policy.



One of the key outcomes from the initiative was the creation of a roadmap for addressing rare disease funding requirements in alignment with government policies and guidelines from various government actors in the country, including the Ministry of Corporate Affairs, Department of Public Enterprises and the Ministry of Health and Family Welfare.

Partnership with UNITAR to advance Value-Based Healthcare (VBHC)



Five billion people don't have access to essential surgical care – a core treatment option for most non-communicable diseases (NCDs).⁷

To accelerate access to care for breast cancer and other NCDs (including surgical care), Takeda is supporting VBHC, which differs from the customary fee-for-service model where health care providers are compensated based on the quality rather than the quantity of their services.

We partnered with UNITAR to invest in Value-Based Healthcare (VBHC) models in low-income settings, with a focus on NCDs. Together we are taking a proven, cost-effective strategy to address health systems challenges to three countries: Rwanda, Turkey and South Africa.

In close collaboration with health ministries, academics, civil society, industry and patients, the goal of the first phase of our project was to create a platform to gather stakeholders and discuss how to develop VBHC models tailored to local contexts.

Through this policy-shaping platform, Takeda has helped to create a knowledge repository for Value-Based Healthcare, ultimately strengthening capacity building and improving health outcomes for patients.

⁷ The Global Surgery Foundation: Official Launch of the New VBHC Hub



Progress snapshot in LMICs

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Signature initiative

Spotlight

Vietnam

In the last year, Takeda's team in Ho Chi Minh City has been in dialogue with local officials to broaden patient access.

Together with local partners, the team has been building external capacity and supporting patient advocacy through a number of initiatives. They played a critical role in extending the scope of a rare disease Memorandum of Understanding with Vietnam's Ministry of Health and expanded the number of participating partners. The team has supported the development of guidelines on rare diseases, holding bi-annual council meetings to drive progress while continuing to engage actively on upcoming legislation.

Through capability building, the team in Ho Chi Minh City is also enhancing the awareness of and access to diagnosis and treatment for patients with HAE through virtual congresses, meetings, trainings and symposia with key local opinion leaders as well as the introduction of an HAE portal on the website of the Ho Chi Minh City's Society of Asthma, Allergy & Clinical Immunology.

We also work with policymakers to enable appropriate and responsible use of medicines as early as possible, where there is unmet need.

Moreover, in the last year, Takeda has also successfully partnered with local officials to enable a pioneering financial means-

tested PAP in Vietnam - a milestone that will further accelerate patient access.

Takeda's approach to collaboration with policymakers in Vietnam, when coupled with capacity building and affordable access programs, is helping to drive conversations about rare diseases in both government and medical communities. Collectively, these efforts will help more patients in Vietnam living with rare diseases such as HAE access life-transforming treatment.

"In 2015, I received a cancer diagnosis. Fortunately, thanks to proper diagnosis and effective treatment, I overcame the disease. Currently, I am enjoying a healthy life and preparing for the birth of my second baby. Sometimes, I forget I was once a patient living with cancer.

However, not all patients are lucky as they are misdiagnosed and lack access to timely treatments. Early access to medicines is essential.

Although we are quite a young team, we have already had important successes in increasing patient awareness of complex and rare diseases, giving new hope and ongoing patient support. We are motivated to try harder every day and seek to help as many patients as possible unlock access to medicines and life-transforming treatments."

Quynh Hoang,
Senior Human Resource Manager,
Takeda Vietnam



Our impact approach

Making a positive and long-lasting impact is more than just implementing a good idea. Similarly, measuring impact is more than just completing a to-do list.

After launching our signature Blueprint for Innovative Healthcare Access initiative in Kenya's Meru County in 2019, it became clear that a consistent approach to evaluation that is agreed upon and implemented by every partner, at every step, of the program is essential for maximizing impact.

Starting in March 2020, Takeda teamed up with Dr. Krishna Udayakumar and his team at Innovations in Healthcare (IiH), a non-profit founded by Duke University, McKinsey & Company and the World Economic Forum. Together, we developed the Access to Health Guidebook and Framework, to inform how AtM programs are designed, how they are managed and to measure their impact on both the patient and the broader health care system.



The value of evaluation

Practical, feasible and applicable for broad use: These were our basic requirements for the Access to Health Guidebook and Framework.

Dr. Udayakumar and liH’s team took an iterative and transparent approach in devising it. They examined subject insights and existing measurement frameworks, validating their proposal with key opinion leaders from the pharmaceutical industry, implementing partners, academics and clinicians.

Put into practice as part of the Blueprint program in Meru County, refined and developed into a proven evaluation model, the Access to Health Guidebook and Framework is a structured, comprehensive, end-to-end approach to assess the impact of our programs.

Today, the guidebook offers not just theoretical insight into the evaluation model but also practical step-by-step guidance in applying the framework. It is open source and available to everyone.

While the Access to Health Guidebook and Framework’s objective is to enable implementers to measure impact of their initiatives, it also drives better program design. We have been encouraged by its proven practicality and are excited to integrate it across our business, and for more organizations and programs to benefit from it as the Blueprint initiative has.

