CORPORATE OVERVIEW
2021
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

- **Approx. 29 BN USD**
  - 12.7% Emerging Markets
  - 20.8% Europe & Canada
  - 49.0% U.S.
  - 17.5% Japan

EMPLOYEES

- **Approx. 47,000 Employees**
  - 18% Emerging Markets
  - 39% U.S.
  - 32% Europe & Canada
  - 11% Japan

PRESENCE: APPROX. IN

- **80 Countries** as of March 2021

R&D INVESTMENT APPROX.

- **$4.5-5 BN Planned for FY21**

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

As of December 31, 2019

As of June 2021

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>
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</tbody>
</table>

**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?
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.”
# Our History 1781 - 1979

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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</thead>
<tbody>
<tr>
<td>1781</td>
<td><strong>COMPANY FOUNDED</strong>&lt;br&gt;Chobei Takeda I sets up his business in Osaka</td>
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<tr>
<td>1871</td>
<td><strong>INTERNATIONAL TRADE</strong>&lt;br&gt;Takeda pioneers in the importation of western medicines</td>
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<tr>
<td>1895</td>
<td><strong>PRODUCTION</strong>&lt;br&gt;Pharmaceutical manufacturing begins in Takeda’s factory</td>
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<tr>
<td>1914</td>
<td><strong>PROPRIETARY RESEARCH</strong>&lt;br&gt;activities begin</td>
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<tr>
<td>1915</td>
<td><strong>OSAKA FACTORY</strong>&lt;br&gt;Opens as “Takeda Pharmaceutical Manufacturing Plant”</td>
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<tr>
<td>1915</td>
<td><strong>TAKEDA GARDEN</strong>&lt;br&gt;For Medicinal Plant Conservation opens</td>
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<tr>
<td>1915</td>
<td><strong>FOR SOCIETY</strong></td>
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<tr>
<td>1940</td>
<td><strong>“NORI” PRINCIPLES</strong>&lt;br&gt;which underpin Takeda-ism, are established</td>
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<tr>
<td>1943</td>
<td><strong>COMPANY NAME</strong>&lt;br&gt;Becomes &quot;Takeda Pharmaceutical Company Limited&quot;</td>
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<td>1943</td>
<td><strong>SHOSHISHA FOUNDATION</strong>&lt;br&gt;is established to support talented students who will contribute to society</td>
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<tr>
<td>1946</td>
<td><strong>HIKARI FACTORY</strong>&lt;br&gt;Opens in Yamaguchi prefecture</td>
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<tr>
<td>1946</td>
<td><strong>TAKEDA SCIENCE FOUNDATION</strong>&lt;br&gt;is established to encourage promising research and science technology</td>
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<tr>
<td>1949</td>
<td><strong>INITIAL PUBLIC OFFERING</strong>&lt;br&gt;Takeda listed on the stock market</td>
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<tr>
<td>1949</td>
<td><strong>PANVITAN® &amp; ALINAMIN®</strong>&lt;br&gt;Japan’s first multivitamin product and a Vitamin B1 derivative launch</td>
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<td>1950s</td>
<td><strong>FOR BUSINESS</strong>&lt;br&gt;Starts with North and Central America and Asia</td>
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<tr>
<td>1950s</td>
<td><strong>FOR BUSINESS</strong>&lt;br&gt; &quot;NORI&quot; Principles which underpin Takeda-ism, are established</td>
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<tr>
<td>1951</td>
<td><strong>COMPANY LOGO</strong>&lt;br&gt;The current “Dakiyama” logo is created</td>
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<tr>
<td>1960</td>
<td><strong>COMPANY LOGO</strong>&lt;br&gt;The current “Dakiyama” logo is created</td>
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<tr>
<td>1963</td>
<td><strong>COMPANY LOGO</strong>&lt;br&gt;The current “Dakiyama” logo is created</td>
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Our History 1980 - Present

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

2000s

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

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.
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.

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<thead>
<tr>
<th>JAPAN</th>
<th>U.S.</th>
<th>SWITZERLAND</th>
<th>SINGAPORE</th>
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<tbody>
<tr>
<td>CHRISTOPHE WEBER</td>
<td>ANDY PLUMP</td>
<td>GILES PLATFORD</td>
<td>RICARDO MAREK</td>
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<tr>
<td>Representative Director</td>
<td>Director</td>
<td>President, Europe &amp;</td>
<td>President, Growth &amp; Emerging</td>
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<td>President &amp; CEO</td>
<td>President, Research &amp; Development</td>
<td>Canada Business Unit</td>
<td>Markets Business Unit</td>
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<tr>
<td>COSTA SAROUKOS</td>
<td>MARCELO AGOSTI</td>
<td>MWANA LUGOGO</td>
<td></td>
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<tr>
<td>Director</td>
<td>Global Business</td>
<td>Chief Ethics &amp;</td>
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<tr>
<td>Chief Financial Officer</td>
<td>Development Officer</td>
<td>Compliance Officer</td>
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<tr>
<td>MASATO IWASAKI</td>
<td>TERESA BITETTI</td>
<td>THOMAS WOZNIEWSKI</td>
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</tr>
<tr>
<td>Representative Director</td>
<td>President, Global</td>
<td>Global Manufacturing &amp;</td>
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<tr>
<td>Japan General Affairs</td>
<td>Oncology Business Unit</td>
<td>Supply Officer</td>
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<tr>
<td>MILANO FURUTA</td>
<td>LAUREN DUPREY</td>
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<tr>
<td>President, Japan</td>
<td>Chief Human Resources</td>
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<tr>
<td>Pharma Business Unit</td>
<td>Officer</td>
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<tr>
<td>YOSHIHIRO NAKAGAWA</td>
<td>JERRY GRECO</td>
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<tr>
<td>Global General Counsel</td>
<td>Global Quality Officer</td>
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<tr>
<td>TAKAKO OHYABU</td>
<td>JULIE KIM</td>
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<tr>
<td>Chief Global Corporate Affairs Officer</td>
<td>President, Plasma-Derived</td>
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<td>Therapies Business Unit</td>
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<td>KOKI SATO</td>
<td>RAMONA SEQUEIRA</td>
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<td>Corporate Strategy</td>
<td>President, U.S. Business</td>
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<td>Officer &amp; Chief of Staff</td>
<td>Unit and Global Portfolio</td>
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<td>Commercialization</td>
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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

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

YOSHIKI 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 IJIMA
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.
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.
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.

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

Approx. 70%

**ACTIVE PARTNERSHIPS**

OVER

200

**ROBUST CLINICAL PIPELINE OF NOVEL MECHANISMS**

40+

New molecular entity clinical stage assets

Approx. 50%

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

**Business Portfolio**

5 KEY BUSINESS AREAS

14 STRATEGIC GLOBAL BRANDS

CORE BUSINESS APPROX. 80% OF REVENUE

**PERCENTAGE OF SALES***

- Neuro-Science: 13%
- Oncology: 12%
- Plasma-Derived Therapy: 20%
- Rare Diseases: 21%
- Others: 21%
- Gastro-Enterology: 21%

*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
- Dow Jones Sustainability Indices
- MSCI Japan Empowering Women Index (WIN)

In collaboration with...
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
- 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

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 installation art throughout the building.