CORPORATE OVERVIEW 2021

Takeda

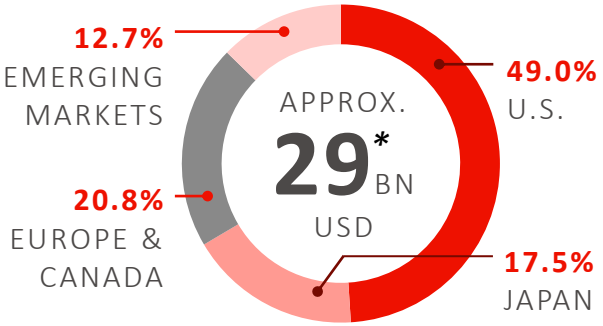
Better Health, Brighter Future

A Global, Values-based, Biopharmaceutical Company with a Patient-centric and Science-driven R&D Engine

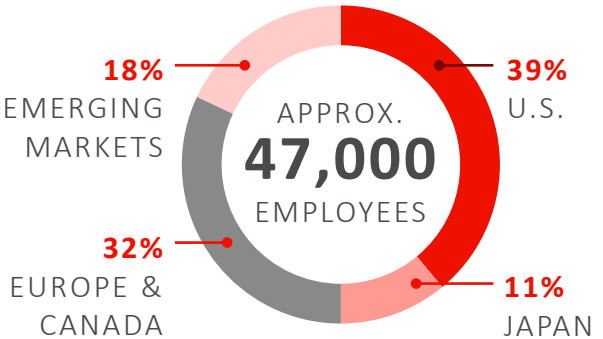
31
MANUFACTURING SITES

3
RESEARCH SITES

FY20 GLOBAL REVENUE



EMPLOYEES



AS OF JUNE 2021

**Convenience translation of reported JPY figures into USD at an average rate of 106 JPY/USD*

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 2021

R&D INVESTMENT APPROX. **$4.5-5** BN PLANNED FOR FY21

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

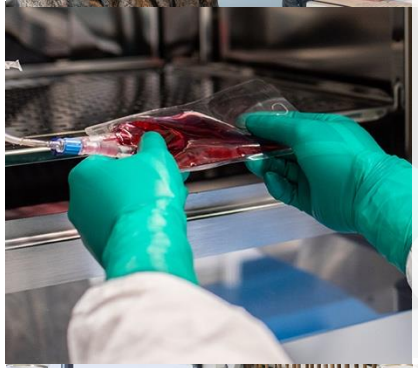
UNLEASH THE POWER OF DATA AND DIGITAL

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

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

01
HERITAGE

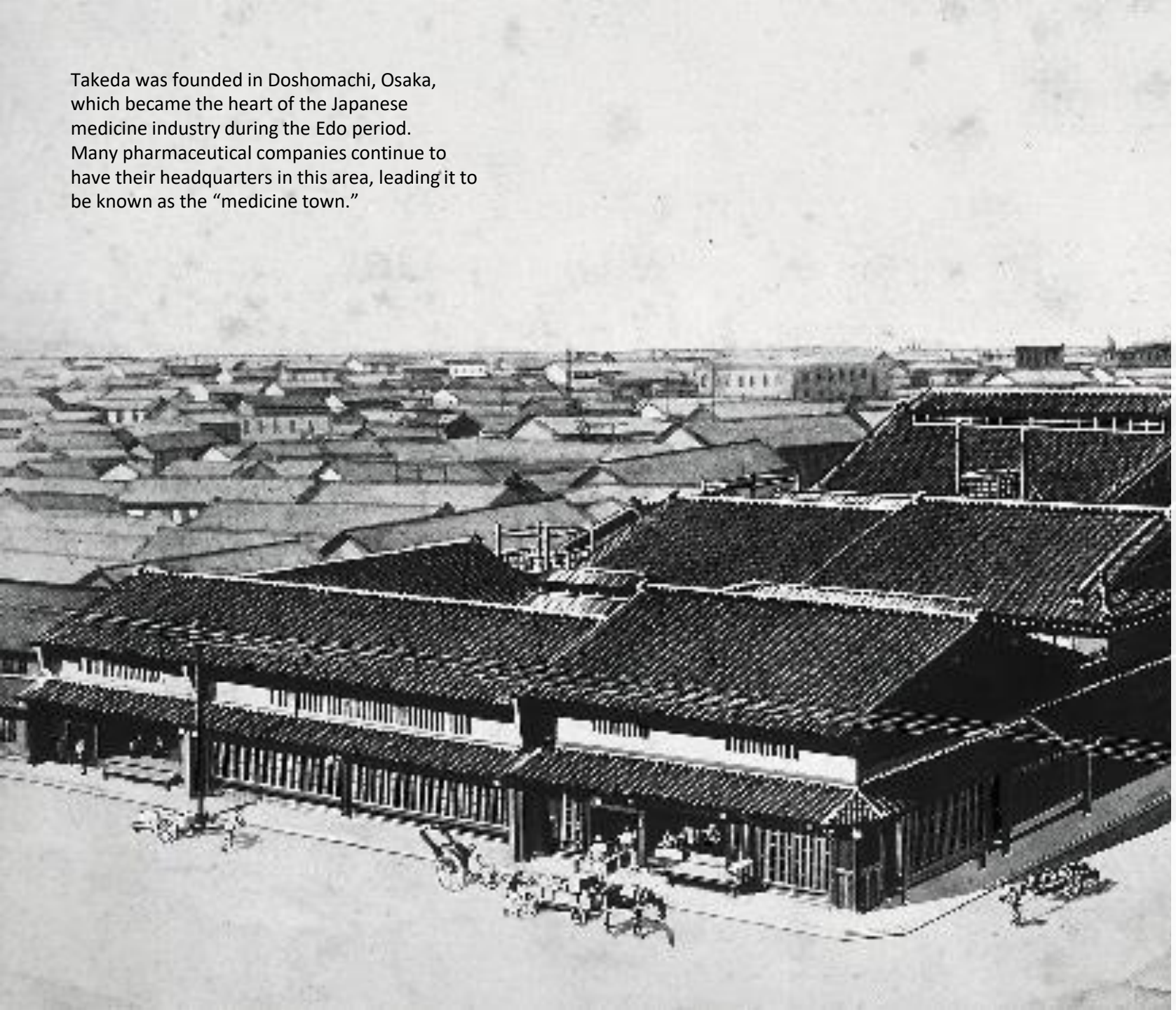
02
GOVERNANCE



03
INNOVATION