 [Access to Health Framework Guidebook](#)

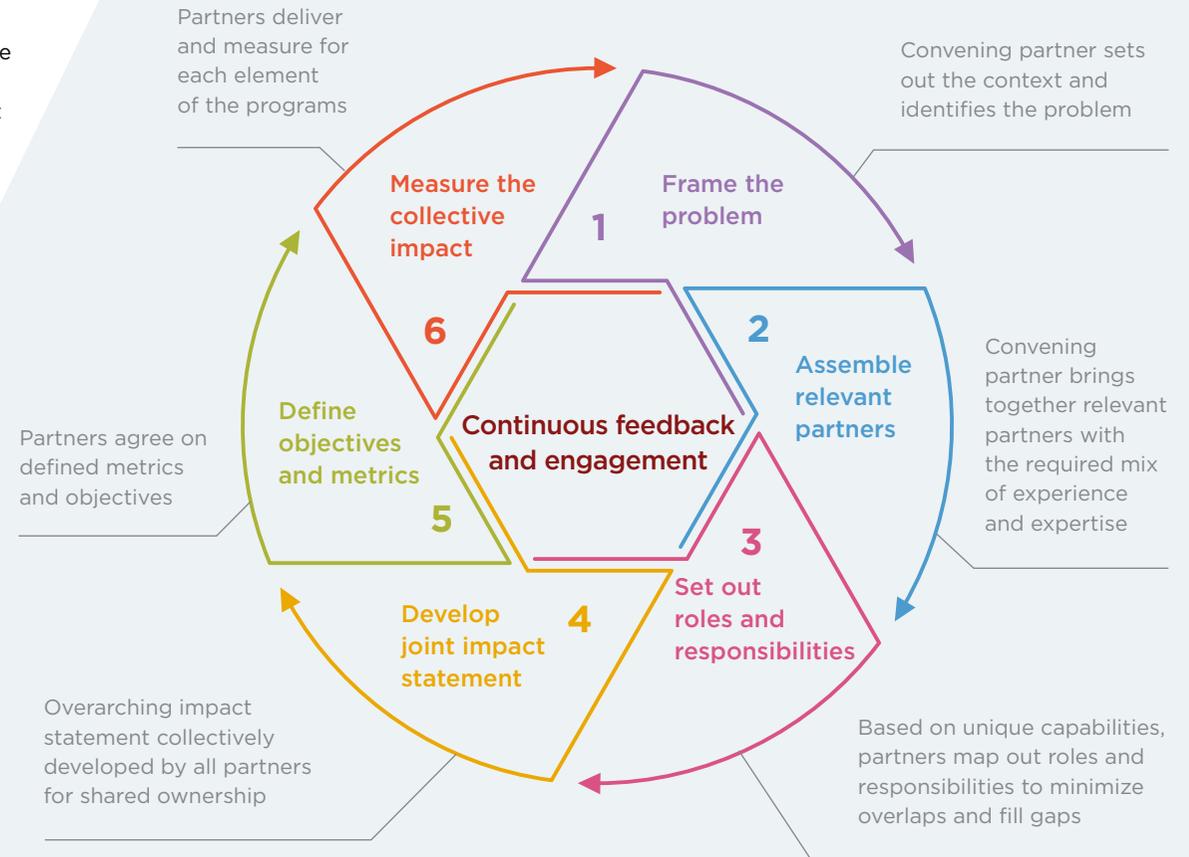
 Refer to page 25 to read more about the Meru County pilot project

“The Framework allows organizations to ask the right questions and to identify the most important metrics to optimize implementation, as well as to follow the impact of these programs over time. This is really about empowering implementing organizations through an evaluation framework.”

Dr. Krishna Udayakumar,
Executive Director,
Innovations in Healthcare

Access to Health Guidebook and Framework

Delivering on our Access to Medicines ambition requires a holistic and collaborative approach. Measuring our impact collectively as an ecosystem will be key to sustaining progress and impact. Together with Duke University, we have developed an Access to Health Guidebook and Framework that enables collective measurement and action through continuous feedback and engagement. This helps to distil our impact to become greater than the sum of its parts.



Signature initiative

Blueprint for Innovative Healthcare Access

Approach

For many patients in LMICs, loss of income as a result of living with non-communicable diseases (NCDs), complications from late or misdiagnosis and the financial burden of ongoing treatment can have life-altering consequences.

In an effort to address these challenges, we launched Blueprint for Innovative Healthcare Access in 2019, a signature initiative which mobilizes collective action to address the impact of NCDs on patients and families in LMICs.

From the beginning, the aim has been to work with partners to provide local solutions that address the local health care system's needs. Together with these partners, we set out to identify and co-create a program that could be adapted by public, private and non-profit health care organizations to work collaboratively to address NCDs.

The Blueprint program was designed to help ecosystems scale impact, spanning the entire patient journey – from disease prevention, screening and diagnosis, to high-quality treatment and patient support.

Importantly, our goal has been to enhance existing systems to empower local partners and government authorities to carry on the work in the future, ensuring continuity and sustainable impact.



Blueprint initiatives

Pilot project in Meru County, Kenya

A flagship initiative in our Access to Medicines approach, we launched the Blueprint program in Kenya’s Meru County in 2019, with the aim of improving survival and quality of life for people impacted by NCDs – specifically, diabetes, hypertension and cancer.

