

Better Health, Brighter Future

WEF Index Report 2023

Fiscal Year Ended March 31, 2023

This index table summarizes the relevant disclosures aligned to the **Metrics for Measuring Stakeholder Capitalism** released by the **World Economic Forum (WEF) and its International Business Council (IBC)**. The index supplements content provided on our overarching sustainability priorities, commitments and initiatives outlined in our [2023 Annual Integrated Report](#) and on [Takeda.com](#). Along with over [60 other business leaders](#), we aim to adopt and implement the Stakeholder Capitalism metrics to emphasize our commitment to patients, people and planet. More information on the Stakeholder Capitalism metrics can be found in the World Economic Forum's [white paper](#).

Optimizing our ESG Reporting is an iterative process. While we do not yet report against every indicator within this reporting framework, we will work to continuously enhance our data capture processes and reporting of ESG information to demonstrate our commitment to transparency and our stakeholders.

The reporting period covers FY22 (April 1, 2022 to March 31, 2023) unless otherwise specified. Select performance indicators assured by Apex Companies, LLC and KPMG AZSA Sustainability Co., Ltd (KPMG) , independent professional services companies and are denoted with the respective symbol.

A copy of the assurance statement can be found in our [2023 Sustainability Disclosure](#).



Governing Purpose

Setting Purpose

Building from Takeda’s strong heritage, our corporate philosophy brings greater focus to our purpose, vision, values and imperatives. At the heart of our corporate philosophy is our purpose to bring “Better Health for People, Brighter Future for the World.” We create long-term value for all our stakeholders – we consider how our actions will impact the next decade, not just the next quarter. We strive to address unmet medical needs by delivering life-transforming or life-saving medicines and vaccines, and we believe this will translate into sustainable growth for the business. Our purpose is deliberately even broader than this, however. It encompasses the wider world, as well as a commitment to be environmentally responsible. Through our purpose-led sustainability approach, we create value for society by putting our core strengths and capabilities as a biopharmaceutical company to work to help solve key societal challenges.

This purpose-led and values-based approach drives all of our actions and decisions, and our commitments across our Patient, People and Planet imperatives underpinned by Data and Digital. Our approach is integrated into how we do business – throughout our entire value chain from research and development (R&D) to product distribution – taking into consideration how our work affects patients and people in the communities we serve, as well as the planet.

For more information on our Corporate Philosophy, refer to [Takeda.com](https://www.takeda.com).

Quality of Governing Body

Governance Body Composition

Biographies of members of the Executive Team and Board of Directors can be found on our [Leadership](#) page, and includes each members’ experience, tenure and other significant positions and commitments.

Detailed information on the composition of the Board of Directors and it’s committees, including the skills matrix, can also be found on our [Corporate Governance](#) page and the Corporate Governance Report found therein.

Stakeholder Engagement

Material ESG Issues Impacting Stakeholders

We conducted a comprehensive assessment in FY2019 to better understand which non-financial issues are strategically important to Takeda and of most interest to our stakeholders. Embedding the results of this materiality assessment into our overall strategy and business operations ensures that we allocate resources and make decisions in a way that helps us play our part in meeting major global challenges.

For more detailed information on our ESG materiality process and results, refer to our ESG Materiality page on [Takeda.com](https://www.takeda.com).

Ethical Behavior

Ethics & Compliance	FY21	FY22	
Total percentage of employees trained on Takeda’s anti-corruption policies and procedures	100%	98%	<input checked="" type="checkbox"/>
Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - Japan	100%	99%	<input checked="" type="checkbox"/>
Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - U.S.	100%	100%	<input checked="" type="checkbox"/>
Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - EUCAN	100%	99%	<input checked="" type="checkbox"/>
Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - GEM	100%	99%	<input checked="" type="checkbox"/>
Total percentage of employees trained on Takeda’s Code of Conduct	97%	98%	
Total percentage of employees trained on Takeda’s Code of Conduct - Japan	98%	98%	
Total percentage of employees trained on Takeda’s Code of Conduct - U.S.	96%	100%	
Total percentage of employees trained on Takeda’s Code of Conduct - EUCAN	97%	98%	
Total percentage of employees trained on Takeda’s Code of Conduct - GEM	98%	99%	
Total number of incidents of corruption confirmed during the year, but related to previous years	1	1	<input checked="" type="checkbox"/>
Total number of incidents of corruption confirmed during the year, related to year	1	0	<input checked="" type="checkbox"/>

Anti-Corruption

Select indicators have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our [Sustainability Disclosures](#) page under Values-Based Governance Metrics.

