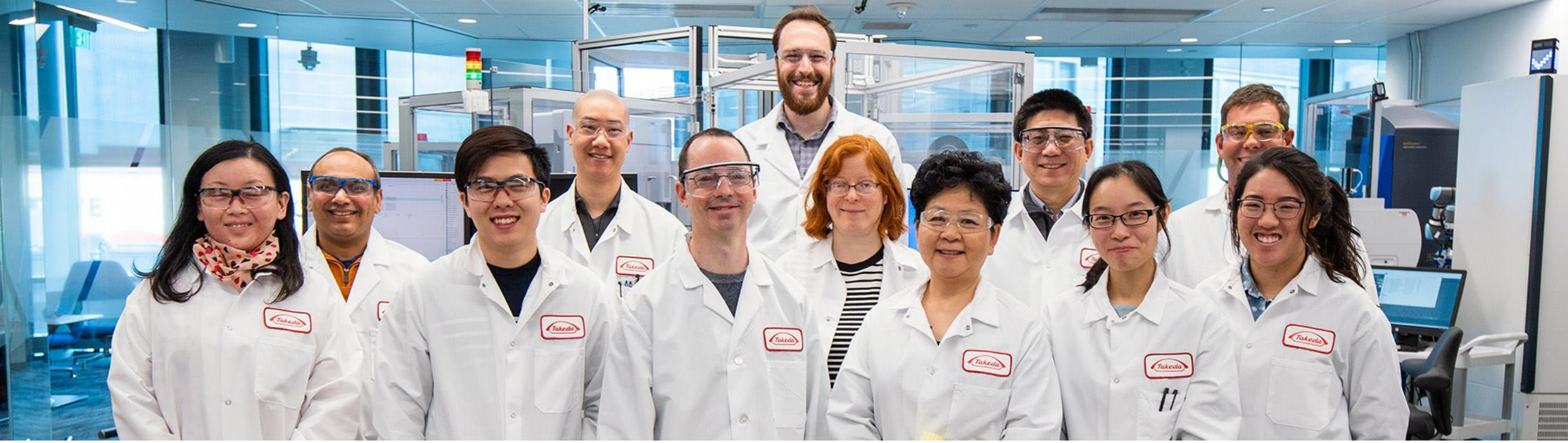


CORPORATE OVERVIEW 2021

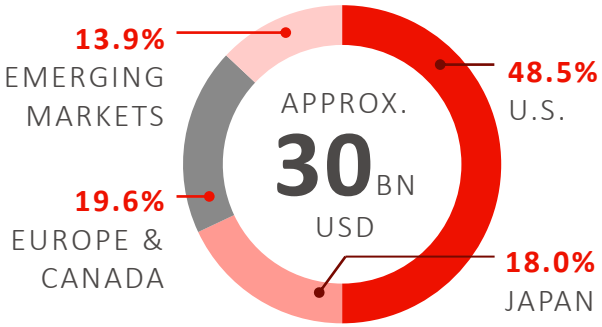
Better Health, Brighter Future

A Global, Values-based, R&D-driven, Top 10 Biopharmaceutical Leader

30+
MANUFACTURING SITES

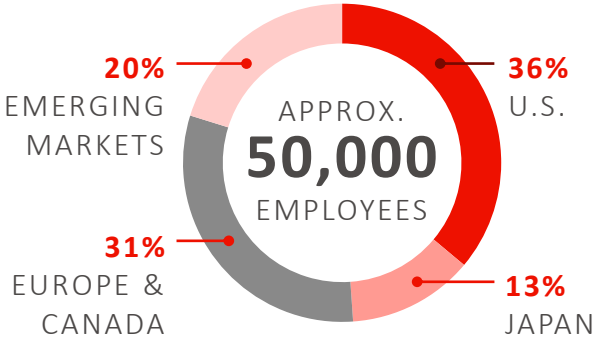
3
RESEARCH SITES

GLOBAL REVENUE



AS OF MARCH 2020

EMPLOYEES



AS OF DECEMBER 2019

TOP EMPLOYER® IN
38 COUNTRIES & 4 REGIONS
AS OF JANUARY 2021

top EMPLOYER GLOBAL 2021
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

PRESENCE: APPROX. IN
80 COUNTRIES
AS OF MARCH 2020

R&D INVESTMENT APPROX.
4.5 BN USD PER YEAR

HOW CAN WE DO **MORE** FOR **OUR PATIENTS?**

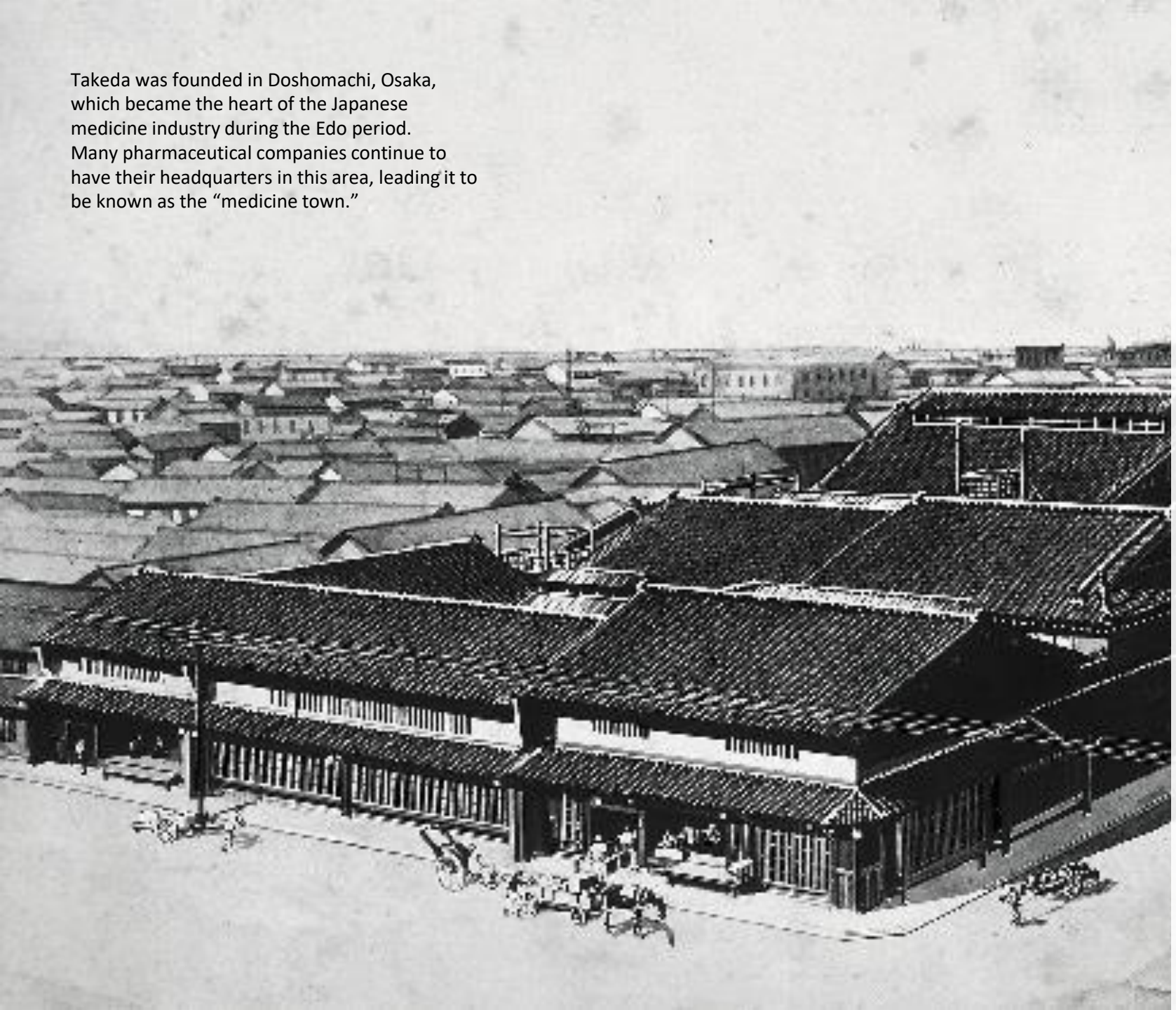
01
HERITAGE

02
DIVERSITY

03
INNOVATION

04
SUSTAINABILITY

Takeda was founded in Doshomachi, Osaka, which became the heart of the Japanese medicine industry during the Edo period. Many pharmaceutical companies continue to have their headquarters in this area, leading it to be known as the “medicine town.”



01

HERITAGE

“Work with integrity and deal with medicine as though the patients being treated were your own children”

Our Corporate Philosophy

PURPOSE

Better health for people, brighter future for the world

VISION

Discover and deliver life-transforming treatments, guided by our commitment to patients, our people and the planet

VALUES: TAKEDA-ISM

We are guided by our values of Takeda-ism which incorporate Integrity, Fairness, Honesty, and Perseverance, with Integrity at the core. They are brought to life through actions based on Patient-Trust-Reputation-Business, in that order

IMPERATIVES

PATIENT

- Responsibly translate science into highly innovative, life-changing medicines and vaccines
- Accelerate access to improve lives worldwide

PEOPLE

- Create an exceptional people experience

PLANET

- Protect our planet

UNLEASH THE POWER OF DATA AND DIGITAL

- We strive to transform Takeda into the most trusted, data-driven, outcomes-based biopharmaceutical company