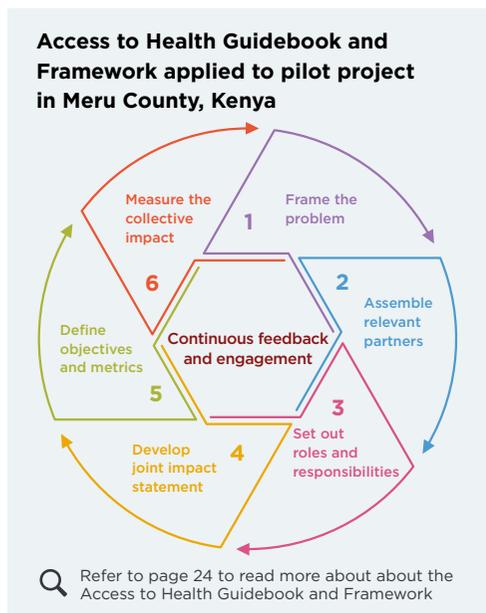
The 1.54 million population of Meru, a rural county in east Kenya, has historically had limited access to NCD treatment and care due to systemic gaps. Due to a shortage in medically trained personnel, patients with NCDs have typically been diagnosed only once they develop secondary complications. Further, chronic under-investment in local medical care and infrastructure has historically resulted in a heavy financial burden for local patients and their families.

The pilot program was established to address access barriers while enhancing local standards of care. Initiatives and activities were designed to facilitate the sharing of resources, expertise and responsibilities, implemented with strong governance, leadership and coordination.

The pilot began with a consortium of seven partner-patient organizations coming together to gain a full understanding of the local health care environment and identify the gaps. Partners then collectively agreed on the impact objectives across the whole patient

journey. In order to evaluate the outcomes and impact of the initiative, a systematic approach through the implementation of the Access to Health Framework and Guidebook was applied. The Framework was then tailored with independent measurements and adjustments to evolve the workplan according to realities on the ground and build in learnings from continuous engagement.

The pilot ran for three years from April 2019 to March 2022, ensuring adequate time and resources for the necessary skill, knowledge and technology transfers to deliver high-quality care over the long term.



From the beginning of the pilot in Meru, the program demonstrated concrete, sustainable improvements in NCD management capabilities and patient survival. The Blueprint program has since been replicated in four other African communities. Moreover, our partners now also have the ability to apply the approach and scale it up in other regions or countries.

Project partners



Results of the Meru County pilot project

Impact objectives and key results (2019-2022):

Deliverable	Project Total (through end of March 2022)
Number of People Trained: Community Health Volunteers (CHV) + Health Care Professionals (HCP)	3,303⁸
Patients Referred to Care	10,130
Population Screened	156,695
Community members reached - awareness	365,470



Strengthened health systems delivery capacity

- More than 2,500⁸ individuals trained for preventing, detecting and treating diabetes, hypertension, cancer and palliative care
- Number of HCPs trained on cancer in Meru expanded from one oncology consultant to 39 HCPs
- 787 health workers and community members trained in commodities management, supply chain, advocacy and policy efforts, thereby strengthening health systems management and infrastructure



Improved access to and utilization of health services

Increased average number of monthly palliative care visits by 319%



Enhanced earlier detection of NCDs

Screened more than 150,000 people for hypertension and diabetes, nearly 10,000 referred to facilities for further diagnosis or treatment



Increased community awareness of NCDs

94% of community survey participants understood the importance of early NCD screening as a result of community volunteer outreach and advocacy



Improved disease surveillance and research to facilitate evidence-based decision making

Developed a new population-based cancer registry and five hospital-based cancer registries



Increased funding for NCDs in county budget

Facilitated and supported preparation of the first NCD-specific workplan for Meru County that serves as an instrumental policy document for county budget

⁸ Not a unique value, as certain individuals may have participated in more than one training

Partnership with BIO Ventures for Global Health in Nigeria

Building on the success of the Meru County pilot program, in 2021 Takeda expanded the Blueprint approach to Nigeria under the Africa Access Initiative in partnership with BIO Ventures for Global Health (BVGH).

One of the key areas of focus is the often overlooked barrier to access: the performance

of local supply chains. Critical medicines can be delayed getting to patients if distribution networks are inefficient, if cargo is not handled properly or if local infrastructure is unreliable.

Takeda and BVGH carried out research to understand the demand for 41 essential oncology products and then identified potential vulnerabilities in local supply chains that would otherwise prevent patients from

getting medicines on time. This was a comprehensive project that relied on granular data, including drug quantity forecasting, hospital budgeting and the logistics covering a medicine’s journey from port to patient.

Informed by the same holistic approach pioneered in Kenya, the program in Nigeria identified gaps in the diagnostic capabilities of health care workers, responding with training programs across oncology and rare disease capabilities.

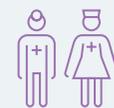
“Patients in Nigeria lack access to basic cancer medicines and knowledge on how to navigate the system to access care. Some even resort to rationing, for example using ‘half-cocktail’ treatments just to stretch out their limited funds. [...] The country has so much potential. I want to see Nigeria thrive again and support more patients as they navigate this journey, with knowledge.”

Dr. Denise Ejoh,
cancer survivor and
CEO of Cormode Cancer Foundation



Impact

2020-2022



More than
1,600

health care professionals trained

Approximately
16% of the Nigerian population
reached by regional NGOs
through patient materials and
radio announcements



Making impact, Transforming lives

Perspectives

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The true test of impact is how our programs and activities make a meaningful difference to the lives of patients and their local communities.

Working with a diverse network of partners, we mobilize collective efforts within and outside our organization and across the public and private sectors.

