Global Corporate Overview

Better Health, Brighter Future

Last Updated June 2022

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“We care deeply about what matters most to patients, the people who love them and those in the health care system who provide care. We don't rest upon what we've done well; we are always accelerating patients' access to the better moments that lie ahead.”

Christophe Weber
President & CEO

SUPPORTING PATIENTS
FOR OVER 240 YEARS

ABOUT TAKEDA

Responsible Growth and Providing Value to Society Beyond Our Medicines

Our deeply embedded values are our compass for how we do business, guided by what really matters: ensuring patients are at the heart of every decision we make, and that we put society's trust in Takeda and our reputation above all else, always. Our people do business with purpose, which creates sustainable value for shareholders and society.

A Global Biopharmaceutical Company

FY21 REVENUE

* Convenience translation of reported JPY figures into USD at an average rate of 121.44 JPY/USD.

30 MANUFACTURING SITES

3 RESEARCH SITES

TSE: 4502 / NYSE: TAK

PRESENCE: APPROX. IN

80 COUNTRIES & REGIONS

AS OF MARCH 2022

GLOBAL HUB

CAMBRIDGE, MA, USA

FOUNDED IN

1781

OSAKA, JAPAN

HEADQUARTERS IN

TOKYO, JAPAN

OUR PEOPLE

TOP EMPLOYER® IN

39

COUNTRIES & 4 REGIONS

AS OF JANUARY 2022

52% WOMEN

48% MEN

AS OF MARCH 2022

AS OF MARCH 2022

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 unique culture and values drive our workplace of the future

From a single stall in an Osaka market to a global biopharmaceutical leader, we've always maintained a single set of values to guide our commitment to patients, our people and the planet. And that has given us incredible stories to tell.

Our belief in putting people first extends beyond patients. It includes their families, their communities, and our Takeda colleagues and their families. It is our passion for people that transforms our work into meaningful action.

Takeda strives to nurture a workplace that is as diverse as the patients we serve; inclusive in our behaviors; and equitable in our actions.

RECOGNITION AROUND THE WORLD

Proud to be recognized around the world for our workplace environment and employee offerings.

top EMPLOYER GLOBAL 2022
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

BEST PLACES TO WORK
2022 for LGBTQ+ Equality
100% CORPORATE EQUALITY INDEX

Science 2020 TOP EMPLOYER

OUR UNIQUE CULTURE

We've embodied our corporate philosophy in the Hirameki: Garden of Inspiration. This virtual environment represents our proud history and heritage and is one way our colleagues learn about and experience our culture.

Our Journey to Globalize

Over the past decade, we've transformed Takeda into a top-tier global biopharmaceutical company positioned for long-term business growth. As part of our bold strategy to reach more patients globally, we completed the largest foreign acquisition in Japanese history giving us worldwide scale, built one of the most exciting R&D pipelines in the industry and continue to expand our strong portfolio of global brands.

	2011		2021
EMPLOYEES (thousands)	51% Overseas, 20K, 49% Japan		87% Overseas, 47K, 13% Japan
COUNTRIES AND REGIONS	30		80
REVENUE (trillion yen)	51% Overseas, 1.4, 49% Japan		82% Overseas, 3.2, 18% Japan