Our History 1781 - 1979

FOR BUSINESS

1781
COMPANY FOUNDED
Chobei Takeda I sets up his business in Osaka

1871
INTERNATIONAL TRADE
Takeda pioneers in the importation of western medicines

1895
PRODUCTION
Pharmaceutical manufacturing begins in Takeda's factory

1914
PROPRIETARY RESEARCH
activities begin

1915
OSAKA FACTORY
Opens as "Takeda Pharmaceutical Manufacturing Plant"

1940
"NORI" PRINCIPLES
which underpin Takeda-ism, are established

1943
COMPANY NAME
becomes "Takeda Pharmaceutical Company Limited"

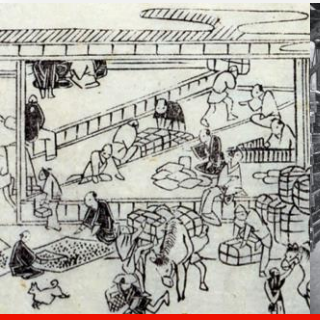
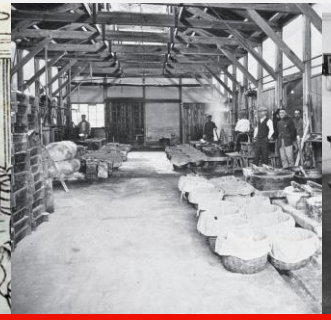
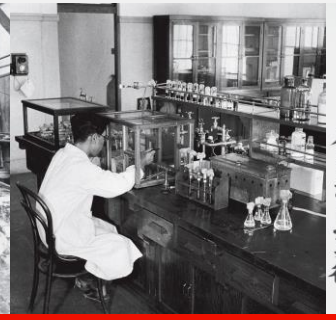
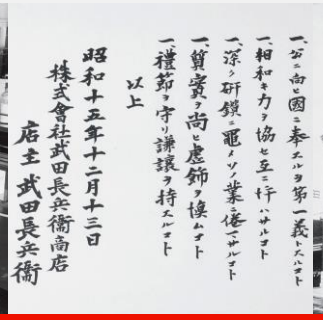
1946
HIKARI FACTORY
Opens in Yamaguchi prefecture

1949
INITIAL PUBLIC OFFERING
Takeda listed on the stock market

1950s
PANVITAN® & ALINAMIN®
Japan's first multivitamin product and a Vitamin B1 derivative launch

1951
INTERNATIONAL BUSINESS
Starts with North and Central America and Asia

1961
COMPANY LOGO
The current "Dakiyama" logo is created





昭和十五年十二月十三日
株式會社武田長兵衛商店
店主 武田長兵衛
以上

FOR SOCIETY

1933
TAKEDA GARDEN
For Medicinal Plant Conservation opens

1960
SHOSHISHA FOUNDATION
is established to support talented students who will contribute to society

1963
TAKEDA SCIENCE FOUNDATION
is established to encourage promising research and science technology

Our History 1980 - Present

FOR BUSINESS

1980s & 90s

EXPANSION OF INTERNATIONAL BUSINESS

accelerates with the launch of leuprorelin, lansoprazole, candesartan, pioglitazone

2008

MILLENNIUM PHARMACEUTICALS

acquisition enhances innovation in oncology

2011

NYCOMED AQUISITION

expands Takeda's global footprint into more than 70 countries worldwide

2018

NEW YORK STOCK EXCHANGE LISTING

The only pharmaceutical company listed on both the TSE and the NYSE

SHONAN HEALTH INNOVATION PARK

opens as the first pharma-led open innovation ecosystem in Japan

TAKEDA GLOBAL HEADQUARTERS

opens in Tokyo, providing an environment that supports diverse workstyles

2019

SHIRE ACQUISITION

makes Takeda a global biopharmaceutical leader with a presence in approximately 80 countries

FOR SOCIETY

2009

Takeda joins the **UNITED NATIONS GLOBAL COMPACT**

2010

TAKEDA INITIATIVE

is formed to support the development of healthcare professionals in Africa

2016

ACCESS TO MEDICINES

program launched to improve access to care and treatment for patients in underserved communities

GLOBAL CSR PROGRAM

launched to contribute to the better health of people through disease prevention.

2019

TAKEDA INITIATIVE 2

launched to improve maternal and child health by integrating quality HIV, TB, and malaria services in Africa

Our employees are the cornerstone of our success. Diverse workplaces where all employees are welcomed and empowered inspire them and enable health innovation that meets the needs of patients, customers and communities.

02

DIVERSITY

Diverse perspectives
lead to insightful solutions

Takeda Executive Team (TET)

The gender, age and geographic diversity of the Takeda Executive Team together with its functional expertise and unparalleled experience, ensures quick and transparent decision-making

JAPAN

CHRISTOPHE WEBER
President & CEO

COSTA SAROUKOS
Chief Financial Officer

MASATO IWASAKI
President, Japan Pharma Business Unit

TAKAKO OHYABU
Chief Global Corporate Affairs Officer

YOSHIHIRO NAKAGAWA
Global General Counsel

PADMA THIRUVENGADAM
Chief Human Resources Officer

MILANO FURUTA
Corporate Strategy Officer & Chief of Staff

U.S.

ANDY PLUMP
President, Research & Development

RAMONA SEQUEIRA
President, U.S. Business Unit and Global Portfolio Commercialization

TERESA BITETTI
President, Global Oncology Business Unit

RAJEEV VENKAYYA
President, Global Vaccine Business Unit

GERARD (JERRY) GRECO
Global Quality Officer

MARCELLO AGOSTI
Global Business Development Officer

SWITZERLAND

GILES PLATFORD
President, Europe & Canada Business Unit

JULIE KIM
President, Plasma-Derived Therapies Business Unit

THOMAS WOZNIEWSKI
Global Manufacturing & Supply Officer

MWANA LUGOGO
Chief Ethics & Compliance Officer

SINGAPORE

RICARDO MAREK
President, Growth & Emerging Markets Business Unit

Board of Directors

Takeda cherishes best-in-class governance. Takeda's board is comprised of 16 experienced global leaders from diverse backgrounds. Eleven of them are independent external directors.