A patient's story

Making access to treatment and medicines affordable

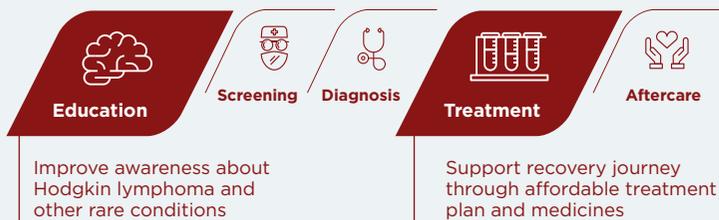
Ms. Jho-Ann Pulgo was working as a caregiver for elderly patients in Israel in 2018 when she was first diagnosed with stage four lung cancer. This brought an abrupt shift in perspective since she had spent her life looking after others.

I didn't know what to do when I first found out I had cancer and the first few weeks were difficult as I struggled to find help away from home.

My family helped me to return home to Manila to seek treatment where I saw many different doctors and had lots of different rounds of treatment, from chemotherapy to radiology.

In 2020, after two years of treatment, the lump on my neck was still there and my doctor suggested a second biopsy. It was then that I was diagnosed with Hodgkin lymphoma, a rare form of cancer and one I had never heard of before.

Addressing barriers to access in a patient's journey



A patient's story

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Accelerating access starts with us

"My journey to recovery has only been possible because my doctor understood my situation and found a way to help get me the medicine that I needed but couldn't afford on my own."

A turning point came in 2021 when my doctor found an opportunity to enrol me in Takeda's PAP for patients with Hodgkin lymphoma. With limited savings, I could only afford one of the 16 rounds of treatment needed. My doctor helped me to apply for the program online and I was accepted, the cost of the rest of the treatment completely covered. For the first time in a long time, I was able to focus on getting better.

I've now completed 13 rounds of treatment and my body is responding well. I feel alive and myself again and I'm extremely grateful to my family, my doctor and Takeda. My journey to recovery has only been possible because my doctor understood my situation and found a way to help get me the medicine that I needed but couldn't afford on my own. I never imagined that this sort of thing existed and I'm so lucky to have found it. Being able to have more time with my family, especially my four young nieces, and watching them grow up, is more than I dreamed of.

It worries me that many people in my shoes are still unaware that this kind of cancer exists and that it is curable with the right treatment. I'm hopeful that we can find a way to improve awareness about Hodgkin lymphoma and other rare conditions, and help many others receive the amazing support that I have.

Ms. Jho-Ann Pulgo returned to the Philippines in 2018 after being diagnosed with lung cancer. She shared her views on access to medicines with Takeda in September 2022.



A patient's story

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Accelerating access starts with us

Views from a doctor

Access to Medicines in action

Delivering care for patients is a complex task in the Philippines, a nation that spans over 7,000 islands and where the most advanced treatments and hospitals are largely concentrated in the capital, Manila. It is even more challenging because of low public awareness of treatment options and national insurance coverage.

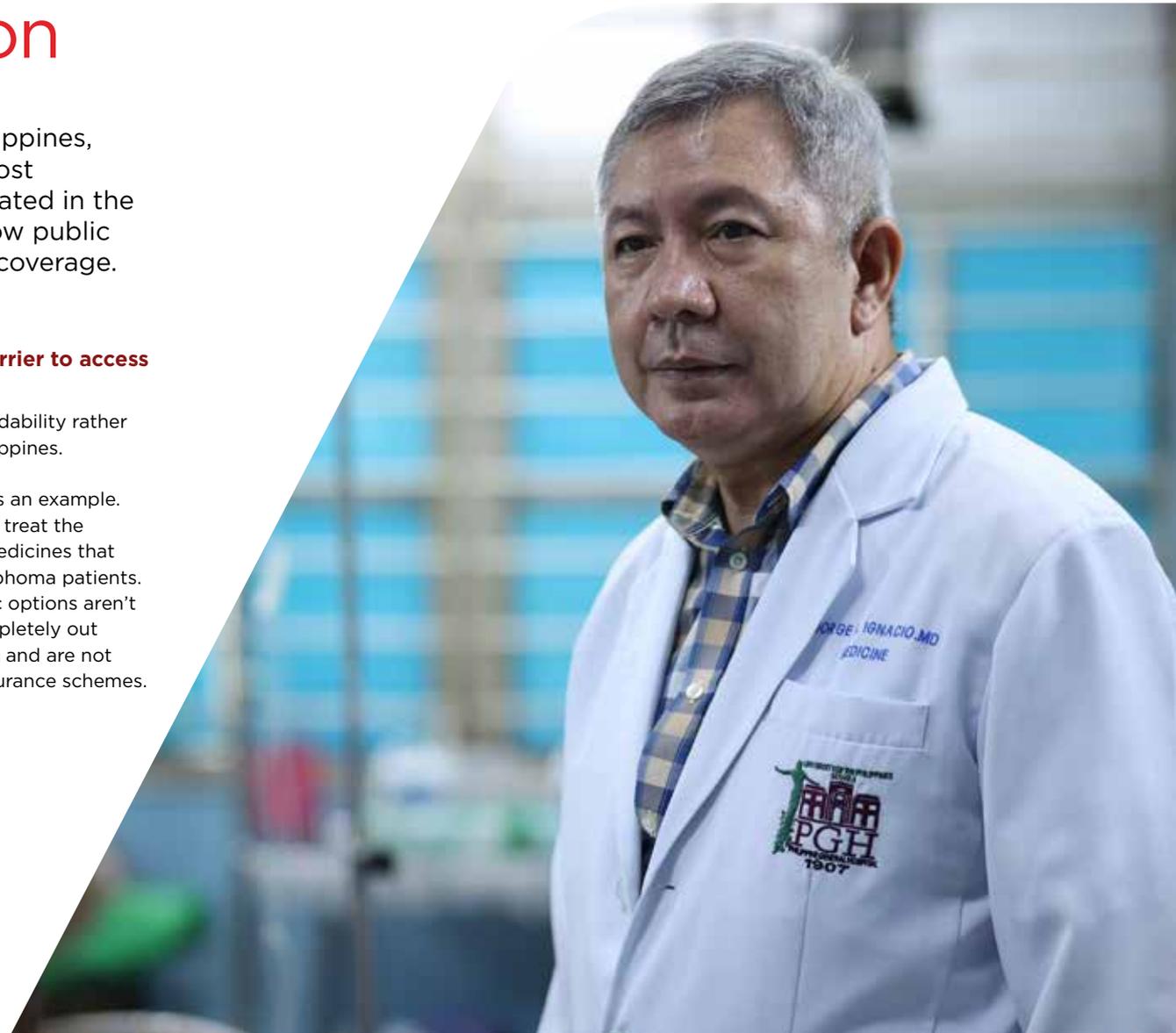
Early diagnosis is critical to ensuring positive outcomes for cancer patients. This is a particular area of focus for Dr. Jorge G. Ignacio, oncologist and Chairman of the UP-Philippine General Hospital's Cancer Institute, who believes that access to medicines should be "universal, convenient and able to reach all patients who would need them".