04
PURPOSE–LED 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

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"

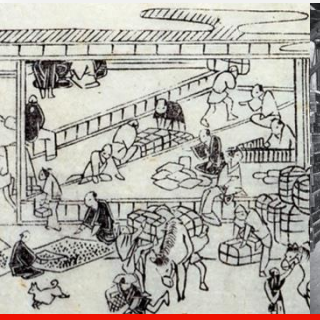
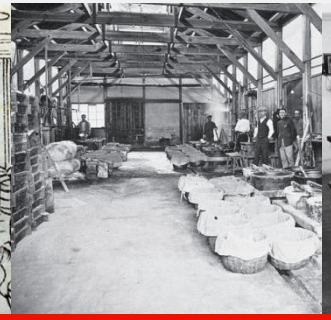
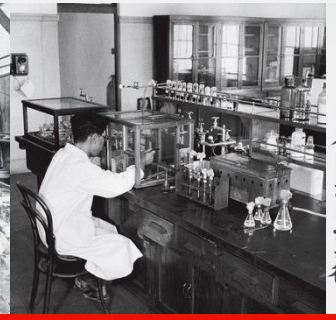
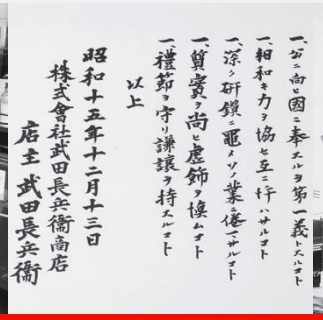
1946
HIKARI FACTORY
Opens in Yamaguchi prefecture

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

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.

02

GOVERNANCE

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
Representative Director
President & CEO

COSTA SAROUKOS
Director
Chief Financial Officer

MASATO IWASAKI
Representative Director
Japan General Affairs

MILANO FURUTA
President, Japan
Pharma Business Unit

YOSHIHIRO NAKAGAWA
Global General Counsel

TAKAKO OHYABU
Chief Global Corporate Affairs Officer

KOKI SATO
Corporate Strategy Officer & Chief of Staff

U.S.