INTERNAL DIRECTORS

CHRISTOPHE WEBER
Representative Director,
President & CEO

MASATO IWASAKI
Director, President,
Japan Pharma Business Unit

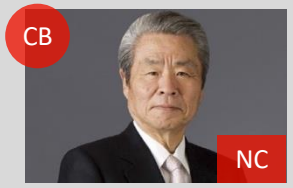
ANDREW PLUMP
Director, President,
Research & Development

COSTA SAROUKOS
Director,
Chief Financial Officer

AUDIT & SUPERVISORY COMMITTEE (A&SC)

YASUHIKO YAMANAKA
Director,
A&SC member

INDEPENDENT DIRECTORS[1]



MASAHIRO SAKANE
Independent Director
Chair of the Board meeting
Chair of Nomination Committee

OLIVIER BOHUON
Independent Director

JEAN-LUC BUTEL
Independent Director

IAN CLARK
Independent Director

YOSHIAKI FUJIMORI
Independent Director

STEVEN GILLIS
Independent Director

SHIRO KUNIYA
Independent Director

TOSHIYUKI SHIGA
Independent Director

KOJI HATSUKAWA
Independent Director,
Chair of A&SC

EMIKO HIGASHI
Independent Director
A&SC member
Chair of Compensation Committee

MICHEL ORSINGER
Independent Director
A&SC Member

CB CHAIR OF THE BOARD MEETING

INDEPENDENT DIRECTOR

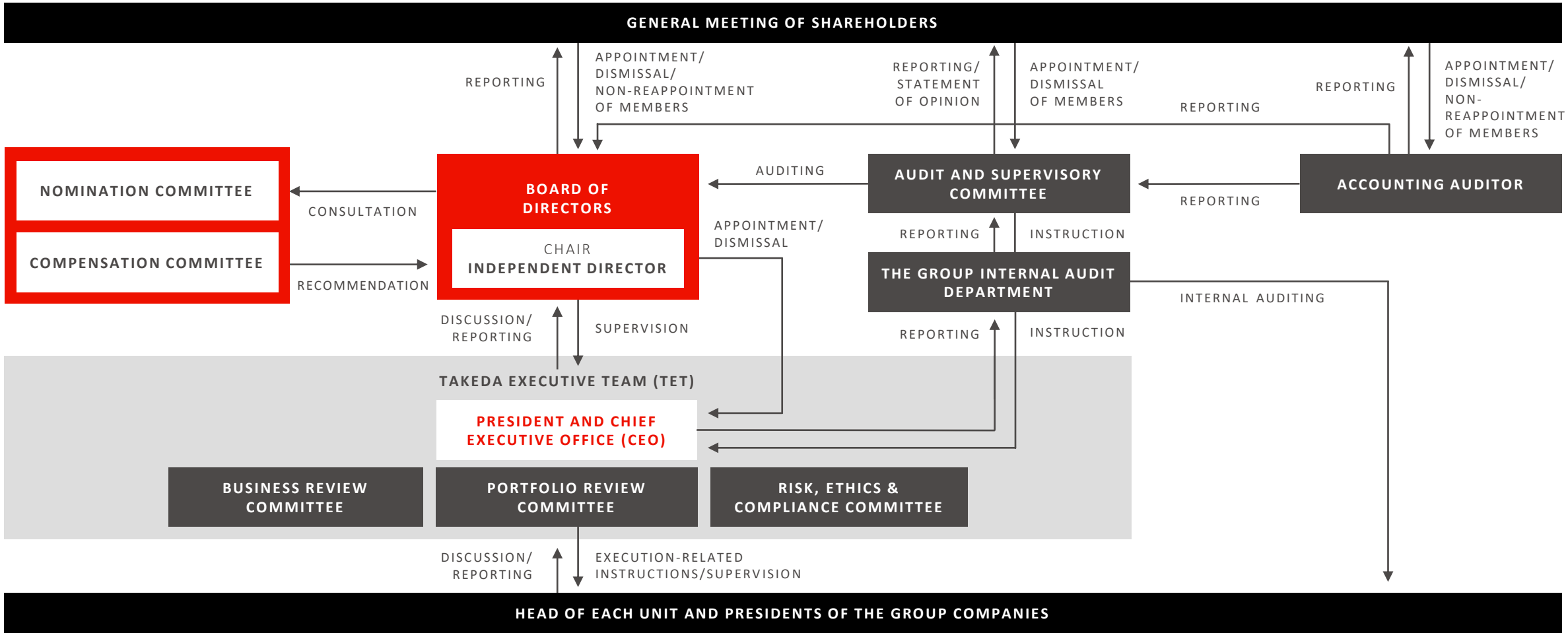
NC NOMINATION COMMITTEE[2]