Takeda is committed to operating with integrity. Our [Global Anti-Corruption Policy](#) prohibits Takeda from conducting, through third-party intermediaries, activities that Takeda is prohibited from conducting itself. Takeda must assess every third-party intermediary to identify and address issues that pose any potential risks for Takeda. We conduct regular audits to assess instances of bribery and corruption and have implemented an ongoing monitoring program that samples and evaluates high-risk transactions against governing policy and procedure control documents. Takeda executes root cause analysis against monitoring nonadherence and develops remediation plans to drive continuous improvement.

Ethical Behavior (Continued)

Protected ethics advice and reporting mechanisms

Takeda aims to create a safe place for employees to raise concerns about potential misconduct, while also offering protection against retaliation. Concerns can also be raised internally through functions such as Human Resources, Legal, Ethics and Compliance or directly to senior management. All concerns are addressed promptly, confidentially and respectfully.

The Takeda [Ethics Line](#) provides an alternative channel where employees and the general public can raise concerns if they feel Takeda is not living up to our values. It is available online and by phone, 24 hours a day, in 20 languages. If desired, concerns may be raised anonymously.

Timely and appropriate action is taken against any behaviors or practices that are not in line with our values and our Global Code of Conduct. We are committed to analyzing and understanding the root causes of misconduct to help prevent similar issues arising again.

We continue to strengthen our speak-up culture with general awareness initiatives.

Monetary losses from unethical behaviour (Expanded Metric)

FY22 total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competition, market manipulation, malpractice or violations of other related regulations (million JPY): 0

This indicator has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our [Sustainability Disclosure](#) webpage under Values-Based Governance Metrics.

Risk and Opportunity Oversight

Integrating risk and opportunity into business process

Risk management helps protect the company’s people, assets and reputation while supporting Takeda’s long-term strategy for growth and success. The overall enterprise risk management (ERM) process is the responsibility of the Chief Ethics & Compliance Officer, with oversight from the Board of Directors. Principal enterprise risks and their mitigation effectiveness are approved by the Risk, Ethics and Compliance Committee (RECC) and Board of Directors on an annual basis.

We embed risk management within all levels of the company through our enterprise risk assessment process in which risks, including those related to sustainability, are identified, assessed, and for which corresponding mitigations are implemented. This process is designed to generate a holistic view of risks for the company and drive a culture of risk-based decision making. Each relevant functional area within the business is responsible for managing its key risks and responses to them.

On annual basis, we disclose the present and future risks that we believe are material to our investors and we could face in our business, including environmental-, social- and governance-related risks. These are disclosed under Risk Factors in our [Annual Securities Report](#) and [Form 20-F](#).

Risk and Opportunity Oversight (Continued)

Economic, Environmental and Social Topics in Capital Allocation framework (Expanded Metric)

Guided by our vision to discover and deliver life-transforming treatments, and with a focus on maintaining solid investment grade credit ratings, we will allocate capital to maximize value for patients & shareholders.

Climate Change

Greenhouse Gas (GHG) emissions

Greenhouse Gas Emissions (Thousand MTCO2e)	FY21	FY22	
Scope 1 Emissions	316	277	✓
Scope 2 Emissions - location-based methodology	283	291	✓
Scope 2 Emissions - market-based methodology	178	169	✓
Scope 3, all applicable categories	4716	5,166	
Category 1	4070	4,060	✓
Category 2	35	217	✓
Category 4	341	387	✓
Category 7	77	85	✓
Category 10	14	1	✓
All other applicable categories	179	416	✓

Our Scopes 1, 2, and most categories of our currently estimated scope 3 data has been assured by KPMG AZSA Sustainability Co., Ltd, an independent professional services company. For details of our calculation methodology, further breakdowns of our currently estimated Scope 3 emissions, or for a copy of our Assurance Statement, please see our [Sustainability Disclosure](#) webpage under Planet Metrics.

Climate Change (Continued)

Takeda works to mitigate greenhouse gas (GHG) emissions from our own internal operations and throughout our value chain. We launched our carbon neutrality strategy in January 2020 by purchasing renewable energy certificates and carbon offsets to compensate for emissions from our entire value chain. In May of 2022, we announced a new commitment of accelerating our long-term goal to reach net-zero GHG emissions from our operations (Scopes 1 and 2) before 2035, while working with our value chain to achieve net-zero for our currently estimated Scope 3 emissions before 2040. This new commitment goes beyond our prior GHG emissions reduction targets, which the Science Based Targets initiative (SBTi) approved in 2019 and recognized as consistent with reductions required to limit the rise in global temperature to 1.5°C above pre-industrial levels in alignment with the Paris Agreement. Takeda is planning to prepare a submission to the SBTi for review and validation of updated near-term targets, as well as our net-zero targets, by 2024.