Takeda Executive Team

CHRISTOPHE WEBER
Representative Director;
President & CEO

ANDY PLUMP
Director; President,
Research & Development

COSTA SAROUKOS
Director;
Chief Financial Officer

GABRIELE RICCI
Chief Data &
Technology Officer

KOKI SATO
Corporate Strategy
Officer & CEO Office

GILES PLATFORD
President, Plasma-Derived
Therapies Business Unit

JULIE KIM
President,
US Business Unit

NATIONALITIES
9

AGES
30-60s

WOMEN
33%

JERRY GRECO
Global Quality Officer

LAUREN DUPREY
Chief Human Resources
Officer

MARCELLO AGOSTI
Global Business
Development Officer

MASATO IWASAKI
Representative Director;
Japan General Affairs

MILANO FURUTA
President, Japan
Pharma Business Unit

RAMONA SEQUEIRA
President,
Global Portfolio Division

THOMAS WOZNIEWSKI
Global Manufacturing &
Supply Officer

MWANA LUGOGO
Chief Ethics &
Compliance Officer

TAKAKO OHYABU
Chief Global Corporate Affairs
& Sustainability Officer

YOSHIHIRO NAKAGAWA
Global General Counsel

TERESA BITETTI
President, Global
Oncology Business Unit

HOW WE INNOVATE

We are innovators and collaborators with a robust partnership model that is key to bringing forward truly transformative treatments for patients who have significant unmet needs. Our world-class labs are partnered to access cutting-edge science wherever it originates, helping us build one of the most modality-diverse pipelines in the industry. Together, with our investments in data and digital, we aim to revolutionize how we treat disease and improve patients' experiences.

20+ conditions treated with our medicines and vaccines

We are focused on key areas of unmet needs, including patient identification and diagnosis, digital health and devices, and integrated evidence-based solutions.

NEUROSCIENCE

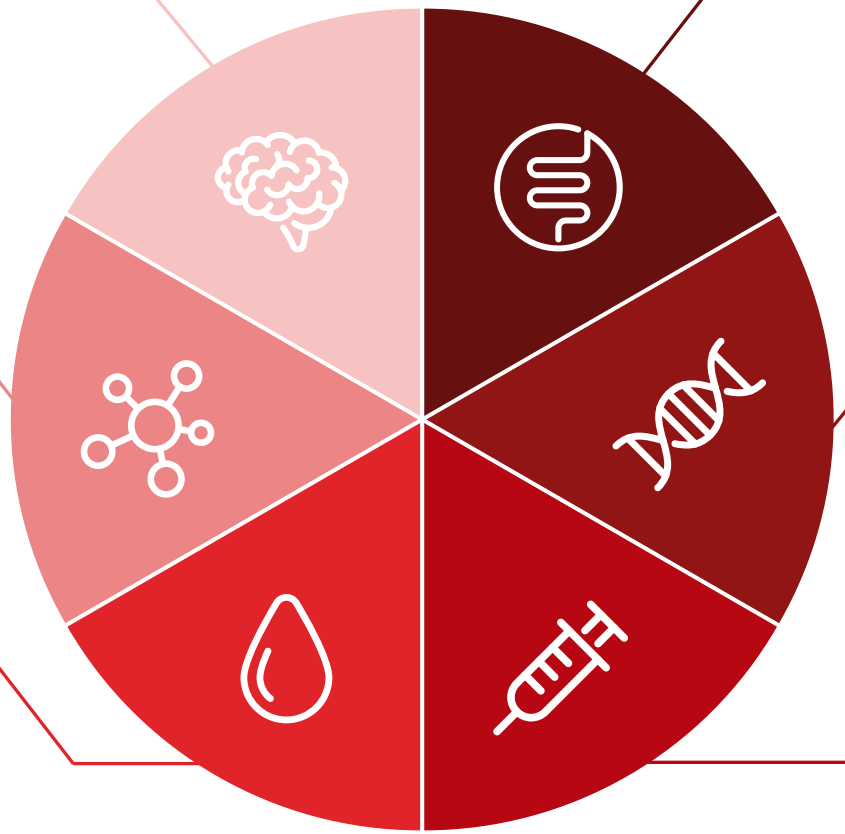
- Attention-Deficit Hyperactivity Disorder (ADHD)
- Major Depressive Disorder (MDD)

ONCOLOGY

- Multiple Myeloma
- Non-Small Cell Lung Cancer

PDT IMMUNOLOGY

- Immunodeficiency and autoimmune diseases
- Primary immunodeficiency (PI)
- Alpha-1 Antitrypsin Deficiency



GASTROENTEROLOGY

- Ulcerative Colitis
- Crohn’s Disease
- Crohn's Disease Complex Perianal Fistula
- Short Bowel Syndrome

RARE DISEASES

- Hunter Syndrome
- Type 1 Gaucher disease
- Fabry disease
- Hereditary Angioedema (HAE)
- Hemophilia A
- Von Willebrand disease
- Hypoparathyroidism
- Cytomegalovirus (CMV) infection