CC COMPENSATION COMMITTEE

1. As defined by Tokyo Stock Exchange listing rules
2. Christophe Weber participates in the committee as an observer

Corporate Governance Diagram

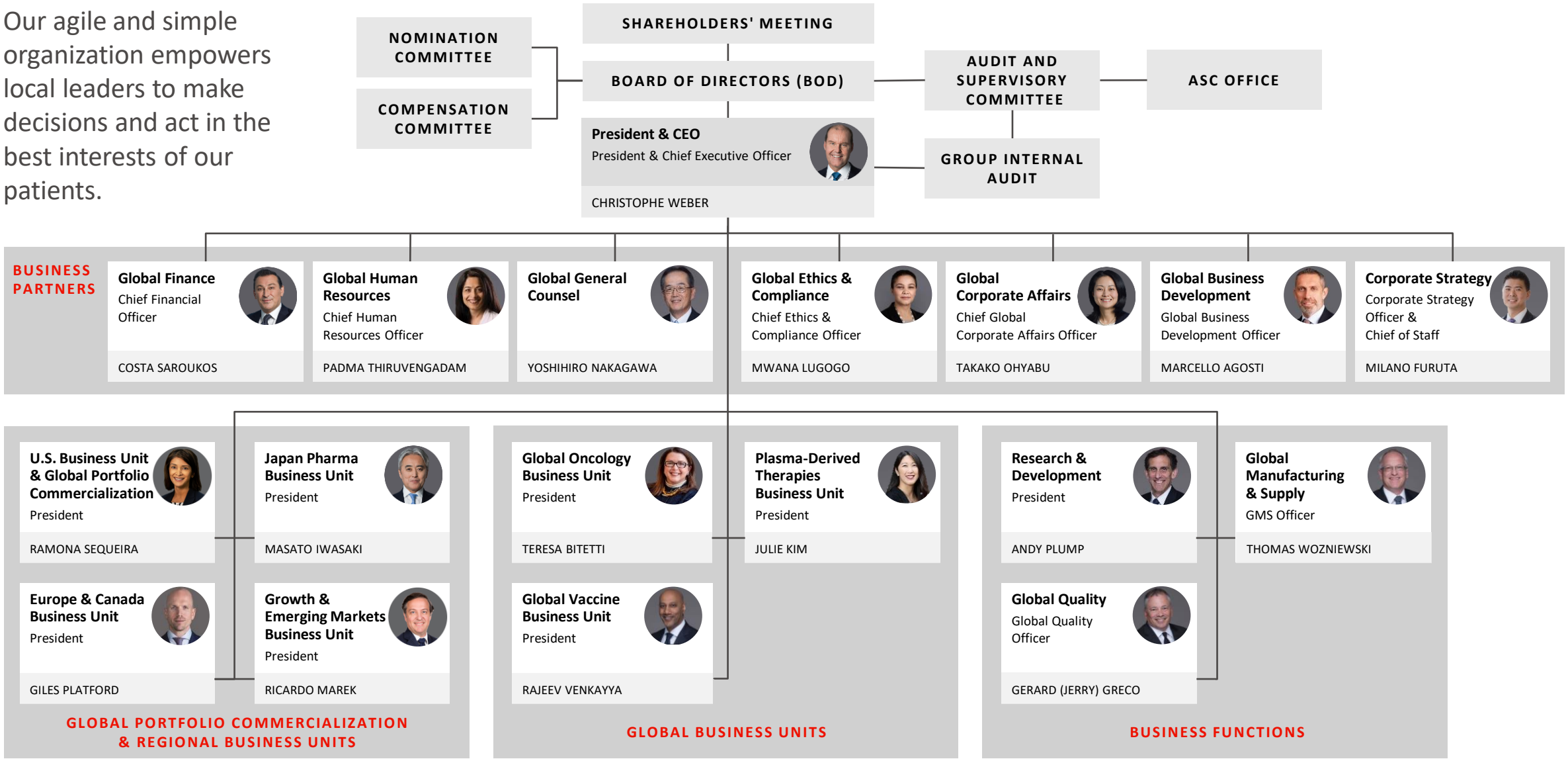
Our advanced and robust corporate governance model has been and will continue to be, critical to our success.