"Access to medicines should be universal, convenient and able to reach all patients who would need them."

What is the greatest barrier to access in the Philippines?

It often boils down to affordability rather than availability in the Philippines.

Take Hodgkin lymphoma as an example. Historically we have had to treat the condition with the same medicines that we gave non-Hodgkin lymphoma patients. This is not because specific options aren't available, but they are completely out of reach in terms of pricing and are not covered under national insurance schemes.



What is needed to address Access to Medicines in the Philippines?

It is going to take a coordinated effort and businesses have a big role to play.

The medicines are available but are our patients able to afford them? Through Takeda's PAP in the Philippines, I am able to help patients, whatever their circumstances, access cutting-edge medicines. I can also make sure they can access the full regime of treatment to reduce the likelihood of relapse.

One particular patient went into remission following six rounds of treatment for Hodgkin lymphoma. However, given the young man's relapse history, we wanted to complete all 16 sessions to ensure a complete response. For Takeda to trust the doctors to make that kind of decision and agree to

an extension of treatments, even after a complete response, is something that we don't often see.

Other than affordability, where else do you experience challenges?

With cancer, we know that early diagnosis is critical to recovery.

While there is a high concentration of specialists and hospitals in Manila, this isn't always the case throughout the Philippines. This means that it is difficult for many patients to find the right specialist doctors, with treatment often delayed by months and even years as a result. Even at the Cancer Institute we struggle to see all the patients who turn up every day, making the speed of approvals for PAPs even more critical for patients.

What do you think is most important in terms of successful access initiatives?

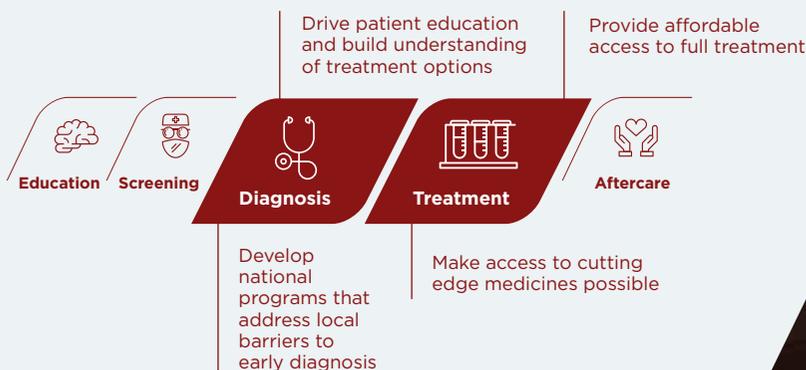
It has to be fast, local and personal. That is difficult in the Philippines given the size of the country, the many islands and how far patients often are from care. We need to be thinking about national programs that address local challenges. It starts with training, building understanding of treatment options for patients and then being able to make decisions on treatments quickly and locally.

What comes next, where do you see the opportunity?

I hope that we can all continue to work together to build more programs, with more medicines, to treat more conditions for patients and that programs will carry on and expand. It is truly life-saving and life-changing.

Dr. Jorge G. Ignacio shared his views on access to medicines in the Philippines with Takeda in August 2022.

Addressing barriers to access in a patient's journey



A patient's story

Views from a doctor

Strategic partnerships

A partner's perspective

Accelerating access starts with us

Strategic partnerships

At Takeda, we take a strategic and local approach to partnerships.

This means we actively look to work with organizations that bring the skills, local market knowledge and capabilities that will most benefit the local health care system and patients.

We continue to strengthen relationships with a wide range of stakeholders to ensure that we address barriers to access holistically and for the long term. These include global and local health experts, academics, development agencies, NGOs, government organizations at national and community levels, health care professionals, patient groups and private sector organizations.