VACCINES[1]

- Dengue
- COVID-19

1 Includes Partnerships and clinical program, see current Pipeline for details.

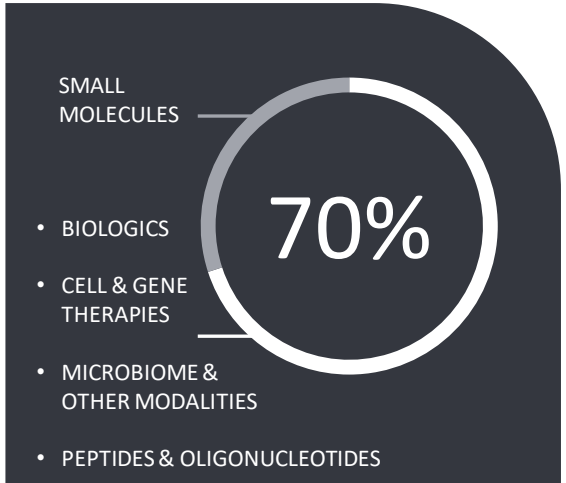
Research and Development

At Takeda, we exist to create better health for people and a brighter future for the world. While the science and technology we advance are constantly evolving, our ambition remains. We move science forward, so we can transform more lives.

Approx.
40 **NEW MOLECULAR ENTITY CLINICAL STAGE ASSETS**

Robust Clinical Pipelines of Novel Mechanisms

Approx.
50% **OF PIPELINE WITH ORPHAN DRUG DESIGNATION**



Diversified Modalities in Research

Advancing multiple first-in-class immuno-therapy candidates in blood cancers and solid tumors, as well as clinical momentum in rare diseases in children.

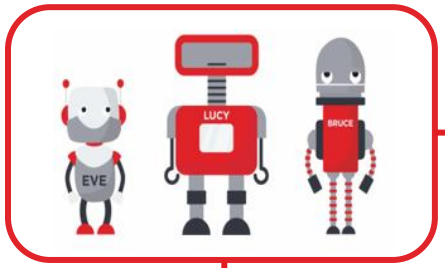
200+

Active Partnerships

More than 60% of our pipeline is partnered allowing us to tap cutting-edge science and innovation at the source. External partner-ships across start-ups, biotech and academia help us bring innovative ideas to the table.

Our Digital Growth

- **IT INFRASTRUCTURE**
  PDT is building a data and digital first business
- **VIRTUAL REALITY**
  Used in manufacturing interviews and training
- **AUGMENTED REALITY**
  For meetings with oncology HCPs in Japan
- **AI COLLABORATION**
  Takeda and MIT team up to solve specific business challenges
- **AUTOMATION**
  Employees empowered to transform digital processes with Robotic Process Automation (RPA).



MIT–Takeda Program

Our digital transformation across the business has and will continue to advance how we deliver care.

PURPOSE-LED SUSTAINABILITY

We’re committed to creating value for society by putting our core strengths and capabilities to work. By addressing unmet medical needs, supporting sustainable health care 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 — this is what we call purpose-led sustainability.

Access to Medicines

Our Access to Medicines (AtM) programs continue to positively impact the lives of patients, particularly those diagnosed a with serious condition in underserved communities around the world.

Health Systems Strengthening

Takeda's Health Systems Strengthening initiatives are addressing barriers to access around the world.

Our partner programs, the Blueprint for Innovative Healthcare Access and BVGH programs in Sub-Saharan Africa, have screened more than **200,000** patients for cancer, diabetes and hypertension; identified more than **12,000** patients for treatment and trained over **3,300** healthcare professionals and community health workers.

Data up to September 2021

Innovative Affordability Programs

Takeda's Innovative Patient Affordability and Charitable Access Programs, provide access to innovative medicines in more than **55 countries and territories** around the world.

These programs have bridged the affordability gap for more than **4,500** patients.

