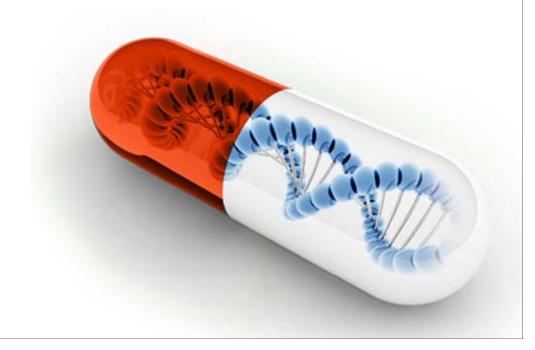
The value of Innovative Medicine in Japan



APRIL 12, 2013



CONFIDENTIAL AND PROPRIETARY

Executive summary

Japan's healthcare is one of the best in the world, however risks exist that can undermine this world-class care system

- World-class healthcare system
 - Highest life expectancy, and one of the lowest mortality rates
 - Easy physician access with low healthcare spending compared to other countries
- However, risks exist that could undermine this system
 - Rapidly ageing population and the need to care for the elderlies
 - Widening funding gap due to rising healthcare cost and higher fiscal constraint

Investments in healthcare, particularly in innovative medicine can help mitigate these risks and create significant social and financial benefits

- Thanks to favorable government policies, a total of 176 medicines have been introduced in the past five years. These medicines have substantially improved people's quality of life
- These medicines generated significant financial and economic benefit:
 - more efficient use of medical resources and save cost
 - enable workers to be more productive thanks to less absenteeism and disability.
 Increase quality lifespan so people work longer
- Using available Japanese data, a study of five best-in-class drugs demonstrated value of 1,300 1,500 bn JPY, representing 16% of the total medical spending in these disease areas

Japanese government should continue to promote innovation through policies and investment in healthcare

- Benefits all stakeholders e.g. patients, physicians and government etc.
- Japanese government should continue to promote innovation through policies and additional funding

Executive summary

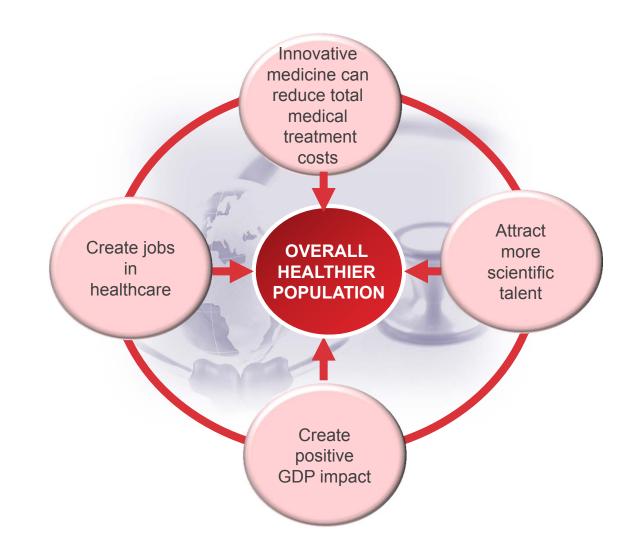
Investments in healthcare can generate significant value:

Japan has a world class healthcare system:

- Easy access
- One of the best outcomes
- Spending level relatively low

There are risks that can undermine the healthcare system

- Ageing population
- Widening funding gap



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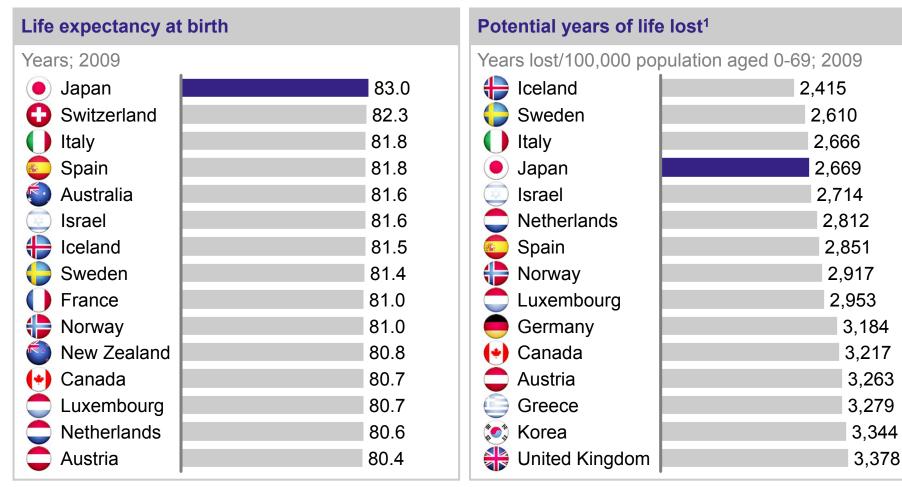
Japan's healthcare is the one of the best in the world, however risks exist that can undermine this system

Investments in healthcare, particularly in innovative medicine can help mitigate these risks

The importance of innovative medicine has implications on a number of stakeholders

Japan has one of the healthiest populations in the world – Highest life expectancy and one of the lowest infant mortality rate

RANKED FROM BEST TO WORST



¹ Potential years of life lost (PYLL) is a summary measure of premature mortality which provides an explicit way of weighting deaths occurring at younger ages, which are, a priori, preventable

SOURCE: OECD

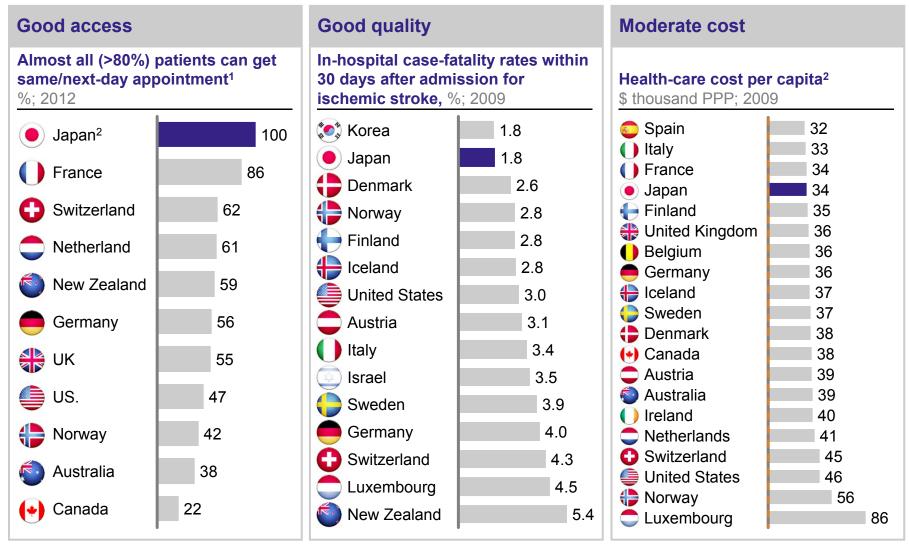
Japan also has the lowest mortality from major disease (e.g., cancer, circulatory diseases, diabetes)

