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

30+ MANUFACTURING SITES

3 RESEARCH SITES

GLOBAL REVENUE

- 48.5% U.S.
- 19.6% EUROPE & CANADA
- 13.9% EMERGING MARKETS
- 18.0% JAPAN

employees

- 39% U.S.
- 32% EUROPE & CANADA
- 18% EMERGING MARKETS
- 11% JAPAN

R&D INVESTMENT APPROX. 4.5 BN USD PER YEAR

PRESENCE: APPROX. IN 80 COUNTRIES AS OF MARCH 2020

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

<table>
<thead>
<tr>
<th>PATIENT</th>
<th>PEOPLE</th>
<th>PLANET</th>
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</thead>
<tbody>
<tr>
<td>• Responsibly translate science into highly innovative, life-changing medicines and vaccines</td>
<td>• Accelerate access to improve lives worldwide</td>
<td>• Protect our planet</td>
</tr>
<tr>
<td><strong>UNLEASH THE POWER OF DATA AND DIGITAL</strong></td>
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<tr>
<td>• We strive to transform Takeda into the most trusted, data-driven, outcomes-based biopharmaceutical company</td>
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HOW CAN WE DO MORE FOR OUR PATIENTS?
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."
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
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<tbody>
<tr>
<td>1781</td>
<td>COMPANY FOUNDED: Chobei Takeda I sets up his business in Osaka</td>
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<tr>
<td>1871</td>
<td>INTERNATIONAL TRADE: Takeda pioneers in the importation of western medicines</td>
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<tr>
<td>1895</td>
<td>PRODUCTION: Pharmaceutical manufacturing begins in Takeda’s factory</td>
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<tr>
<td>1914</td>
<td>PROPRIETARY RESEARCH: “NORI” PRINCIPLES which underpin Takeda-ism, are established</td>
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<tr>
<td>1915</td>
<td>OSAKA FACTORY Opens as “Takeda Pharmaceutical Manufacturing Plant”</td>
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<tr>
<td>1933</td>
<td>TAKEDA GARDEN: For Medicinal Plant Conservation opens</td>
</tr>
<tr>
<td>1940</td>
<td>“NORI” PRINCIPLES: which underpin Takeda-ism, are established</td>
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<tr>
<td>1943</td>
<td>COMPANY NAME: becomes &quot;Takeda Pharmaceutical Company Limited&quot;</td>
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<tr>
<td>1946</td>
<td>HIKARI FACTORY: Opens in Yamaguchi prefecture</td>
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<tr>
<td>1949</td>
<td>INITIAL PUBLIC OFFERING: Takeda listed on the stock market</td>
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<tr>
<td>1950s</td>
<td>PANVITAN® &amp; ALINAMIN®: Japan’s first multivitamin product and a Vitamin B1 derivative launch</td>
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<tr>
<td>1951</td>
<td>INTERNATIONAL BUSINESS: Starts with North and Central America and Asia</td>
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<tr>
<td>1953</td>
<td>TAKEDA GARDEN: For Medicinal Plant Conservation opens</td>
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<tr>
<td>1953</td>
<td>SHOSHISHA FOUNDATION: is established to support talented students who will contribute to society</td>
</tr>
<tr>
<td>1960</td>
<td>TAKEDA SCIENCE FOUNDATION: is established to encourage promising research and science technology</td>
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Our History 1980 - Present

1980s & 90s
EXPANSION OF INTERNATIONAL BUSINESS
accelerates with the launch of leuprolein, lansoprazole, candesartan, pioglitazone

2008
MILLENNIUM PHARMACEUTICALS acquisition enhances innovation in oncology

2011
NYCOMED ACQUISITION expands Takeda’s global footprint into more than 70 countries worldwide

2011
NEW YORK STOCK EXCHANGE LISTING
The only pharmaceutical company listed on both the TSE and the NYSE

2012
NYCOMED AQUISITION expands Takeda’s global footprint into more than 70 countries worldwide

2013
SHANTAN HEALTH INNOVATION PARK opens as the first pharma-led open innovation ecosystem in Japan

2014
TAKEDA GLOBAL HEADQUARTERS opens in Tokyo, providing an environment that supports diverse workstyles

2018
NEW YORK STOCK EXCHANGE LISTING
The only pharmaceutical company listed on both the TSE and the NYSE

2019
SHIRE ACQUISITION makes Takeda a global biopharmaceutical leader with a presence in approximately 80 countries

2019
SHANGHAI ACQUISITION makes Takeda a global biopharmaceutical leader with a presence in approximately 80 countries

2019
TAKEDA INITIATIVE 2 launched to support the development of healthcare professionals in Africa

2020
ACCESS TO MEDICINES program launched to improve access to care and treatment for patients in underserved communities

2020
GLOBAL CSR PROGRAM launched to contribute to the better health of people through disease prevention.

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GLOBAL CSR PROGRAM launched to contribute to the better health of people through disease prevention.
Clear governance is a prerequisite for innovation in health that meets the needs of patients, customers and communities. With a responsive governance model in place, our employees are empowered to strive for breakthroughs in their daily work.
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.
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, Japan General Affairs