TCFD Implementation

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Paris-aligned GHG Emissions Targets (Expanded Metric)

As a supporter of the Financial Stability Board’s Task Force on Climate-Related Financial Disclosures (TCFD), we issued our first assessment of Takeda’s climate change resilience in 2022. As part of this assessment, we considered our governance, strategy deployment, risk management, and metrics and targets setting, in line with the TCFD framework.

Takeda has some exposure to both physical and transitional climate change risks (financial and regulatory driven risks) and potentially some opportunity. While we have not experienced significant impacts related to climate change to date, changes in the physical environment and changes in policy, energy markets, and technology associated with the transition to a low-carbon economy, may become more significant to our business in time.

To further our understanding of potential business risks and opportunities related to climate change, Takeda undertook a climate risk and opportunities analysis in FY2020, which included modelling three climate scenarios (based on the level of global warming; 1.5°C, 2.5°C, and 4°C) and across two time horizons (calendar years 2030 and 2050). The scope of the analysis included key business regions covering over 90% of Takeda’s owned and leased assets by property value.

This initial climate scenario analysis provided important insights into the identification, likelihood and magnitude of potential climate risks and opportunities that will be used to further inform Takeda’s strategic business and financial planning. In the future, we will be working to improve the data quality and accuracy of our models and expand the scope of the climate risk and opportunities analysis to include an assessment of potential impacts within our critical supply chain.

Nature Loss

Land use and ecological sensitivity

FY22 Number of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas: 29
FY22 Area of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (hectares): 329

Freshwater Availability

	Water Withdrawal	FY21	FY22
Water consumption in water-stressed areas	Water Withdrawal in Areas with High-Extremely High Water Risk (Thousand Cubic Meters)	1,090	1,707
	Water Withdrawal in Areas with High-Extremely High Water Risk (% of total water withdrawal)	10%	16%
	Water Consumed		
	Water Consumed in Areas with High-Extremely High Water Risk (Thousand Cubic Meters)	165	264
	Water Consumed in Areas with High-Extremely High Water Risk (% of total water consumed)	6%	12%
	<p>Our water withdrawal data has been assured by KPMG AZSA Sustainability Co., Ltd, an independent professional services company. For details of our calculation methodology, further water metrics or for a copy of our Assurance Statement, please see our Sustainability Disclosure webpage under Planet Metrics.</p> <p>We take a context-based approach to water stewardship. We strive to understand watershed-specific stressors and manage associated risks in regions in which we have water-intensive operations. To develop this understanding, our process includes:</p> <ul style="list-style-type: none"> - Identifying our site locations most affected by water stress by cross-referencing projections from two globally-accepted water stress models (WRI Aqueduct (Current Risk and 2030 RCP 8.5) and WWF Water Risk Filter (Basin Risk)). - Supplementing the water stress model data with site-specific surveys to further validate the models or identify potential discrepancies. - Investigating the specific water source issues for sites identified as facing “high” or “very high” stress. The assessments include trending of water availability, quality, accessibility, political/regulatory aspects, infrastructure, and reputational elements, followed by an overlay of the sites’ water reliance to determine associated water risk. - Developing risk mitigation plans to address watershed-specific issues including expectations for enhanced water conservation and engagement with key community partners. 		

Resource Availability

Resource Circularity (Expanded Metric)	<p>Takeda supports and participates in pharmaceutical take-back programs in collaboration with relevant industry groups, including the Pharmaceutical Product Stewardship Working Group (PPSWG). Takeda also supports education of our patients and end users to encourage safe return or disposal of unwanted or expired medicines and sharps. We will continue to improve our baseline understanding of unused medicine and sharps takeback efforts including remediation plans and improvement roadmap as necessary. Through Takeda’s participation in drug take back initiatives we are able to reduce the amount of medication that can be released into the environment and diminish the potential for abuse of unwanted medication.</p> <p>Takeda's current support for external drug programs is active only in the United States, Brazil and Canada. Through our participation in and collaboration with PPSWG, the initiative has resulted in the collection of approximately 440 tons of unwanted medicine and approximately 100 tons of sharps-containing drug products for disposal in CY2022. We continue to evaluate programs in other global regions.</p>
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WEF Theme