LEARN MORE ON TAKEDA.COM

Global Organization Chart

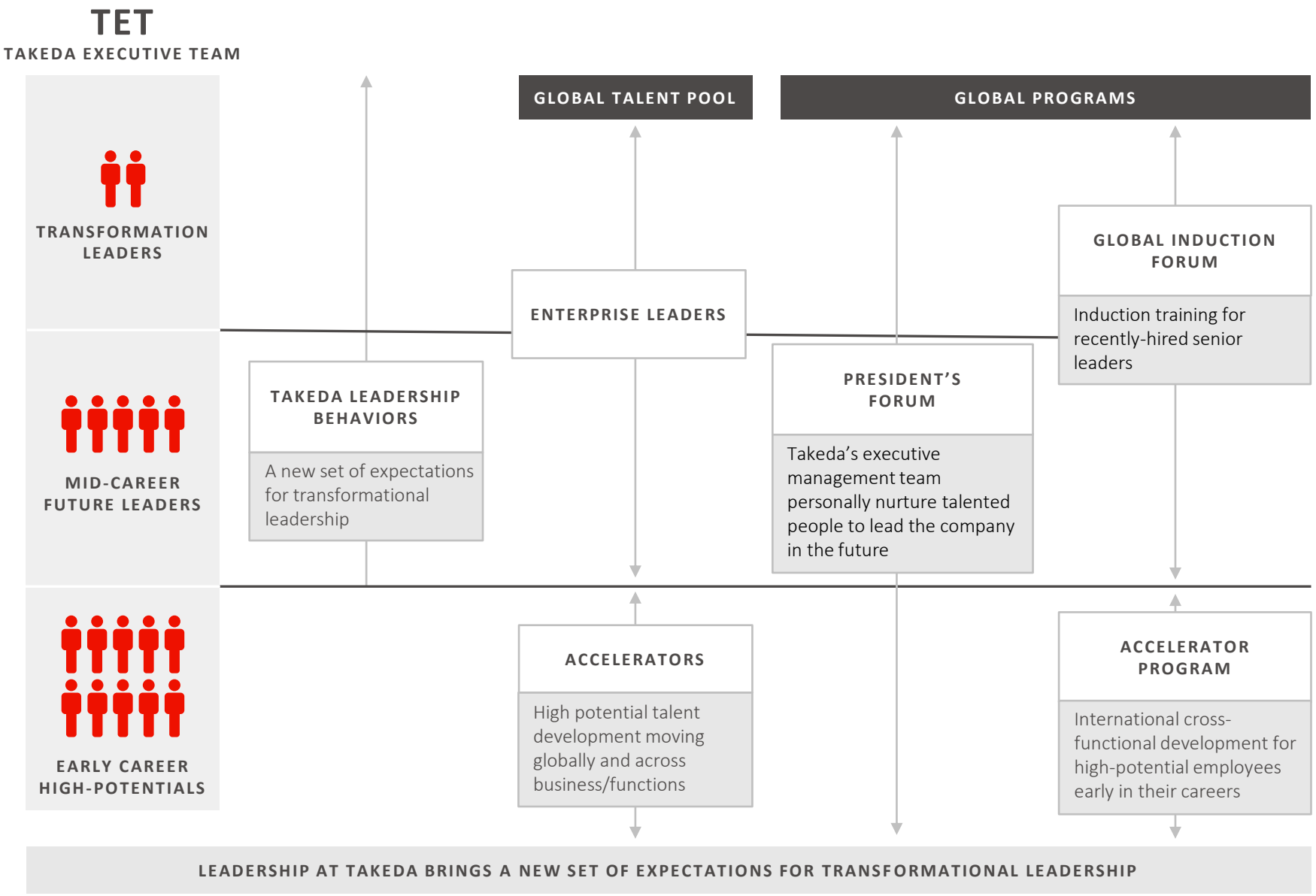
Our agile and simple organization empowers local leaders to make decisions and act in the best interests of our patients.



Talent Development

Our employees are the cornerstone of our success.

Our significant investment in training offers everyone the opportunity to work at the highest levels of our industry, with fast-track programs accelerating the progress of high-potential candidates.



Innovation is at the heart of our R&D. Our researchers and scientists are striving to bring scientific breakthroughs from the lab to patients worldwide.

03

INNOVATION

How our R&D translate science into highly innovative, life-changing medicines

Our R&D Focus

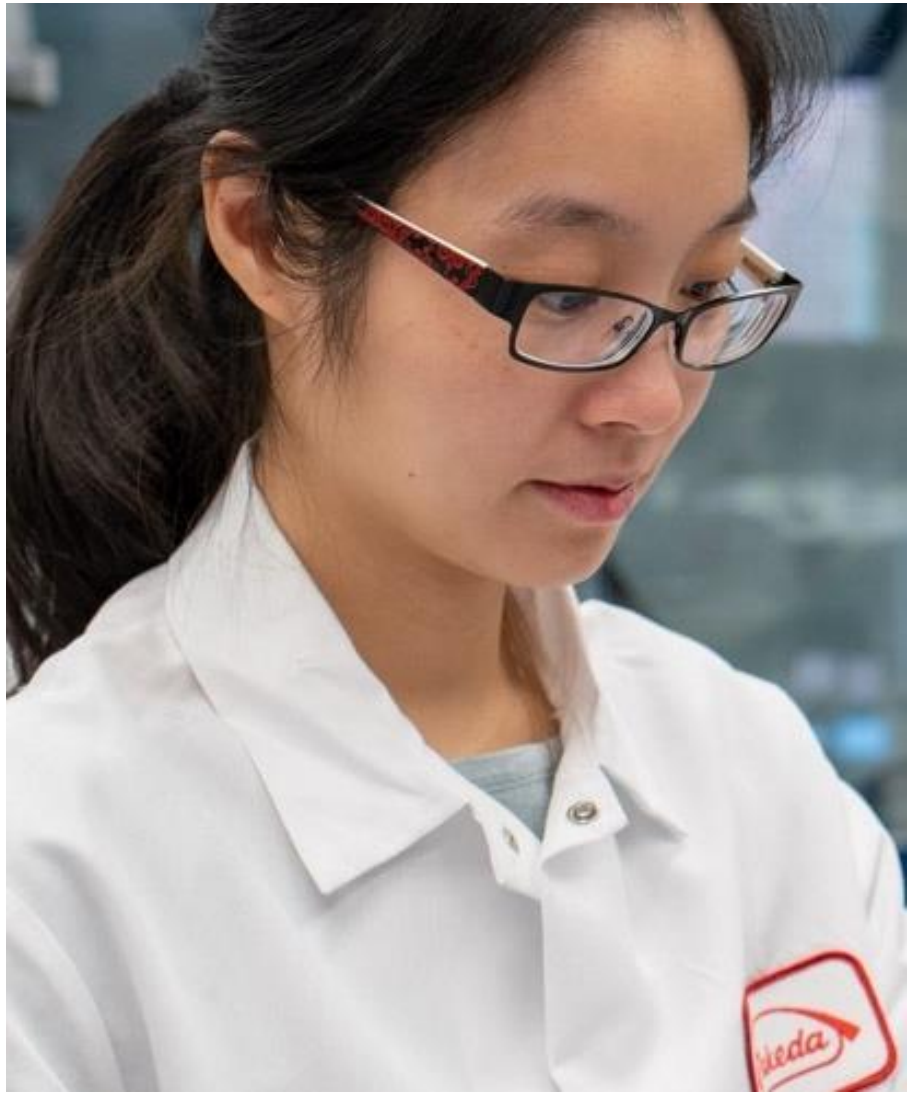
We are a patient-driven, science first R&D organization.
We combine our focus on core therapeutic areas with cutting-edge technologies.