ANDY PLUMP
Director
President, Research & Development

MARCELLO AGOSTI
Global Business Development Officer

TERESA BITETTI
President, Global Oncology Business Unit

LAUREN DUPREY
Chief Human Resources Officer

JERRY GRECO
Global Quality Officer

JULIE KIM
President, Plasma-Derived Therapies Business Unit

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

RAJEEV VENKAYYA
President, Global Vaccine Business Unit

SWITZERLAND

GILES PLATFORD
President, Europe & Canada Business Unit

MWANA LUGOGO
Chief Ethics & Compliance Officer

THOMAS WOZNIEWSKI
Global Manufacturing & Supply 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. Twelve of them are independent external directors.

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

A&SC AUDIT & SUPERVISORY COMMITTEE

NC NOMINATION COMMITTEE[2]

CC COMPENSATION COMMITTEE

INDEPENDENT EXTERNAL 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
Chair of Compensation Committee

MICHEL ORSINGER
Independent Director

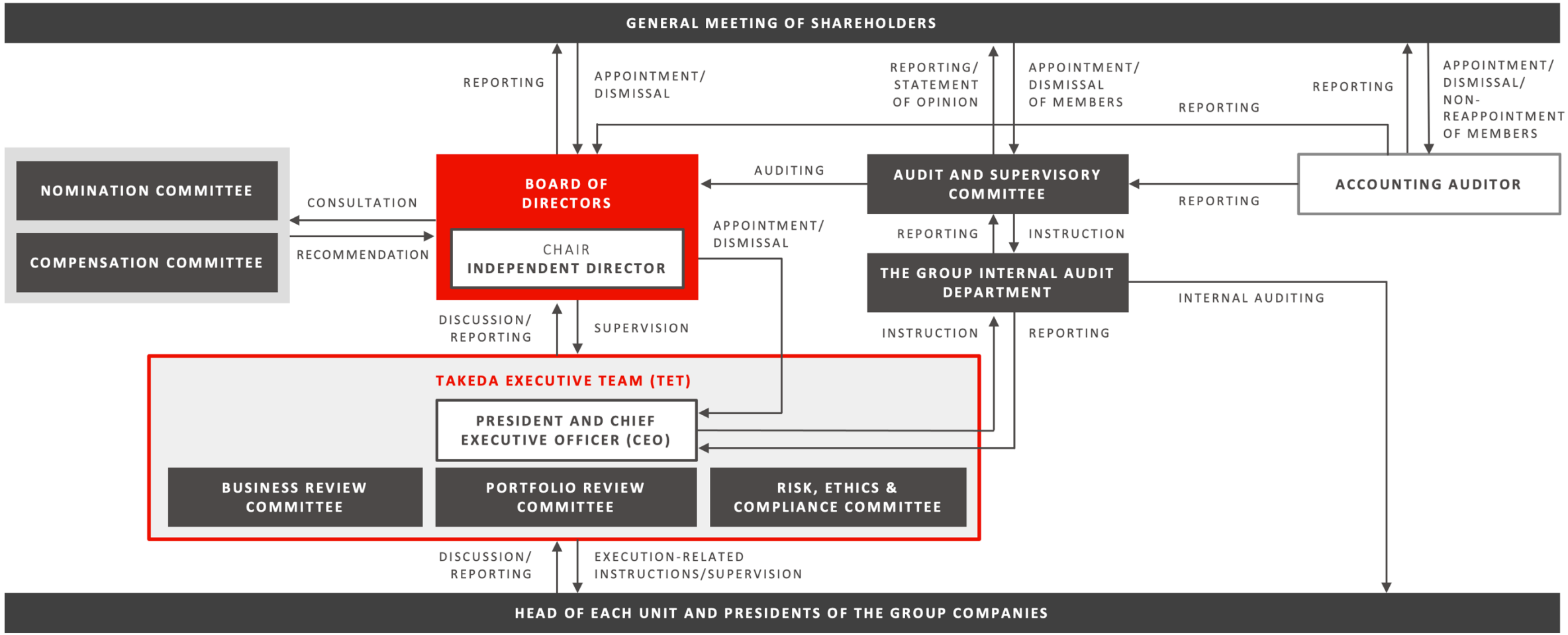
MASAMI IIJIMA
Independent Director

1. Meeting the requirement for Independent Directors based on the regulations of the financial instrument exchanges in Japan that the company is listed on

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.



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.