Data up to December 2021

Building Trust

Takeda was ranked **6th overall** and **leads the industry** in Governance of Access as per the latest 2021 AtM-Index rankings

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

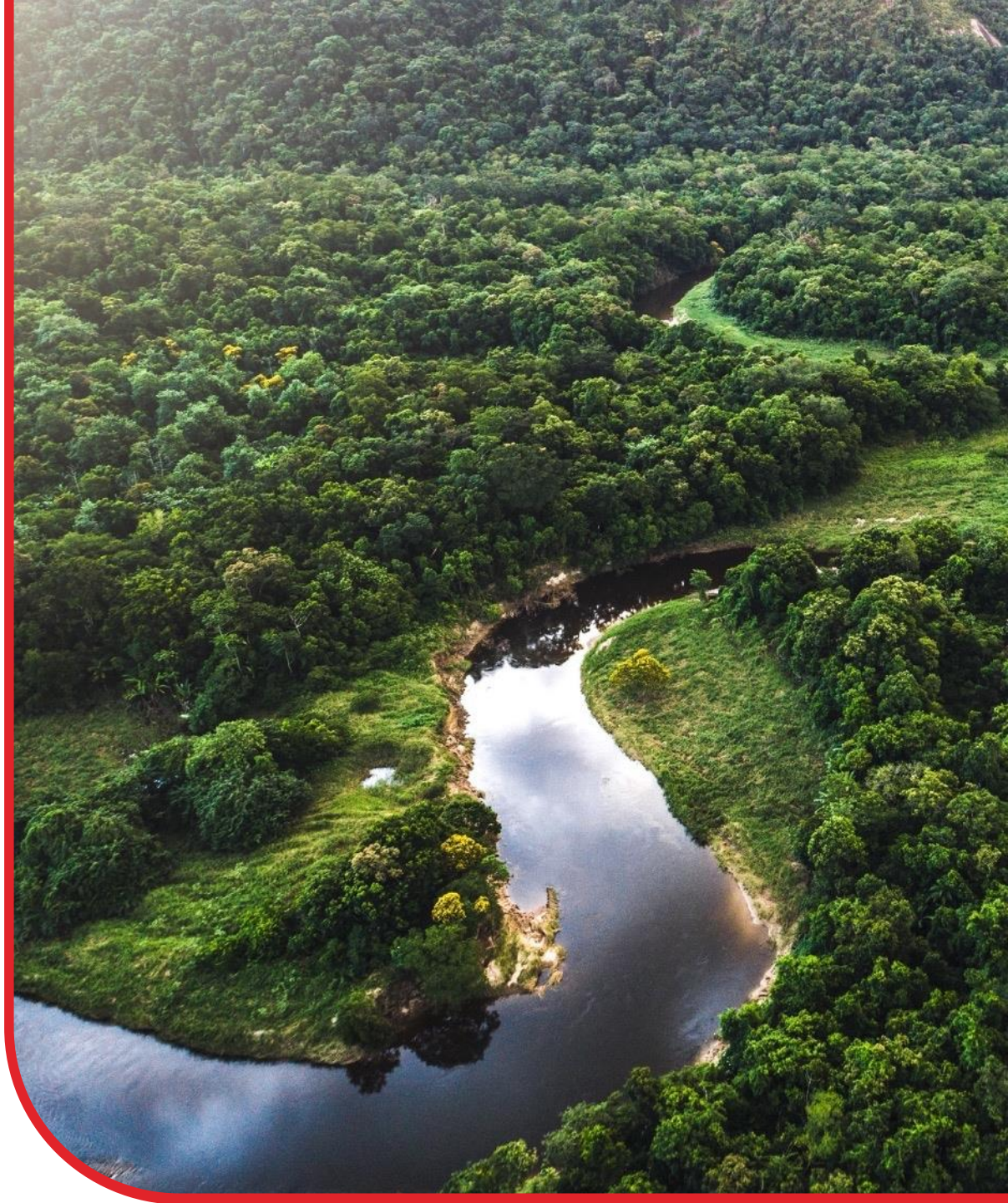
SUSTAINABLE VALUE DRIVEN BY ESG

Protecting our shared environment and advancing innovation in environmental sustainability is a priority.