Snapshot of partnership



Teaming up to improve treatment for cancer and rare diseases



- Working closely with BIO Ventures for Global Health (BVGH), we aim to improve outcomes for patients living with cancer and rare diseases in Nigeria.
- Together with our other partners such as the County Ministry of Health, Takeda's Blueprint for Innovative Healthcare Access has served to identify gaps in the health care system and put in place essential mentoring for local doctors to conduct examinations and biopsies.
- The program is also focused on strengthening local supply chain infrastructure in Nigeria to enable the delivery of medicines and support patients across the full care journey.

“During the first year of the program, we are already making a significant difference to the lives of patients living with cancer. To date, we have trained more than 1,600 health care professionals to improve their capabilities to screen and diagnose patients and leveraged local media and community leaders to raise awareness of cancer across the country. These kinds of results are only made possible through invaluable public and private partnerships implemented locally.”

Jennifer Dent
CEO of BVGH

A partner's perspective

In conversation with Axios International



In much of the developing world, one of the most significant barriers to access to care is the ability of patients to pay for the medicines they need.

To help address this challenge, we launched our PAPs in 2017 to provide financial support for patients to not only access these medicines, but to do so in a way that addresses their own personal circumstances.

Axios International, an independent specialized access partner, is one of the many organizations that we are working with globally to ensure a holistic and localized approach to the delivery of our PAPs.

Axios Co-Founder & CEO, Joseph Saba and Senior Director, Global Consulting, Roshel Jayasundera share their views on advancing access and the critical role of the partnership with Takeda - from responding to the impact of the COVID-19 pandemic to tailoring localized approaches.

 Refer to page 17 to read more about our PAPs

A patient's story

Views from a doctor

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A partner's perspective

Accelerating access starts with us

What does access to medicines mean and why is it so important?

A: Access to medicines has the word medicines in it – but medicines alone shouldn't be the focus. For us, it really is about seeing a much bigger picture – committing to following the patient through every stage in their journey and thinking about the spaces outside hospitals and health care facilities where support often falls through the cracks.

25 years ago, access to medicines was about availability – getting boxes of medicines delivered to communities. But the availability of medicines doesn't always translate into access – where patients can follow through with the required treatment and benefit from its outcomes.

The COVID-19 pandemic is a stark reminder of the gaps that still exist in health care delivery, and how access to medicines is enabled by a much wider ecosystem and set of factors beyond even the health care system.

How has the COVID-19 pandemic reshaped your joint approach with Takeda to patient access?

A: More than anything, COVID-19 highlighted that delivering sustainable patient outcomes over the long-term requires a whole-ecosystem approach – and no single organization can hope to do this alone. Virtually overnight, COVID-19 plunged countries into a state of public health emergency, with hospitals and clinics shutting down and regular treatments suspended. Although medicines were

available in theory, patients were suddenly cut off from essential treatment as the infrastructure and systems needed to deliver them were no longer in place.

In a matter of weeks, we accelerated discussions with private hospitals to facilitate the delivery of treatments for patients in our PAPs. We also negotiated optimal consultation fee arrangements, maintaining a case-by-case approach for funding support based on patients' individual circumstances.

What does it take to ensure that access initiatives are sustainable and how do partnerships address this?

A: To drive access sustainably, organizations need to approach solutions with a long-term view, embedding a patient-first mentality across the entire organization and its core business strategy. That's what Takeda has, and it's starting from the top.

The fact that access is a driver of global strategy for Takeda has shaped the mindsets of team members and we continue to see that patient-centricity come through in every interaction we have with Takeda. There's a sense that people are not doing it because it's mandated, but because it's the right thing to do.

This shared mindset really is the starting point for a lot of our work together. So much of what we do is about being curious and continuously innovating for the patient – asking ourselves, "What more can we do

in these markets to bridge the gaps?" The willingness and drive to constantly learn and adapt through changing circumstances is a defining feature of our partnership.

What do you see on the horizon for access to medicines and where should efforts be focused?

A: When there is a lack of interconnectedness in how treatment, care and support is delivered to patients, it creates vulnerabilities that leave health care systems susceptible to shocks and poorly positioned to deliver uninterrupted patient care in times of greatest need. This remains the most urgent challenge today.

Driving education and awareness across the ecosystem on the importance of multi-sectoral collaboration and integrating access into business models is ultimately the goal we want to achieve.

This will require a paradigm shift. Many companies still see access to medicines as a CSR effort – but in reality, it needs to go much further to make an impact.



A patient's story

Views from a doctor

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A partner's perspective

Accelerating access starts with us

Accelerating access starts with us

We are guided by our values of Takeda-ism, which incorporate Integrity, Fairness, Honesty and Perseverance.

These values allow us to harness the diversity of perspectives, strengths and expertise across our teams to deliver on our ambition. It keeps our decision-making rooted in what really matters: Putting patients first and doing it in a way that fosters trust, enhancing our reputation and creating a successful and sustainable business – in that order.

These principles are why people choose to join and grow with Takeda – never accepting the status quo and always asking the question, what more can we do for patients?

Through our Access to Medicines Office, we mobilize our organizational strength and collective efforts in pursuit of answers to this question.

One of the ways we do this is through the Access to Medicines Ambassador Program, an initiative launched in 2021 to provide opportunities for Takeda

employees to participate in assignments that deepen their understanding of AtM and support the adoption of an access mindset throughout the organization. Running in parallel to employees' existing roles, the assignments explore the challenges that exist in the delivery of access to medicines and run for a fixed period of time.