NOMINATION COMMITTEE

COMPENSATION COMMITTEE

SHAREHOLDERS' MEETING

BOARD OF DIRECTORS (BOD)

President & CEO
President & Chief Executive Officer

CHRISTOPHE WEBER

AUDIT AND SUPERVISORY COMMITTEE

ASC OFFICE

GROUP INTERNAL AUDIT

GLOBAL PORTFOLIO COMMERCIALIZATION & REGIONAL BUSINESS UNITS

U.S. Business Unit & Global Portfolio Commercialization
President

RAMONA SEQUEIRA

Japan Pharma Business Unit
President

MILANO FURUTA

Europe & Canada Business Unit
President

GILES PLATFORD

Growth & Emerging Markets Business Unit
President

RICARDO MAREK

GLOBAL BUSINESS UNITS

Global Oncology Business Unit
President

TERESA BITETTI

Plasma-Derived Therapies Business Unit
President

JULIE KIM

Global Vaccine Business Unit
President

RAJEEV VENKAYYA

BUSINESS FUNCTIONS

Research & Development
President

ANDY PLUMP

Global Manufacturing & Supply
GMS Officer

THOMAS WOZNIEWSKI

Global Quality
Global Quality Officer

JERRY GRECO

BUSINESS PARTNERS

Global Finance
Chief Financial Officer

COSTA SAROUKOS

Japan General Affairs
Representative Director

MASATO IWASAKI

Global Business Development
Global Business Development Officer

MARCELLO AGOSTI

Global Human Resources
Chief Human Resources Officer

LAUREN DUPREY

Global Ethics & Compliance
Chief Ethics & Compliance Officer

MWANA LUGOGO

Global General Counsel

YOSHIHIRO NAKAGAWA

Global Corporate Affairs
Chief Global Corporate Affairs Officer

TAKAKO OHYABU

Corporate Strategy
Corporate Strategy Officer & Chief of Staff

KOKI SATO

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

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.

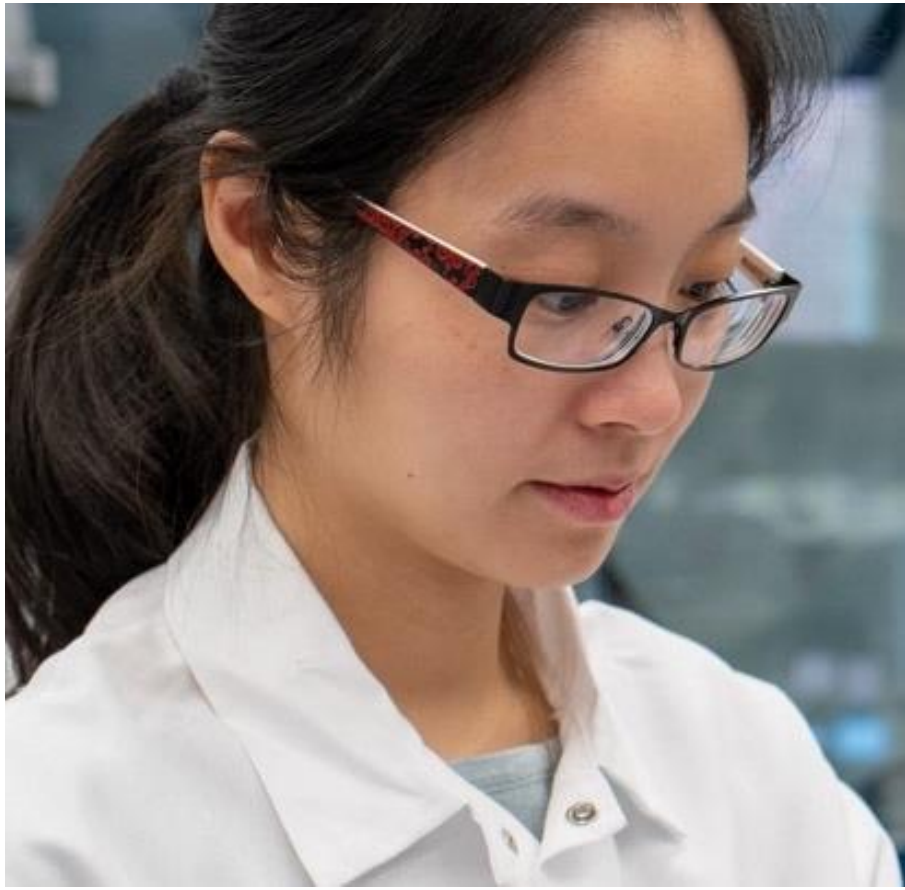
Innovative Biopharma

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

- PLASMA-DERIVED THERAPIES
- VACCINES

- CELL THERAPY
- GENE THERAPY
- DATA SCIENCES

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.