We recognize that risks to the health of the environment pose risks to human health, including the spread of some of the same infectious diseases we're working to eradicate.

We are proud to have been recognized with an 'A-' for climate change leadership by the CDP

CDP™ SUPPORTER 2021



Our actions to protect the environment…

Achieved and maintained Carbon Neutrality
across our value chain by FY2020

67% of suppliers by emissions
will establish science-based targets by FY2024

40% reduction of our green-house gas emissions by FY2025
(from FY2016 baseline)

2021

100% Renewable Energy
Japan

Several of our Japanese sites purchase 100% renewable electricity, which will result in 30% annual reduction of CO_2 emissions

Natural Gas to Green Steam
Cambridge, Massachusetts, U.S.

Conversion will reduce operational greenhouse gas emissions by 40-50%

Solar Installation
Los Angeles, California, U.S.

Annual reduction of electricity purchases by ca. 833 MWh and elimination of GHG emissions by 280 metric tons of CO2 eq.

Zero Energy Building
Singapore

Ground-breaking for first zero carbon emissions building following the Singapore zero energy building scheme

…are aligned with global commitments

50% of paper and fiberboard packaging by FY2025

recycled or forest stewardship certified on secondary and tertiary level

90% waste diversion from landfill

By FY2025

50% reduction in supplier emissions by FY2040

(from FY2018 baseline)

Net-Zero by FY2040

2040

90% of Water Recycled
Lessines, Belgium

First large-scale wastewater recycling facility of its kind to be used in the pharmaceutical industry

Supplier Collaboration
Energize Program

A first-of-its-kind initiative by 10 pharma companies to increase access to renewable energy sources for suppliers

Sustainability by Design
Lead to Industry-First Process

Applying “Green Chemistry” Principles to R&D process led to reducing water usage in the manufacturing process

Our Global CSR Program & Partnerships

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.

GLOBAL CSR PROGRAM

Active in
74
COUNTRIES

Selected annually

BY EMPLOYEE VOTES

FY2016-2021
¥16.2bn
TOTAL DONATION AMOUNT COMMITTED6

A total of
20
GLOBAL CSR PROGRAMS

GLOBAL CSR PARTNERSHIPS

WORKING TOGETHER WITH GAME-CHANGING MULTILATERAL AND ACADEMIC INSTITUTIONS WORLDWIDE

ASIAN UNIVERSITY FOR WOMEN

THE GLOBAL FUND

LONDON SCHOOL of HYGIENE &TROPICAL MEDICINE

19

Published: June 2022
Global Corporate Affairs

Visit us online at
www.takeda.com

Appendix

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"

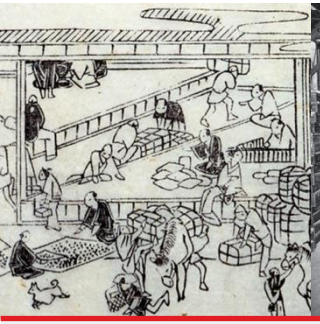
1946
HIKARI FACTORY
Opens in Yamaguchi prefecture

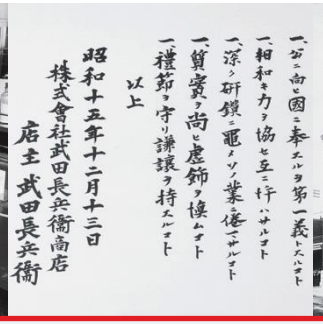
1949
INITIAL PUBLIC OFFERING
Takeda listed on the stock market

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.