Nicole Underwood

Location: London, United Kingdom

AtM Ambassador Program 2021

Aim: To gain hands-on experience of Takeda's Access to Medicines programs and understand how we overcome challenges to access in countries with evolving economies and health care systems

My passion for global health and AtM drove me to hit the books again to complete a master's degree in global health policy. However, I wanted to gain real-world, hands-on experience in understanding and overcoming access challenges. The Ambassador Program allowed me to dive into the thinking and actions behind Takeda's AtM approach.

During my time as an Ambassador, I saw in real time the impact our approach has on developing in-country programs and the benefits they bring to patients facing access challenges. I gained a strong understanding of how Takeda works with local partners to design impactful programs that will lead to sustainable capacity building.

Because of the diversity of stakeholders involved, I learned that communicating and aligning on expectations and ways of working among all parties from the get-go is a most critical first step. In this,



Learning highlights

- Aligning expectations to have a clear, common understanding of program objectives and intended impact is critical to ensuring the success of programs involving diverse stakeholders
- Measurement – that provides both quantitative and qualitative feedback – is essential to a holistic understanding of a program's impact

the topic of measurement stands out for me as being most pertinent in gaining a holistic view of a program's value to patients – from ascertaining program objectives to tracking progress and impact.

Being an Ambassador has given me an intimate look into Takeda's programs and their impact. I am more convinced than ever of Takeda's whole-of-patient-journey, partner-based approach. It is my hope that the wider industry will be encouraged by the impact we are having on the ground to invest similarly in developing access programs.

A patient's story

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Accelerating access starts with us

Randa Adel

Location: Cairo, Egypt

AtM Ambassador Program 2022

Aim: To learn about Takeda's health systems strengthening strategies and activities beyond Egypt

I joined the Ambassador Program to gain insight into Takeda's health systems strengthening programs and activities, with a particular focus on LMICs. I also wanted the opportunity to stretch my abilities and extend my own learning journey.

One of my most fulfilling experiences from the Ambassador Program is my current work on developing a playbook for effective social responsibility programs in other LMIC markets. My aim was two-fold: Firstly, to recognize the Local Operating Company's efforts and valuable contributions. Secondly,

to produce a playbook that reflects Takeda's priorities on access as set out in the Corporate Philosophy.

Throughout my ambassadorial journey, I have benefitted immensely from the mentorship of Takeda's global leaders in AtM, CSR and Partnership Strategy, who very generously and patiently shared with me their knowledge and experience in building access strategies. They also helped open my eyes to the big picture of how, in a globalized world, our efforts in one place play a part in bringing about positive and sustainable societal value beyond that location.



Learning highlights

- The impact of our Access to Medicines efforts goes beyond their immediate geographical scope
- Takeda's approach to broadening access is rooted in the company's wider corporate strategy

Ahmed Abou Khatwa

Location: Dubai, UAE

AtM Ambassador Program 2022

Aim: To expand my knowledge beyond medicine and gain real-world experiences

The challenge of rare diseases for patients of almost all countries, not least among those in LMICs, is multi-faceted, from awareness to diagnosis, affordability to treatment. With the much higher proportion of underserved rare diseases patients in evolving economies, I tended to look at the challenge of access for rare diseases patients in the silo of affordability.

Being an Ambassador has focused my attention more deeply on the issue of access. Among my first realizations was that the affordability barrier to access exists for patients in every country, regardless of their country's economic status. At Takeda, AtM efforts are directed based on need, not geography. During my assignment, I learned that improving access for patients living with rare diseases requires a dedicated, holistic and integrated approach, that incorporates hybrid funding models, value-based healthcare and public and private partnership. Being part of the AtM Ambassador Program has enabled



Learning highlights

- Gained exposure to the perspectives and experiences of different stakeholders in designing tailor-made solutions to improve access
- Barriers to access, including affordability, affect people everywhere, regardless of their country's income status

me to work with different stakeholders within the company to design tailor-made and sustainable rare diseases patient assistance solutions for patients from different markets.

I am also very encouraged by the progress of Takeda-led joint efforts with diverse industry and local partners to generate greater awareness of rare diseases. It is my wish that in working as an AtM Ambassador, I will be able to promote greater awareness towards access, particularly in the rare diseases arena.



Conclusion

41 Summary of progress

Always evolving, Future ready

Our culture of constant growth and innovation is key to the difference we make. Always evolving, Takeda's AtM strategy is ever ready to advance global progress in medical care for generations to come.

Summary of progress

Summary of progress

A message from our President of Growth and Emerging Markets

The COVID-19 pandemic has placed access to health care at the forefront of the global agenda. Over the last two years, it has become clear there is a need for all stakeholders to elevate their efforts to improve access to health care services.

We need to acknowledge that the road to greater access is not going to be easy. Looking beyond the immediate challenges we face recovering from the COVID-19 pandemic, the effects of climate change and a volatile global economy are also anticipated to intensify. The carry-on impact on those underserved and underrepresented in health care will be exponentially greater.

For Takeda, improving access has always been the central driver of our relationship with patients and the markets we operate

in. The pandemic has only solidified our resolve, and we have taken every opportunity to accelerate access.