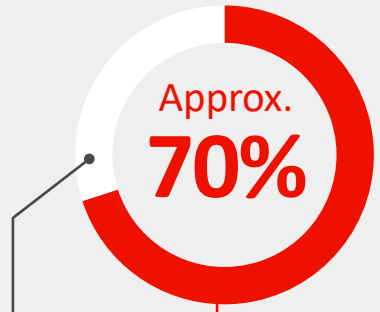
R&D INVESTMENT

APPROX.

$4.5-5bn

PLANNED FOR FY21

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

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

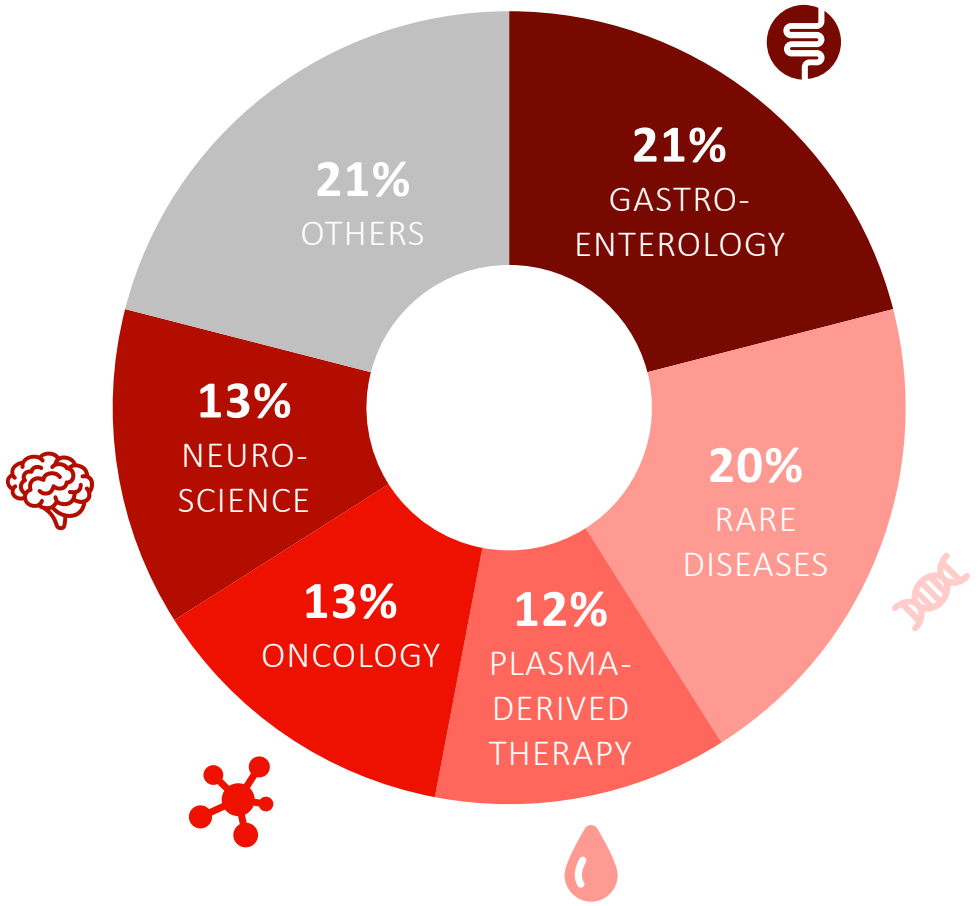
Our balanced business portfolio which is composed of life-transforming, highly innovative medicines in our key business areas, drives our growth.

5 KEY BUSINESS AREAS

14 STRATEGIC GLOBAL BRANDS

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

PERCENTAGE OF SALES*



*Based on April 2019 – March 2020 revenue.

Sustainability underpins all we do at Takeda to help solve key societal challenges and create value for society.

04

PURPOSE-LED SUSTAINABILITY

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

ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES

EXTERNAL RECOGNITION

FTSE4Good

access to medicine FOUNDATION

MEMBER OF Dow Jones Sustainability Indices
In collaboration with SAM

2021 GLOBAL100

2020 MSCI ESG Leaders Indexes Constituent

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.

top EMPLOYER GLOBAL 2021
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

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 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

16

Global CSR Programs

Programs selected by employee votes each year

¥12.3 Bn

Total amount donated from FY2016-2020

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

LEARN MORE ON TAKEDA.COM

©City Cancer Challenge

©WFP/Jama Hassan

©John Rae/ UNOPS-Access to Health Fund

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.

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Global Corporate Affairs

Visit us online at
www.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.