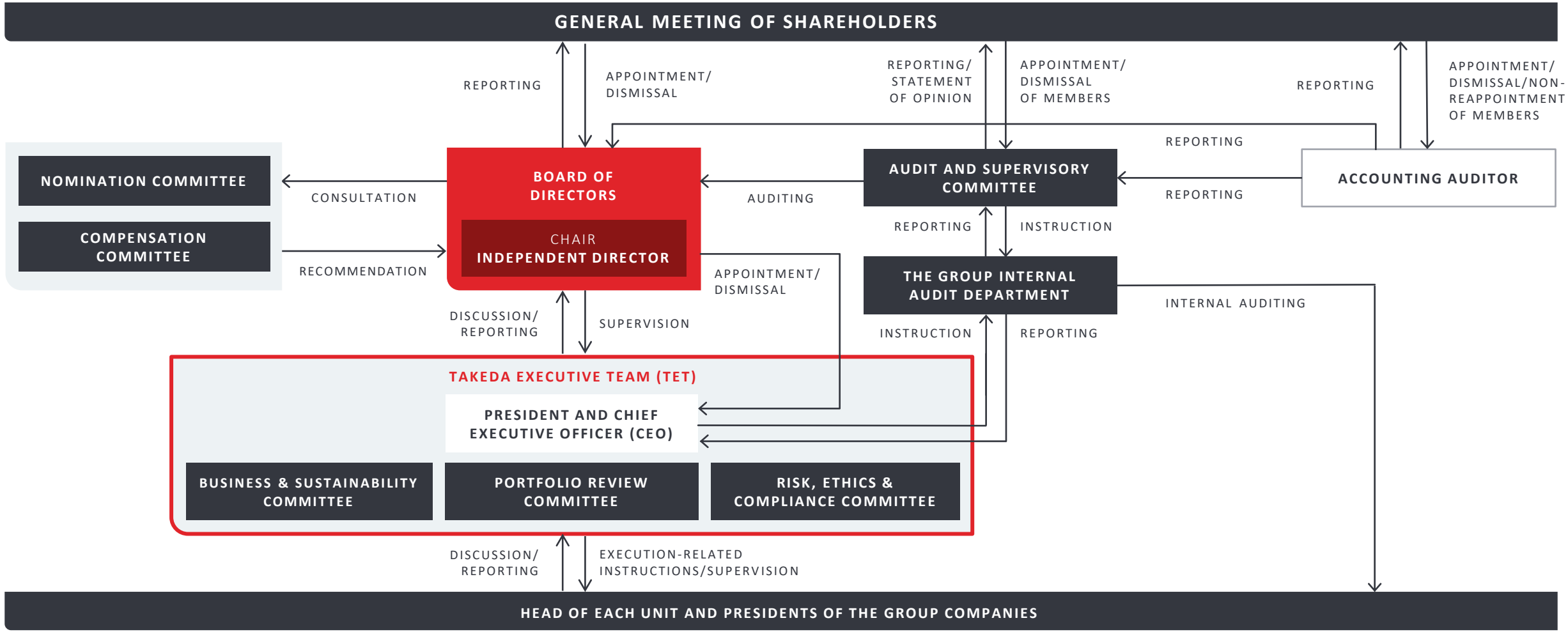
2019

TAKEDA INITIATIVE 2

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

Corporate Governance Structure

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



LEARN MORE ON TAKEDA.COM

Takeda's Board of Directors – Values and Corporate Governance

Takeda's Board of Directors is accountable for ensuring that all our decisions and actions are in the best interests of all stakeholders, and aligned with our values. 12 of our 16 Board members serve as Independent External Directors, bringing further diversity and global experience to the Board.

INTERNAL DIRECTORS

CHRISTOPHE WEBER
Representative Director,
President & CEO

MASATO IWASAKI
Representative Director,
Japan General Affairs

ANDY PLUMP
Director, President,
Research & Development

COSTA SAROUKOS
Director,
Chief Financial Officer

CB CHAIR OF THE BOARD MEETING

ASC AUDIT & SUPERVISORY COMMITTEE

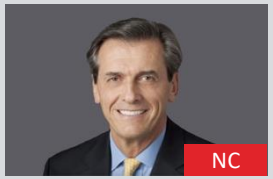
NC NOMINATION COMMITTEE[1]

CC COMPENSATION COMMITTEE

INDEPENDENT EXTERNAL 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

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
Chair of Compensation Committee

MICHEL ORSINGER
Independent Director

MASAMI IIJIMA
Independent Director

1. Christophe Weber participates in the committee as an observer.