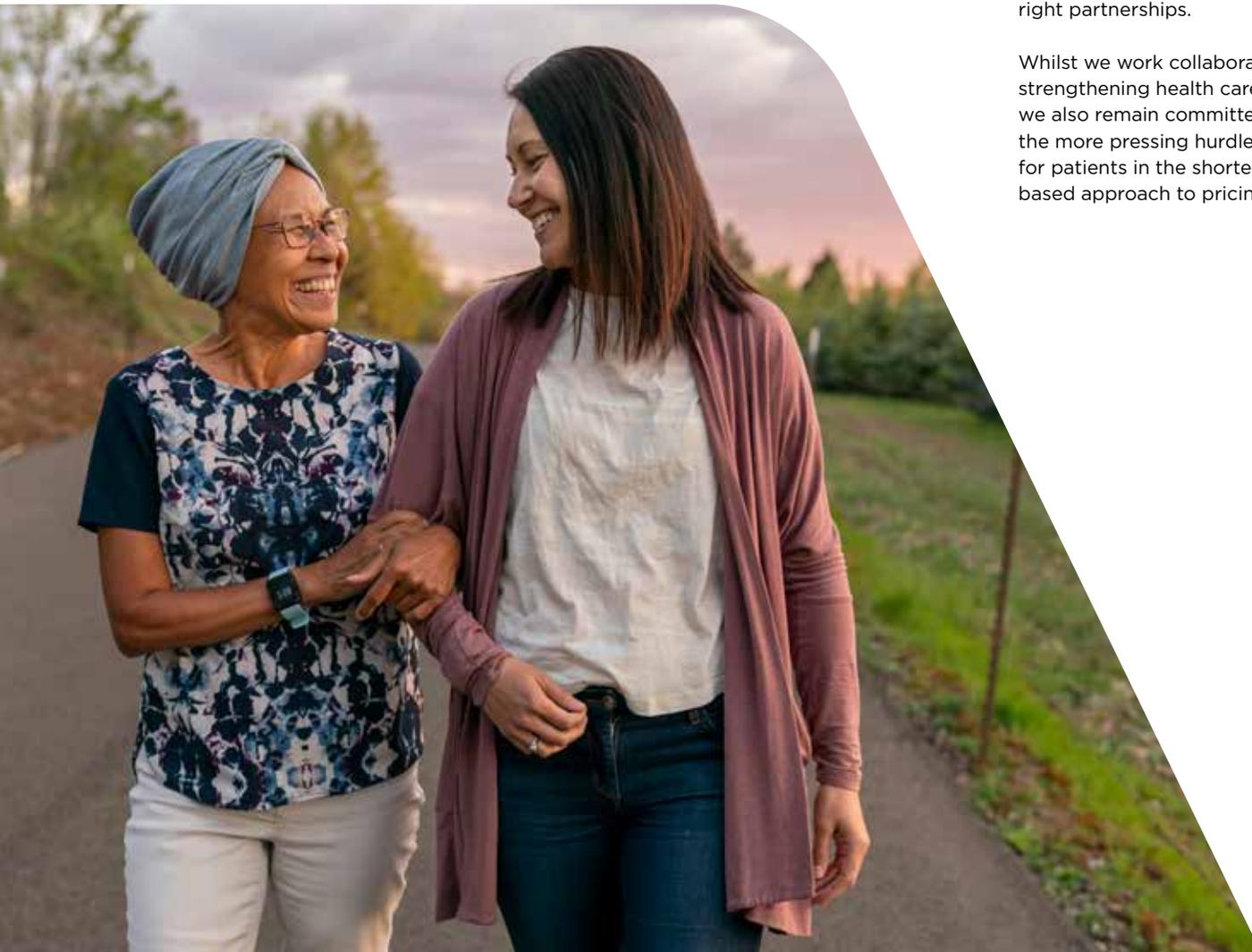
One of the most exciting recent developments within Takeda has been the adoption of a Center of Excellence model for our Access to Medicines Office. This has enabled Takeda to better integrate and leverage synergies across everything we do, including strategy, governance, sustainability, R&D and CSR to drive greater impact for the patient.

"For Takeda, improving access has always been the central driver of our relationship with patients and the markets we operate in."



Summary of progress

"We take a broad and holistic whole-of-patient-journey view, while ensuring we understand the dynamics of each market and tailor our strategy to their specific needs."



What I hope this report has demonstrated is that what sets Takeda apart is our approach to access: It does not start and stop with the product. We take a broad and holistic whole-of-patient-journey view, while ensuring we understand the dynamics of each market and tailor our strategy to their specific needs. It is also why Takeda places such importance on forging the right partnerships.

Whilst we work collaboratively on strengthening health care systems in LMICs, we also remain committed to addressing the more pressing hurdles of affordability for patients in the shorter term. Our tiered based approach to pricing and innovative

affordability programs, including our PAPs, have been invaluable in providing access to medicines for patients with serious conditions who otherwise would not have been able to afford treatment. We have increased our efforts during the pandemic to ensure access programs continue running in the communities that need them the most. I am so grateful for the continued support of our partners on the journey to ensure that no patient is left behind.

While we are acutely aware of the challenges we must address, we also remain optimistic that together with our partners, we will be able to continue broadening and bringing access to many more patients and their families. I look forward to expanding our partnerships across the world and advancing on our unique Takeda journey of bringing better health and a brighter future to all.

Renata Campos

President, Growth and Emerging Markets Business Unit, Takeda



Access to Medicines Progress Report 2022

C-ANPROM/GEM/CORP/0015

October 2022