Innovative Biopharma

- ONCOLOGY
- RARE GENETIC & HEMATOLOGY
- NEUROSCIENCE
- GASTRO-ENTEROLOGY

- PLASMA-DERIVED THERAPIES
- VACCINES

LEARN MORE ABOUT OUR PIPELINE ON TAKEDA.COM



Our Internal R&D Engine and External Collaborations

We leverage our own internal research capabilities, while also actively engaging with innovative ecosystems around the world to translate science into highly transformative or curative potential medicines for targeted populations with a high unmet need.

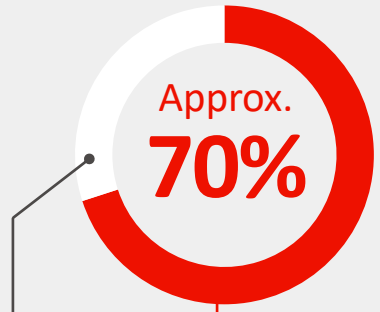
R&D INVESTMENT

APPROX.

$4.5bn

PER YEAR

DIVERSIFIED MODALITIES IN RESEARCH



Small Molecules

- Biologics
- Cell & Gene Therapies
- Microbiome & Other Modalities
- Peptides & Oligonucleotides

ACTIVE PARTNERSHIPS

OVER

200

ROBUST CLINICAL PIPELINE OF NOVEL MECHANISMS

APPROX.

40

New molecular entity clinical stage assets

Pipeline with orphan drug designation*

*31 Orphan Drug Designations in at least one indication for assets in Phase 1 through LCM in 2019 versus 15 in 2018

Business Portfolio

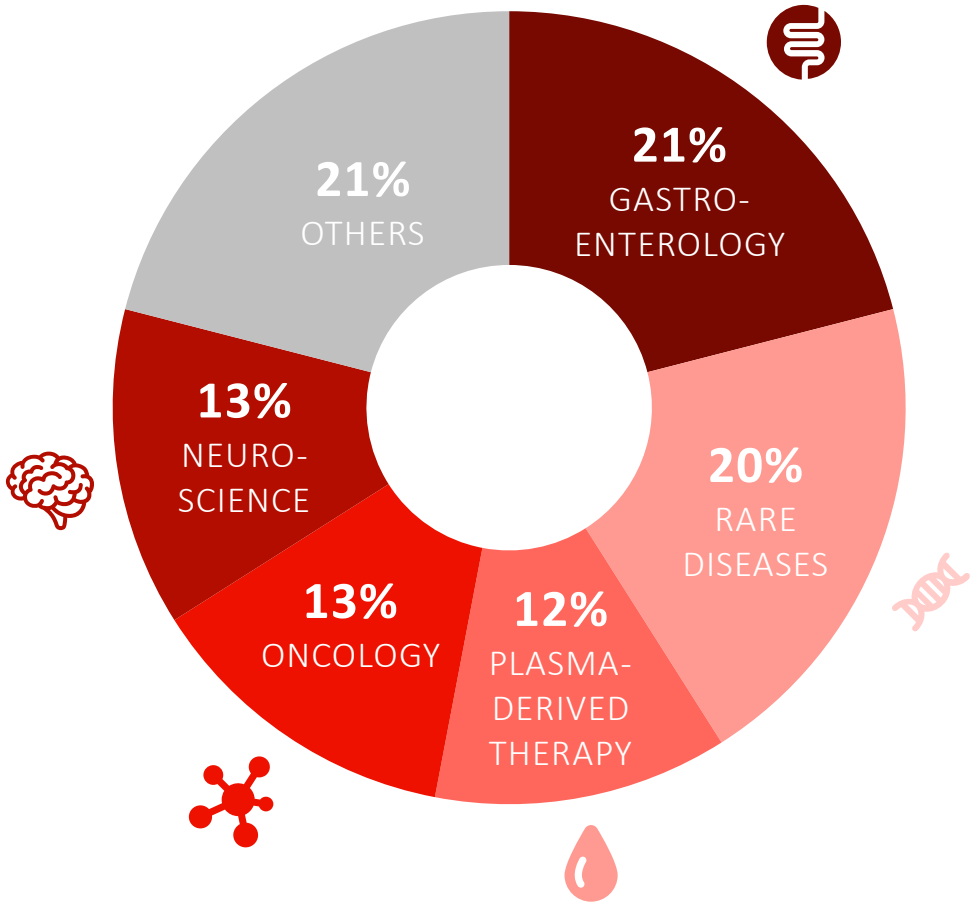
Our balanced business portfolio which is composed of life-transforming, highly innovative medicines in our key business areas, drives our growth.