RESULTS OF INTERNATIONAL COMPARISON OF HEALTH INDICATORS

Overall rating			Mortality rate for seven diseases in Japan		
1	Japan	A	Indicators	Rating ¹	
2	Switzerland	A	Mortality Due to Cancer	Δ	
3	Italy	A	Wortanty Bue to Guineer		
4	Norway	В	Martalita Barata Cira Inter Biography		
5	Finland	В	Mortality Due to Circulatory Diseases	A	
6	Sweden	В			
7	France	В	Mortality Due to Respiratory Diseases	C	
8	Australia	В			
9	Germany	В	Mortality Due to Diabetes	Δ	
10	Canada	В	mertanty Bus to Blusettes		
11	Netherlands	C			
12	l Belgium	C	Mortality Due to Musculoskeletal System Diseases	A	
13	Austria	C			
14	₩ UK	C	Mortality Due to Mental Disorders	A	
15	Ireland	D			
16	Denmark	D	Mortality Due to Medical Misadventures	Δ	
17	US	D	Mortality Bac to Medical Misaaveritares		

¹ A country receives a report card rating of "A" on a given indicator if its score is in the top quartile; a "B" if its score is in the second quartile; a "C" if its score is in the third quartile; and a "D" if its score is in the bottom quartile

Japanese patients enjoy the best physician access and care quality



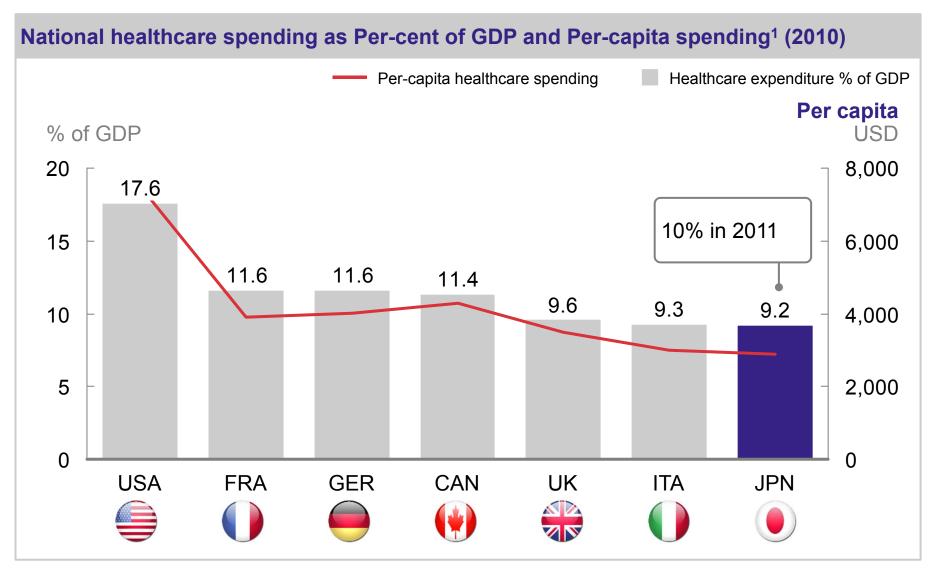
¹ Percent of physician reporting that Almost all (>80%) of patients can get same/next-day appointment when sick

6

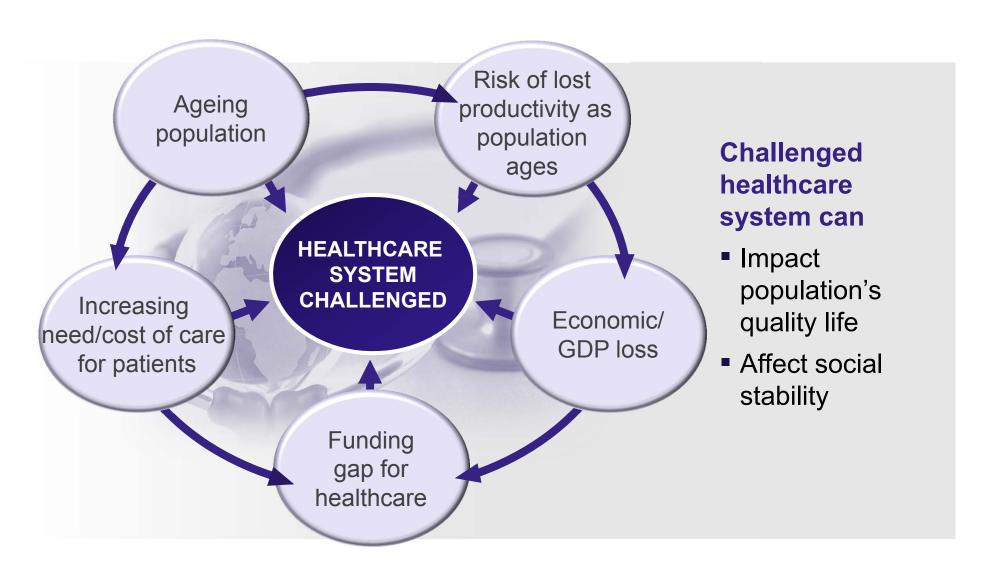
 $^{{\}bf 2}$ Data on Japan is from expert insights and MHLW data.

³ The data for Japan, Portugal, and Australia for 2008.

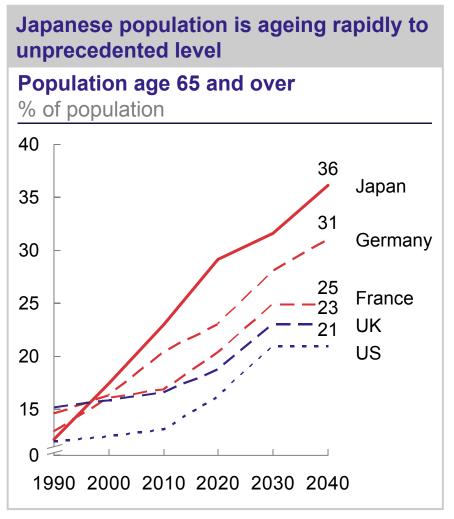
Japan also has the lowest total healthcare spending as a percentage of GDP, and per capita spending among G7 counties

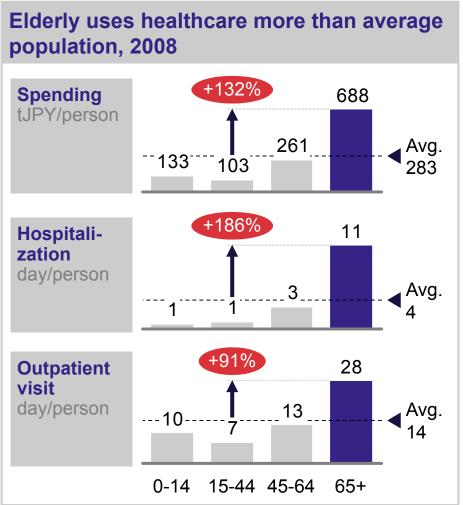


However, emerging demographic and economic risks could undermine this world-class healthcare system