- **ANDREW PLUMP**
  Director, President, Research & Development

- **COSTA SAROUKOS**
  Director, Chief Financial Officer

- **YASUHIKO YAMANAKA**
  Director, A&SC member

**INDEPENDENT DIRECTORS**

- **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

- **YOSHIKI FUJIMORI**
  Independent Director

- **STEVEN GILLIS**
  Independent Director

- **SHIRO KUNIYA**
  Independent Director

- **TOSHIYUKI SHIGA**
  Independent Director

**AUDIT & SUPERVISORY COMMITTEE (A&SC)**

- **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

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

Our advanced and robust corporate governance model has been, and will continue to be, critical to our success.
Our agile and simple organization empowers local leaders to make decisions and act in the best interests of our patients.
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.
We are a patient-driven, science first R&D organization. We combine our focus on core therapeutic areas with cutting-edge technologies.

Our R&D Focus

Innovative Biopharma

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<tr>
<th>ONCOLOGY</th>
<th>RARE GENETIC &amp; HEMATOLOGY</th>
<th>NEUROSCIENCE</th>
<th>GASTRO-ENTEROLOGY</th>
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<tr>
<th>PLASMA-DERIVED THERAPIES</th>
<th>VACCINES</th>
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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**

![Test tube icon](image)

**Approx.**

$4.5bn

**PER YEAR**

**DIVERSIFIED MODALITIES IN RESEARCH**

- **Approx. 70%**
  - 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
- APPROX. 50%
  - Pipeline with orphan drug designation*

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

**80% OF REVENUE**

**PERCENTAGE OF SALES**

*Based on April 2019 – March 2020 revenue.*
Sustainability underpins all we do at Takeda to help solve key societal challenges and create value for society.
Purpose-led Sustainability

We are committed to creating value for society by putting our core strengths and capabilities to work. By addressing unmet medical needs, supporting sustainable healthcare systems, mitigating climate change and striving to create a diverse and inclusive organization where people can thrive, we aim to help solve key societal challenges.

With our purpose, vision and values as a foundation — and through the collective efforts of each and every one of our employees — we are fully engaged in realizing this approach to sustainability, which we call purpose-led sustainability.

**OUR LONG-TERM COMMITMENT IS ALIGNED WITH THE SUSTAINABLE DEVELOPMENT GOALS**

| 3 Good Health and Well-Being | ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES |

**EXTERNAL RECOGNITION**

- FTSE4Good
- Access to Medicine Foundation
- MSCI Japan Empowering Women Index (WIN)
Commitment to Patients
Improving Access to Medicines for Patients Worldwide

Takeda’s Access to Medicines (AtM) programs continue to positively impact the lives of patients, particularly those with rare and complex diseases in underserved communities around the world. Our approach to improving access is sustainable and targeted, aiming to help strengthen health systems, working with strategic partners, at every stage of the healthcare journey - from awareness and diagnosis, to treatment and ongoing patient support.

Our flagship Blueprint for Innovative Healthcare Access program, piloted in Meru County, Kenya, resulted in more than 46,000 screenings for cancer, diabetes and hypertension provided to almost 13,000 patients.

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

Continued to secure external recognition and industry-leading positions in the 2021 Access to Medicine Index: Takeda was ranked 6th overall and leads the industry in Governance of Access

LEARN MORE IN THE 2020 ACCESS TO MEDICINES PROGRESS REPORT ON TAKEDA.COM
Commitment to People

People join Takeda because they share our purpose of bringing Better health for people, brighter future for the world. To continuously bring our purpose to life, we attract, develop and retain diverse people who are the best at what they do.

Our colleagues, in about 80 countries around the world, expect and deserve exceptional experiences and opportunities to pursue their own ambitions. An inclusive, safe and empowering work environment, rooted in our commitment to health and well-being, is critical to thrive, grow and share in realizing Takeda’s vision.

In 2021, Takeda was named a Global Top Employer for the Fourth Consecutive Year.
Commitment to the Planet

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.

**BY 2020**

Achieve and maintain Carbon Neutrality across our value chain

**BY 2024**

67% of suppliers by emissions will establish science-based climate goals

**BY 2025**

40% reduction of greenhouse gas emissions from our operations (from 2016 baseline)

15% reduction in supplier emissions (from 2018 baseline)

**BY 2040**

100% reduction of greenhouse gas emissions from our operations

That’s zero carbon emitted from company operations that we control

50% reduction in supplier emissions (from 2018 baseline)
Our Global CSR strives for better health for people and a brighter future for the world, where prevention measures are exponentially advanced, the health workforce is empowered, systems are prepared against emergency shocks, and people are freed from the burden of disease, with reliable access to quality care.

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<thead>
<tr>
<th>GLOBAL CSR PROGRAM</th>
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<tr>
<td>16</td>
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<td>¥12.3 Bn</td>
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GLOBAL CSR PARTNERSHIPS:
WORKING TOGETHER WITH GAME-CHANGING MULTILATERAL AND ACADEMIC INSTITUTIONS WORLDWIDE

LEARN MORE ON TAKEDA.COM
Takeda Global Headquarters, Tokyo
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.