Pharma of the future

CAR-T as a case study in value, industry and competitiveness

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| Innovation

From medicines to value of health

The future of pharma is already here.

The defining output is no longer only a product.

It is the health outcome that the entire system is able to create.

SCIENCE → TECHNOLOGY → CARE → OUTCOMES

CAR-T makes this shift tangible: science, manufacturing, logistics and care become one integrated value platform.



The treatment is also a platform, a service and a supply chain

CAR-T changes the business model.



ONE PATIENT. ONE CONTROLLED JOURNEY.

- COLLECT
- ENGINEER
- MANUFACTURE
- DELIVER
- MONITOR

Competitive advantage comes from the reliability of the full system.

Outcomes matter more than volume

The true return is health.

ADD LIFE TO YEARS.
ADD YEARS TO LIFE.

PATIENTS	More time, independence and participation
HEALTH SYSTEMS	Less repeated treatment and complex care
SOCIETY	Greater productivity and resilience



The strategic question is not only "What does innovation cost?" but also "What does illness cost, and what value can better outcomes create?"

No single asset won. The connection between assets did.

Belgium shows how ecosystems win.

- SCIENCE & CLINICAL RESEARCH
- SPECIALISED TALENT
- MANUFACTURING & QUALITY
- LOGISTICS & INFRASTRUCTURE
- **PATIENT ACCESS**
- **CONSTRUCTIVE POLICY ATTITUDE**

ACCESS IS PART OF THE INVESTMENT PROPOSITION



The next breakthrough will go where the full ecosystem can compete

Past success will not secure future investment.



A STRONG EUROPE IS A PREREQUISITE FOR A STRONG BELGIUM.

01 TALENT

02 INNOVATION CAPACITY

03 SPEED & PREDICTABILITY

04 INVESTMENT FRAMEWORK

Lead the next wave or watch it leave

Innovation moves fast. Investment can move faster.