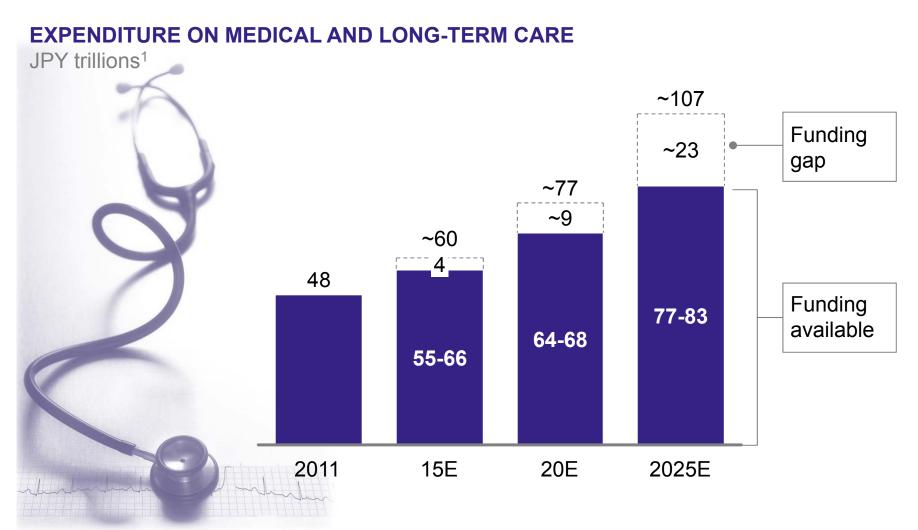
Ageing population and the need/cost to provide care for the elderlies





SOURCE: UN; MHLW

Widening funding gap for healthcare expenditures



¹ Based on 2008 estimate at Prime Minister Office ("社会保障国民会議")

² Based on 2011 estimate at Prime Minister Office ("社会保障・税との一体改革集中検討会議")

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Japan's healthcare is the one of the best in the world, however risks exist that can undermine this system

Investments in healthcare, particularly in innovative medicine can mitigate these risks

The importance of innovative medicine has implications on a number of stakeholders

Investments in healthcare helps mitigate these risks and maintain Japan's healthcare standards at high levels

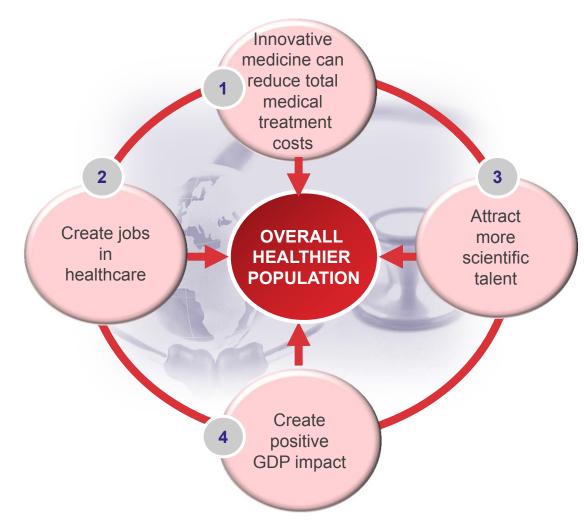
Japan has a world class healthcare system:

- Easy access
- One of the best outcomes
- Spending level relatively low

There are risks that can undermine the healthcare system

- Ageing population
- Widening funding gap

Investments in healthcare can generate significant value:



Innovative medicine is the most realistic and impactful driver to enhance healthcare outcomes, loosening fiscal constraints



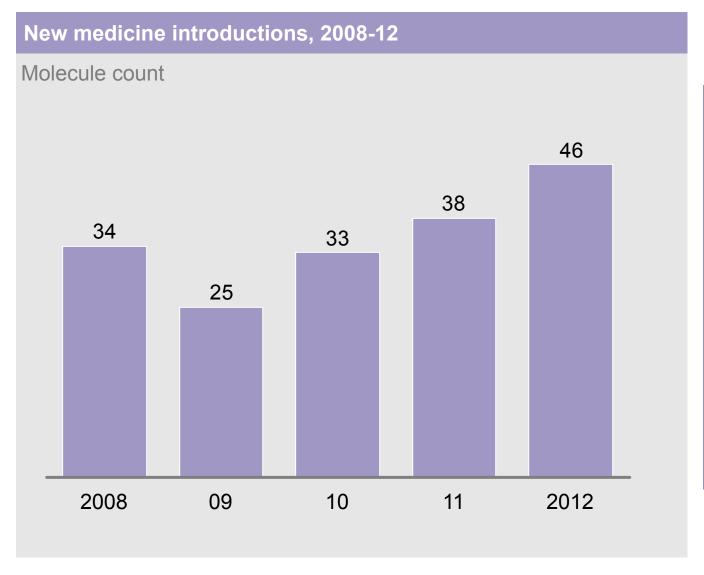
- Innovative medicine can more effectively treat or prevent diseases
 - Leading to less need for care or hospitalization, particularly for elderlies

Avoid productivity loss

- Improve patients' health level to above productivity level
- Thus contribute to additional GDP growth to reduce funding gap

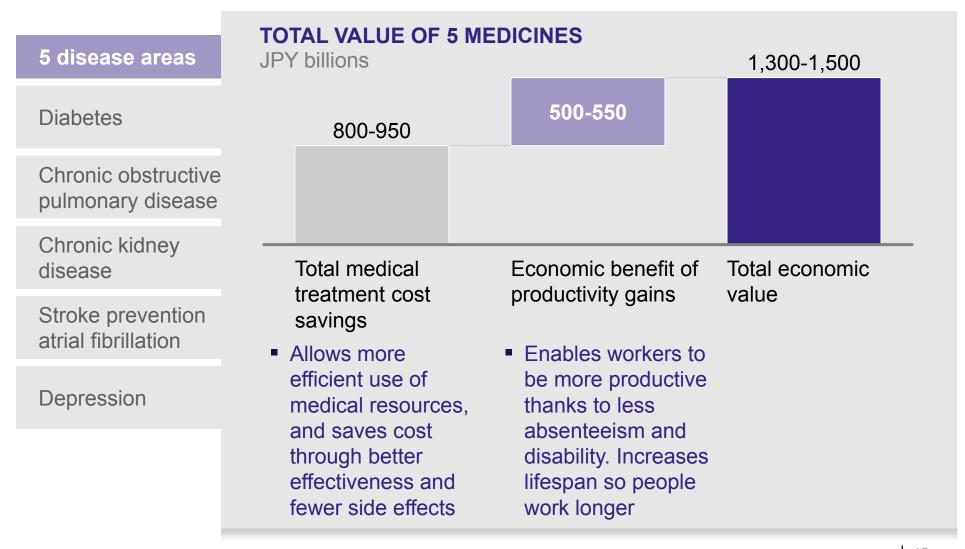


Innovative medicine introductions in Japan have been speeding up, thanks to favorable government policy



