

## ENHANCEMENT OF THE TAKEDA GROUP'S RISK MANAGEMENT STRUCTURE

As part of the corporate governance of the Takeda group, preventing and precisely responding to emergency situations are important, and Takeda considers that it is necessary to establish and enhance a risk management structure, along with the fulfillment of internal controls, such as a group-wide audit, as well as promotion of compliance. On the risk management, responses in the manner of fairness and integrity are important for personal and economic safety in the view point of responsibility toward stakeholders, such as shareholders, customers, suppliers, employees, community and society. As part of such efforts, Takeda addresses the establishment of a Business Continuity Plan (BCP) in order to prevent the interruption of business activities or, even if shut down, to restart the activities at the earliest opportunity, in the event of any accident or disaster.

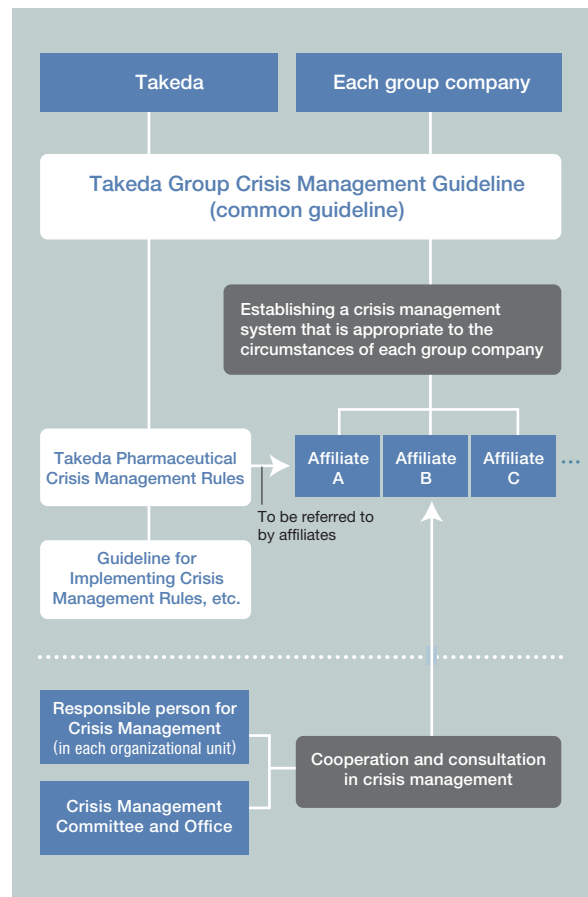
## CRISIS MANAGEMENT GUIDELINES

In accordance with "Takeda Group Crisis Management Guidelines," which is to clarify and share basic policies, rules and standards for crisis management, Takeda strives to ensure that all possible preventive measures are taken to avoid potential crises. In addition, in line with the guidelines, Takeda has established a structure and scheme in order to respond to crises in an appropriate manner, aiming to minimize personal, financial and social damage in the event of a crisis.

### SCOPE OF CRISES IN THE GUIDELINES

- Serious damage is caused to company assets, management or business activities.
- The life, safety of body or personal rights of the management or employees is endangered by an incident or accident.
- The reputation of the Company or the confidence in a brand is seriously damaged.
- Shareholders, customers, business partners or the public are seriously affected.

## Positioning of the Crisis Management Guideline and Cooperation with Affiliates



## COOPERATION WITH THE GROUP COMPANIES

Each division of Takeda and its group company is responsible for establishing and implementing its own crisis management system, to take preventive measures and to take the appropriate action in the event of a crisis. In the case of crisis that may affect the entire group, we maintain mutual cooperation while grasping the information and situation in a unified manner at the Crisis Management Committee, in which the Corporate Communications Department of Takeda Pharmaceutical Company Limited is situated as an office to conduct reporting for top management as well as instructions for countermeasures, and follow-ups for each division and group company.