5 KEY BUSINESS AREAS

14 STRATEGIC GLOBAL BRANDS

CORE BUSINESS APPROX. **80%** OF REVENUE

PERCENTAGE OF SALES*



*Based on April 2019 – March 2020 revenue.

Our employees worldwide decide which activities and partners our Global CSR program supports.
Selected employees visit sites supported by those partners through our Employee Participation Program.

04

SUSTAINABILITY

FTSE4Good

MEMBER OF Dow Jones Sustainability Indices In collaboration with RobecoSAM

access to medicine FOUNDATION

2019 GLOBAL100

Jefferies Corporate Governance Scorecard

Our long-term commitment along with Sustainable Development Goals (SDGs)

3 GOOD HEALTH AND WELL-BEING

17 PARTNERSHIPS FOR THE GOALS

Environmental Reduction Goals

Achievements by the end of FY2018

Takeda is committed to ambitious action to prevent and mitigate the effects of a changing climate and has set a goal of becoming a carbon neutral organization, inclusive of all greenhouse gas emissions throughout our value chain by 2040.

	GOAL FOR 2020 (BASELINE 2005)	AS OF END FY2018
CO_2	25%	33.7%
NO_X	20%	59%
SO_X	75%	99.1%
FRESH WATER USE	30%	48%
WASTE TO LANDFILL JAPAN ONLY	60%	68.3%

1. Sulfur Oxides (SO_X) and Nitrogen Oxides (NO_X) resulting from various on-site combustion processes
2. Performance against goals excludes contribution from Shire acquisition

LEARN MORE ABOUT OUR COMMITMENT TO CARBON NEUTRALITY ON TAKEDA.COM

Strategic Engagement for Sustainability

Our Global CSR Program & Partnerships play a vital role in disease prevention and strengthening health care systems through long-term commitments in developing and emerging countries.

GLOBAL CSR PROGRAM

14

Global CSR Programs

Programs selected by employee votes each year

¥10.5 Bn

Total amount donated from FY2016-2019

GLOBAL CSR PARTNERSHIPS: WORKING TOGETHER WITH GAME-CHANGING MULTILATERAL AND ACADEMIC INSTITUTIONS WORLDWIDE

ASIAN UNIVERSITY FOR WOMEN

RELAY FOR LIFE American Cancer Society GLOBAL

The Global Fund

LONDON SCHOOL of HYGIENE &TROPICAL MEDICINE

BSR

LEARN MORE ABOUT OUR PROGRAMS ON TAKEDA.COM

©City Cancer Challenge

©DNDi/Fabio Nascimento

©UNICEF/UN0265456/Chute

Improving Access to Medicines for patients worldwide

In 2016 we launched a new Access to Medicines strategy focused on geographies and therapeutic areas with high unmet medical needs to tackle the many barriers that prevent patients from accessing the care and treatment they need for complex and rare diseases.

Our approach to improving access is sustainable and targeted, to strengthen and transform healthcare systems, at every stage of the patient journey - from awareness and diagnosis, to treatment and ongoing patient support.

- Supported more than 125,000 patients with treatment they need
- Supported healthcare providers in screening over 1.1 million patients for cancer, hypertension and diabetes
- Trained over 4,000 healthcare providers and community health workers to provide improved patient care
- Implemented patient-focused access programs in 52 countries and territories
- In 2018 the Access to Medicine Index recognized our strategy and the progress we are making in improving access, with Takeda climbing 10 places to rank number five

LEARN MORE ABOUT OUR ACCESS TO MEDICINES STRATEGY ON TAKEDA.COM

IMPORTANT NOTE

This Corporate Overview contains information about products that may not be available in all countries, or may be available under different trademarks, for different indications, in different dosages, or in different strengths. Nothing contained herein should be considered a solicitation, promotion or advertisement for any drug including the ones under development. Any information on the products contained herein is not intended to provide medical advice nor should be used as a substitute for the advice provided by your physician or other healthcare provider. PANVITAN® and ALINAMIN® are either registered trademarks or trademarks of Takeda Pharmaceutical Company Limited and/or its affiliates in Japan and/or other countries.

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Global Corporate Affairs

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www.takeda.com

TAKEDA GLOBAL HEADQUARTERS

Creative Director Kashiwa Sato selected people's "life force" as the overall concept for the interior design, which is expressed through a series of eight Japanese characters, displayed as instillation art throughout the building.