- A total of 176
 medicines have
 been introduced
 in the past five
 years
- Average new medicine review time has been reduced from 22 months to 11 months
- Simultaneous global trials have been increasing

We selected five best-in-class medicines where Japanese data are available and quantified their financial and economic benefits



1 The total value net of drug costs of five best-in-class innovative drugs are between 1,300 bn to 1,500 bn JPY

Disease	Case study drug	Sources of value	Included patients	Value Billion JPY
COPD	SPIRÎVA	 Slow down progression of disease if treatment is initiated early when symptoms are still mild 		~70
Diabetes	Januvia (phosphate de sitagliptine)	 Enhanced reduction in HbA1c resulting in less incidence of various diabetic complications no hypoglycemia 	males and females	35~138
Stroke prevention in AF	Eliquis. (apixaban) tablets	 Compared to warfarin, lower incidence of stroke, intracrania hemorrhage and all-cause mortality 	 40+ years old males and females 	1,050
Depression	Cymbalta®	 Increased in remission rate compared to placebo resulting in more patients returning to work and preventing GDP loss 		80~165
Chronic kidney disease (CKD) ¹	A T T T T T T T T T T T T T T T T T T T	 Mean arterial BP reduction an renal protective effect delay th need for dialysis and reduce incidence of other complications such as renal transplant 		~80
1 For CKD caused by diabetic nen	Nu Lotan		Additional value of 626 bn JPY if productive age increases from 65 to 70	~1,300-1,500 bn JPY

1 For CKD caused by diabetic nephropathy only

1 Overview of the value of Spiriva compared with placebo



Total

value

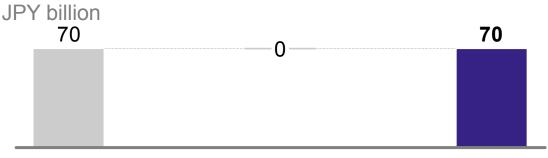


Applicable population



Patients 40-50 years old males and females until death

Value based on the applicable population



Cost savings

Slow down progression of COPD



Productivity preservation

 Preservation of productivity in later years is offset by loss in productivity due to need for receiving treatment in earlier years

Overview of the value of Januvia compared



Total

value

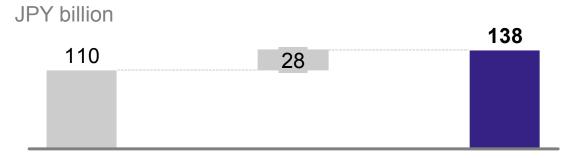


with αGl
Applicable population



Patients 40-70 years old males and females until death

Value based on the applicable population



Cost savings

 Reducing complications from diabetes

Productivity preservation

 Maintaining workforce health level above productivity level



SOURCE: 1 Relationship between glycated haemoglobin and microvascular complications: Is there a natural cut-off point for the diagnosis of diabetes?, C. Sabanayagam, et al., 2009, Diabetologia 2 Cardiovascular safety of sitagliptin in patients with type 2 diabetes mellitus: a pooled analysis, Engel SS, 2013, Cardiovasc Diabetol

³ Effects of sitagliptin beyond glycemic control: focus on quality of life, Yoshiko Sakamoto, et al., 2013, Cardiovascular Diabetology 2013

⁴ The association between symptomatic, severe hypoglycaemia and mortality in type 2 diabetes: retrospective epidemiological analysis of the ACCORD study, 2009, Denise E Bonds, et al., BMJ

Overview of the value of Januvia + SU compared with SU





Applicable population



Patients 40-70 years old males and females until death

Value based on the applicable population

JPY billion

35 68

Cost savings

-33

 Cost of Januvia as an add-on therapy, net of savings in medical care **Productivity** preservation

 Maintaining workforce health level above productivity level Total value

SOURCE: 1 Relationship between glycated haemoglobin and microvascular complications: Is there a natural cut-off point for the diagnosis of diabetes?, C. Sabanayagam, et al., 2009, Diabetologia 2 Cardiovascular safety of sitagliptin in patients with type 2 diabetes mellitus: a pooled analysis, Engel SS, 2013, Cardiovasc Diabetol

³ Effects of sitagliptin beyond glycemic control: focus on quality of life, Yoshiko Sakamoto, et al., 2013, Cardiovascular Diabetology 2013

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STROKE PREVENTION IN AF

1 Overview of the value of Apixaban compared with Warfain

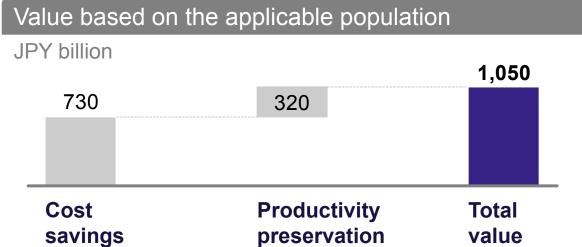




Applicable population



Patients 40+ years old males and females until death



- More effectively preventing stroke
- With fewer complications such as bleeding

 Maintaining workforce health level above productivity level 1 Overview of the value of Cymbalta compared with







Applicable population



Patients 15-64 years old males and females until death

Value based on the applicable population

JPY billion

80~165 131~216

-51

Cost savings

 Cost of Cymbalta, net of savings in medical care and hospitalization costs

Productivity preservation

 Helping more patients achieving remission, bringing them back to work

Total value

1 Overview of the value of Nu Lotan compared with



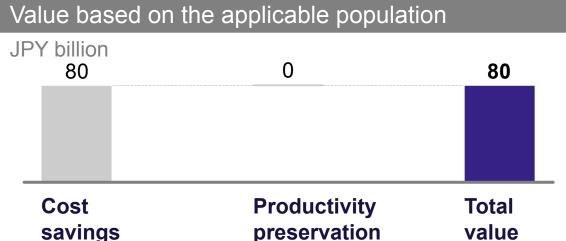


Applicable population

placebo



Patients 50-69 years old males only until death



 Cost savings in drugs, and medical expenses of treating CKD¹ and complications such as dialysis No productivity preservation as CKD¹ patients generally pass the productive age

1 Caused by diabetic nephropathy

1 Enhance quality of life (1 of 3)

EXAMPLE: COPD

COPD PATIENT





Spends quality time with grandchildren every weekend

- Suffers from shortness of breath and persistent coughing
- Loses ability to exercise and carry out daily activities
- Spends at least one month¹ every year in hospitals



Takes a stroll at the park five days a week

1 Based on Japan clinical study of COPD patients

SOURCE: MHLW

1 Enhance quality of life (2 of 3)

EXAMPLE: DEPRESSION

DEPRESSION PATIENT





Attends close friends' birthday parties and celebrations once a month

- Suffers from low mood and loss of interest in activities
- Has pain and suicidal thoughts
- Average period of absence from work up to 4.8 months¹



Enjoys family dinners with loved ones every day

1 Based on Japan clinical study of depressive patients

SOURCE: MHLW

1 Enhance quality of life (3 of 3)

EXAMPLE: DIABETES

DIABETES PATIENT



WITH INNOVATIVE DRUGS



Attends daughter's wedding

- Suffers from complications such as blindness and loss limbs
- A diabetic nephropathy patient spends on average two months¹ every year in hospitals



Hikes mount Fuji three times a year

1 Based on Japan clinical study of diabetic patients

SOURCE: MHLW

2 Healthcare related jobs were the largest contributor to total job adds in Japan in 2011

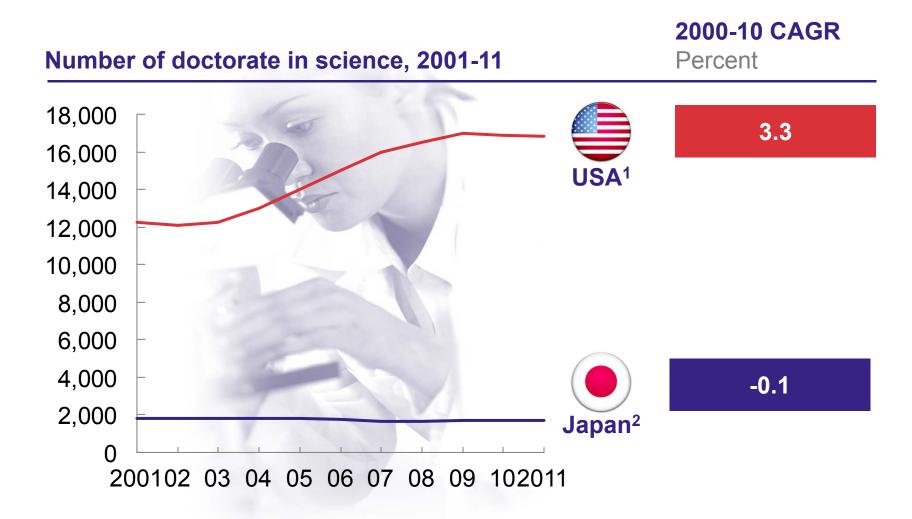
Healthcare related job adds

INDUSTRIES WITH THE MOST JOBS ADDED 2010-11

Number of jobs created

Industry Thousands Medical, health and welfare 230 Scientific research, professional & technical 60 60 Education, learning support 20 Real estate and goods rental and leasing 20 Living-related services 10 Government, except elsewhere classified Mining and quarrying of stone and gravel 0 Construction 0 -10 **Fishery** -10 Transport and postal activities Services, except elsewhere classified -10 Finance and insurance -20 SOURCE: Labor force survey by Statistics Bureau of Ministry of Internal Affairs & Communication

3 Having a thriving pharmaceutical industry can attract more scientists with advanced degrees



¹ Number receiving doctorate degrees

² Number entering doctorate degrees

4 A direct positive impact of innovation on GDP is export – home grown Japanese medicine has generated sizable exports

Product	Manufacturer	Indication	2012 sales JPY billions	% Sales outside Japan
ABILIFY (aripiprazole) NACTI AND COLO SALERINY TANON	Otsuka	Antipsychotic		411 94
BLOPRESS®	Takeda	Hypertension	216	38
Takepron OD	Takeda	Gastric and duodenal ulcers	122	37

Contents

Japan's healthcare is the one of the best in the world, however risks exist that can undermine this system

Investments in healthcare, particularly in innovative medicine can mitigate these risks

The importance of innovative medicine has implications on a number of stakeholders

Japanese government should continue to promote innovation, which will create win-win for the overall Japanese society

Government will get fiscal relief which will in turn benefit the healthcare system



Patients will enjoy better quality of life



Physicians can provide better care solutions for patients



Academia can better attract and develop scientific talent



Overall Japan economy will benefit from GDP and job creation



Appendix

Executive summary (1/3)

1 Japan has been successfully delivering superior healthcare outcomes at moderate cost relative to the OECD peer countries. However, the emerging demographic and economic risks could undermine Japan's achievements

Superior healthcare outcome

- Japan demonstrates the best performance in health outcomes
 - Highest life expectancy at birth (83.0 years in 2009)
 - One of the lowest infant and premature mortality
 - Lowest mortality from major disease (e.g., cancer, circulatory diseases, diabetes)
- Japanese patients enjoy the best physician access and care quality
 - All patients can get same/next-day appoint (e.g., 100% in Japan vs. less than 50% in US in 2012)
 - The lowest in-hospital case-fatality rates within 30 days after admission for ischemic stroke (1.8% in Japan vs. 3.0% in US in 2009)
- Japan has kept the healthcare spending at a moderate level
 - The lowest total healthcare spending as a percentage of GDP (i.e., 9.5% of GDP in 2010)
 - One of the lowest healthcare cost per capita (\$34K PPP in Japan vs. \$46K PPP in US 2009)

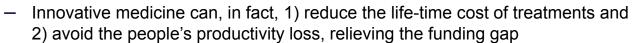
Risks that can undermine these achievements:

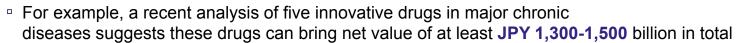
- Growing needs of care for elderlies due to rapidly aging population, e.g., a 65+ year-old patient consumes 132% more spending, 186% more hospitalization day, and 91% more outpatient visit than an average Japanese
- ~90% of corporate health insurance societies (Kempo Kumiai) suffers from deficits up to JPY 600 billion annual loss in total
- The implied productivity growth in healthcare under the government's growth plan is significantly higher than the recent slowing trend; thus, more value creation in healthcare is critical to sustain the outcome level
- Undermined healthcare outcomes could deteriorate the labor productivity and economic growth



Executive summary (2/3)

- 2 Investments in healthcare, particularly in innovative medicine can provide a virtuous cycle that help mitigate these risks and create significant social and financial benefits
 - Investment in innovative medicine can more effectively treat or prevent diseases, leading to less need for care or hospitalization, particularly for the elderlies





- Selected Diabetes, COPD, CKD, Stroke prevention in AF and Depression that represent **24%** of total medical expenditures in Japan in 2011
- The net value is equivalent to 16 % of total medical expenditures in these five disease areas
- Also, the net value is more than twice the funding gap of the Kempo Kumiai
- Global clinical data where Japan unique data is not available also indicates even higher potential value
- Similarly, innovative drugs in other major disease areas (e.g., oncology, vaccines) should also bring significant value
- Moreover, innovative medicine can also enhance patients' quality of life and create impact that reaches far beyond financial benifits
 - For instance, a typical 65-year old female COPD patient with severe symptoms who is to largely lose her ability even to walk and has to stay home everyday for treatment could delay the progression significantly by an early adoption of innovative drug (e.g. Spiriva) and can spend time with family for outdoor activities
 - Similarly, with innovative medicine, depression patients can achieve remission and enjoy everyday social life; Diabetes patients can carry on with their daily activities normally and not miss important life events, such as annual hiking trips to Mount Fuji and children's wedding



Executive summary (3/3)

2 ...continued from above

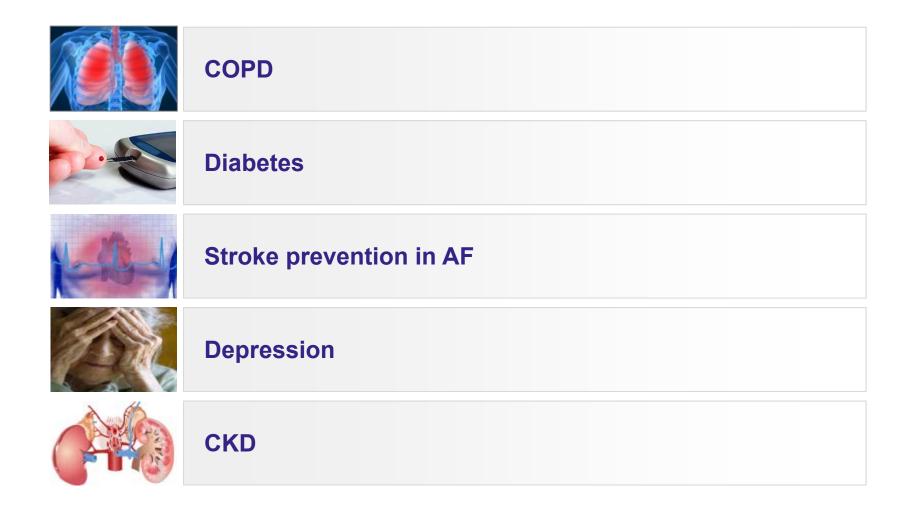
- Investment in healthcare and innovative medicine will also generate Indirect but significant impacts for the future growth of Japan
 - Job creation: Labor productivity enhanced by the innovative medicine will drive the overall economic growth and job creation, particularly in the growth sector like healthcare industry
 - Science talent development: Japan is facing a decline in "science" background PhDs Investment in healthcare for driving further innovation will drive the talent development platform for scientists
 - Direct R&D investment: As the market environment is further friendly to innovation, Japan will get further
 attention from global companies for investment, including more clinical trials throughout Japan and also
 more collaborations with Japanese science
 - Export of Japan-origin innovation: As the major high-tech manufactures used to be, exports of Japan-origin innovation, including new pharmaceutical materials and finished products, can create future economic gain from overseas (e.g. Blopress from Takeda, and Abilify from Ostuka)

3 Implication to the stakeholders – Investment in healthcare and innovative medicine will bring all "win-win" to the society

- Upfront investment in innovative drugs will benefit all stakeholders embedded in the healthcare system for better outcome and better society
 - Government from loosening the fiscal constraints & strains on the healthcare system
 - Patients from better quality of life
 - Physicians from better care solution for patients
 - Academia from enhanced scientific talent development
 - Overall economy from GDP and job creation
 - The entire Japan as country from the enhanced Japanese players' global presence and the attention from global companies
- To achieve this all "win-win" to the society, Japanese government should continue to encourage and facilitate
 the innovation in healthcare and pharmaceuticals



Value of medicine by disease area



COPD

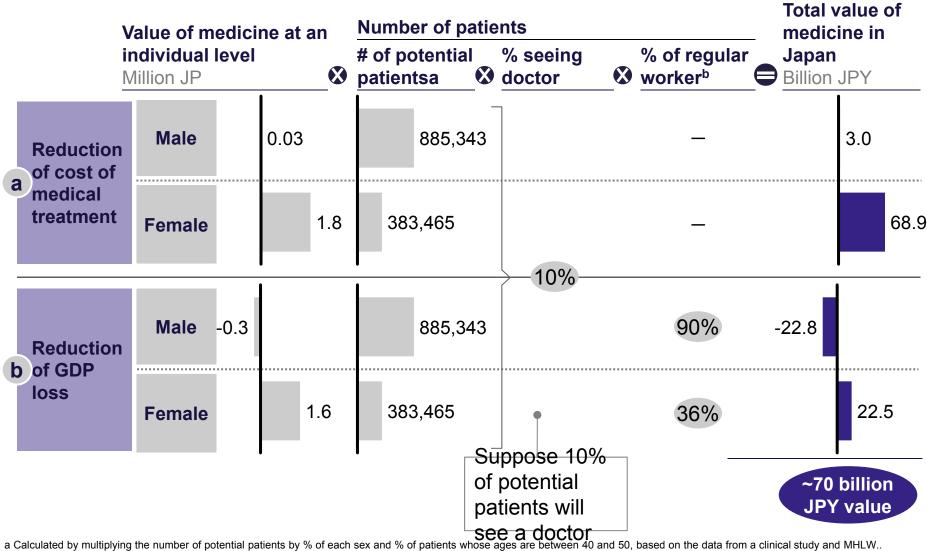
Key drivers of the value of Spiriva



	Japanese data available	Included in sizing	Global data available
Efficacy in managing core COPD symptoms and slowing down disease progression	√	√	1
Efficacy in preventing complications such as heart disease	×	*	?
Minimizing side effects compared with other therapy (e.g., anticholinergic side effects)	*	×	?
Impact on GDP as a result of slowing down disease progression	✓	✓	1
Others Reduction in family burden as a result of	*	*	2
better disease management			•
Improved quality of life	×	×	✓

Overview of value of COPD medicine at the population level





b Calculated with the number of regular worker and the number of people in the age group (40-50).

DIABETES

Key drivers of the value of Januvia



		Japanese data available	Included in sizing	Global data available
Efficacy in	- Retinopathy	✓	✓	Relationship between HbA1c and prevalence rate
managing blood glucose / reducing diabetic	- Nephropathy	✓	✓	1 Relationship between HbA1c and prevalence rate
complications compared with diet + exercise and standard therapy	- Cardiovascular diseases (CVD)	For ischemic heart disease only	For ischemic heart disease only	√ ²
	- Neuropathy	×	×	1 Relationship between HbA1c and prevalence rate
Other pharmacological of pressure or lipids	effects such as improvement in blood	Limited ³	Single-arm, non- comparison and small sample study	✓
Minimizing side effects compared	Hypoglycemia leading to complications such as mortality	×	×	√ ⁴
with current therapy	− Weight gain	Limited ³	×	\checkmark
	Impact on GDP as a result of diabetic complications	For the 3 complications stated above	For the 3 complications stated above	1,2
- Others -	Improved compliance due to once-a-day dosing	×	×	?
Culors	Reduction in family burden as a result of better disease management	×	×	?
	Improved quality of life	Limited ³	Single-arm, non-comparison and small sample study	√

SOURCE: 1 Relationship between glycated haemoglobin and microvascular complications: Is there a natural cut-off point for the diagnosis of diabetes?, C. Sabanayagam, et al., 2009, Diabetologia

² Cardiovascular safety of sitagliptin in patients with type 2 diabetes mellitus: a pooled analysis, Engel SS, 2013, Cardiovasc Diabetol

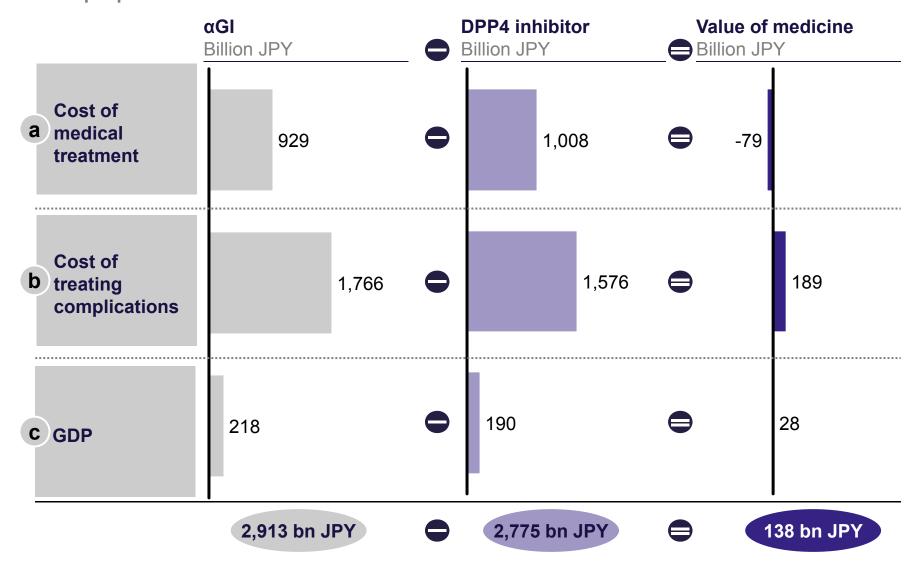
³ Effects of sitagliptin beyond glycemic control: focus on quality of life, Yoshiko Sakamoto, et al., 2013, Cardiovascular Diabetology 2013

⁴ The association between symptomatic, severe hypoglycaemia and mortality in type 2 diabetes: retrospective epidemiological analysis of the ACCORD study, 2009, Denise E Bonds, et al., BMJ

DIABETES – DPP4 inhibitor vs. αGI: Population level

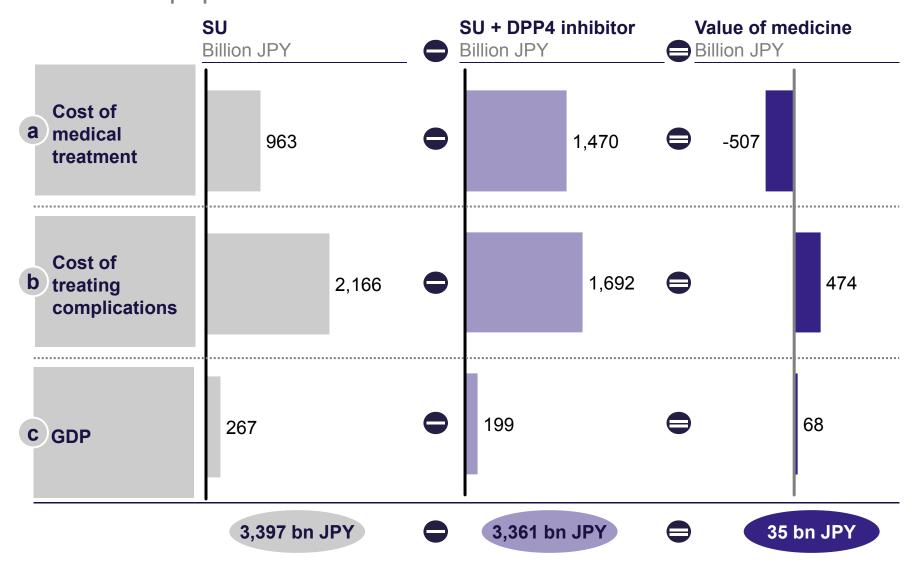
Overview of value of DPP4 inhibitor compared with αGI at the population level





Overview of value of DPP4 inhibitor + SU compared with SU alone at the population level





STROKE PREVENTION IN AF



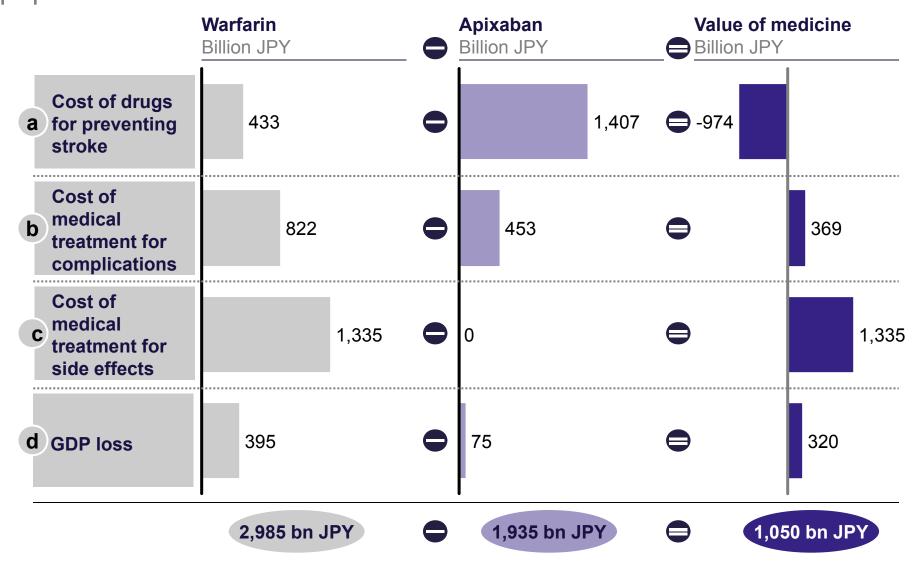
Among the value drivers for Apixaban, improved efficacy on stroke prevention and less bleeding incidence are key

Value drivers included in assessmer

		Japanese data available	Included in sizing	Global data available
Efficacy of drugs	Preventing stroke and other embolistic events	✓	✓	√1
compared with warfarin	Reducing need for monitoring and lab tests	✓	✓	√ ²
Minimizing side effects	Intracranial hemorrhage	✓	✓	√ ¹
compared with warfarin	Other hemorrhage such as GI bleed	*	×	√ ¹
	Impact on GDP as a result of disease complications and drug-related side effects	For stroke and intracranial hemorrhage	For stroke and intracranial hemorrhage	√1
Others -	Reduction in family burden as a result of better disease management	*	*	?
	- Reduction in diet restriction	*	*	√ ²
	Improved quality of life	×	*	Cost effectiveness measured by QALY

STROKE PREVENTION IN AF – Population level Overview of value of Apixaban compared with Warfarin at the population level

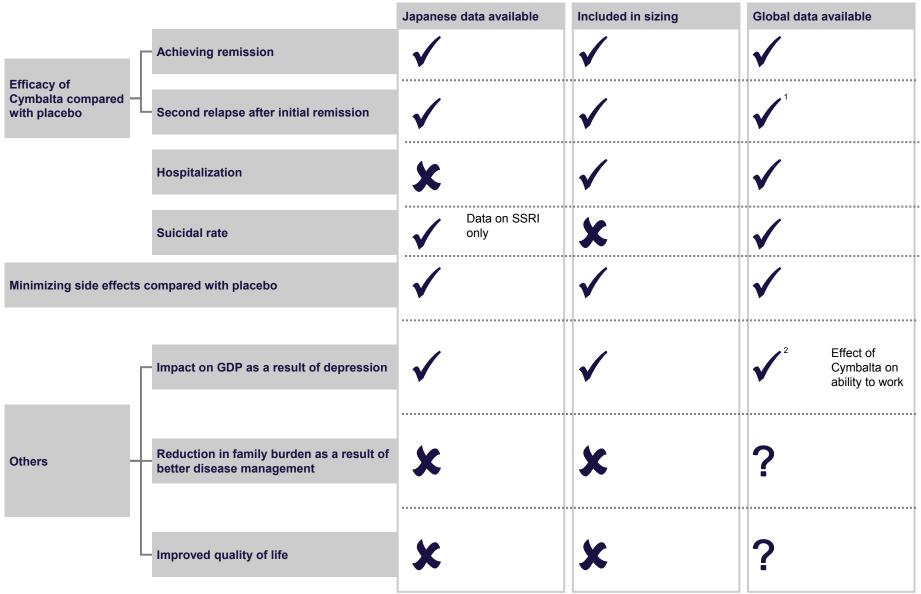




DEPRESSION

Key drivers of the value of Cymbalta

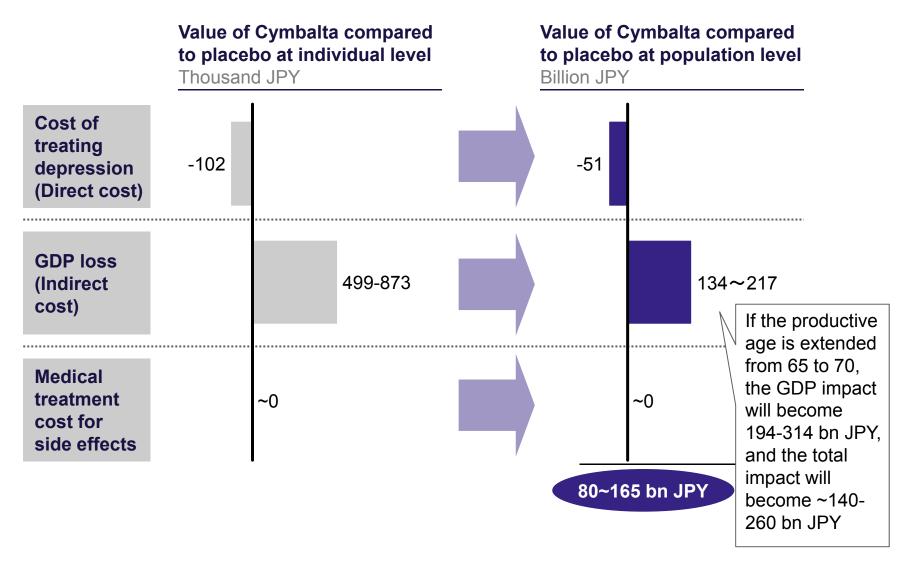




SOURCE: 1. Enhancing Outcomes from Major Depression: Using Antidepressant Combination Therapies with Multifunctional Pharmacologic Mechanisms from the Initiation of Treatment, Stephen M. Stahl, 2010, CNS Spectr; 2. Depression Treatment with Duloxetine and Reduction of Inability to Work, Michael Happich, et al., 2012, Depression Research and Treatment

Overall value of Cymbalta compared to placebo at population level





CKD

Key drivers of the value of Nu lotan



		Japanese data available	Included in sizing	Global data available
	Reducing blood pressure	✓	✓	1
Efficacy of drugs compared with placebo for other	Reducing the speed of GFR decline by reducing blood pressure	✓	✓	√ ²
CKD / non-diabetic nephropathy patients	Other renal-protective effects (e.g, reducing proteinuria)	✓	✓	√ ¹
	As a result of the above, reduction in ESRD and mortality	✓	✓	1
Efficacy of drugs in redu	ucing other complications such as CVD	×	×	?
	Impact on GDP as a result of disease complications	✓	Because most patients already passed the productive age	√ ¹
Others	Reduction in family burden as a result of better disease management	*	*	?
	Improved quality of life	×	*	?

Compared with placebo, Nu Lotan is estimated to deliver a value Other of ~80B JPY at the population level for CKD caused by Diabetic nephropathy diabetic nephropathy Value of medicine # of patients with # Value of medicine at individual level hypertension in each at population levelb groupa Billion JPY Million JPY **Proteinuria GFR** Age 30~39 2.7 14,697 22.1 17.3 50~59 Without 2.6 2.0 3.006 15~29 1.5 proteinuria 60~69 2.3 7.531 15~29 3.4 40~49 16.712 32.0 25.2 50~59 30~39 1.5 6,188 With 15~29 5,370 -0.4 proteinuria 30~39 2.6 15,503 22.6 17.7 60~69 6.3 1.1 13.453 15~29

SOURCE:

~80 bn JPY

a Calculated by multiplying # of patients in each age group by the percentage of each GFR group first based on data from MHLW1 and Japanese Society² of Nephrology, then used percentage of hypertensive patients and patients with proteinuria from a clinical test³

b. Calculated based on epidemiology data that 44% of new ESRD patients are caused by diabetic nephropathy, Japan Society of Dialysis Therapy

E: 1 Population Survey Report, Table 3-2 and 3-3 of Appendix of Volume 1, 2011, MHLW

^{2 「}CKD診療ガイド 2012」, 日本腎臓学会、東京医学社

³ Risk factor profiles based on estimated glomerular filtration rate and dipstick proteinuria among patients of the Specific Health Check and Guidance System in Japan 2008, 2012, Kunitoshi Iseki, et. Al. Clin Exp Nephrol