Takeda Disclosure

Dignity and Equality

		FY22					
		Male	Female				
Diversity and Inclusion (%)	% Workforce - Manager	58%	42%			<input checked="" type="checkbox"/>	
	% Workforce - Individual Contributor	46%	54%			<input checked="" type="checkbox"/>	
			Age Group 1: <30	Age Group 2: 30 - 50	Age Group 3: >50		
	% Workforce - Manager	2%	71%	27%		<input checked="" type="checkbox"/>	
	% Workforce - Individual Contributor	22%	60%	18%		<input checked="" type="checkbox"/>	
			Japan	U.S.	EUCAN	GEM	
	% Workforce - Manager	11%	39%	31%	19%		
	% Workforce - Individual Contributor	11%	44%	29%	15%		
<p>Select People metrics have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further breakdowns of these metrics by indicators of diversity or for a copy of our Assurance Statement, please see our Sustainability Disclosure webpage under People Metrics.</p>							
Pay Equality (%)	Not disclosed						
Wage Level (%)	Not disclosed						

Dignity and Equality

Risk for incidents of child, forced or compulsory labor

Our commitment to human rights

Takeda exists to create better health for people, and a brighter future for the world. Our [commitment to respecting and protecting human rights](#) is an important part of our corporate philosophy, which is endorsed by Takeda’s executive team and reinforced within our [Global Code of Conduct](#).

Embedding respect and human rights due diligence

We are continuously trying to improve human rights risk management capabilities and due diligence systems to manage human rights risks and impacts throughout our own operations and business relationships. Informed by our robust human rights impact assessment process, which we regularly review and update, we have identified our 11 most relevant (salient) human rights impacts. Building on this exercise, we identified “*Third Party Labor Rights*” as a key area and in 2022, implemented specific mitigating measures, including through the enhancement of our existing our third-party risk management framework for human rights and labor standards.

We are engaged in various collaborative efforts, including the [Pharmaceutical Supply Chain Initiative](#) (PSCI) which is a group of pharmaceutical and healthcare companies who share a vision of better social, environmental, and economic outcomes in the communities where they buy. Takeda endorsed the [PSCI Principles for Responsible Supply Chain Management](#), actively participate in PSCI’s Sub-Committees, including the Human Rights and Labor Subcommittee and leverage the PSCI Audit Guidance to guide our supplier on-site assessment.

Access to remedies and grievance mechanisms

We strive to create and maintain a safe place for employees and third parties to raise questions on our human rights program or concerns about potential misconduct, including human rights violations, and we provide access to several channels for this purpose, including the [Takeda Ethics Line](#). We take timely and appropriate actions to address any behaviors or practices that can cause or contribute to adverse human rights impacts. In addition, we are committed to analyzing and evaluating root causes to help prevent any similar issues from arising in the future and providing access to timely remedy.

Additional information on our human rights program, including our commitment, the outcome of our human rights impact assessment as well as related external disclosures can be found on [Takeda.com](#).

Discrimination and harassment incidents - total amount of monetary losses (Expanded Metric)

FY22 Total amount of monetary losses as a result of legal proceedings associated with labour law violations and employment discrimination (Million JPY): 3,985.7

This indicator has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our [Sustainability Disclosure](#) webpage under Values-Based Governance Metrics.



WEF Theme

Takeda Disclosure

Health and Well Being

	Health & Safety Incident Rates (per 200,000 hours worked)	FY21	FY22	
Health and safety (%)	Total Recordable Incident Rate	1.26	1.28	✓
	Incidents with Days Lost Rate	0.24	0.18	✓
	Number of fatalities	0	0	✓
	Fatality rate	0	0	✓
<p>Select health & safety data has been assured by KPMG AZSA Sustainability Co., Ltd, an independent professional services company. For details of our calculation methodology or for a copy of our Assurance Statement, please see our Sustainability Disclosure webpage under People Metrics.</p> <p>More information on our Employee Well-Being initiatives can be found at Takeda.com.</p>				

Skills for the Future

Training provided (#, \$)	<p>FY22 Average number of hours per FTE spent on employee development training to enhance knowledge or individual skill: 32</p> <p>For details of our calculation methodology, other KPIs related to People, please see our Sustainability Disclosure under People Metrics.</p>
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WEF Theme

Takeda Disclosure

Employment and Wealth Generation

	Talent Management	FY22	
Absolute number and rate of employment	Total number of new hires	12,917	<input checked="" type="checkbox"/>
	New hires as % of total workforce	26%	<input checked="" type="checkbox"/>
	Total global turnover rate	22%	<input checked="" type="checkbox"/>
	Total global involuntary turnover rate	7%	<input checked="" type="checkbox"/>
	Total global voluntary turnover rate	14%	<input checked="" type="checkbox"/>
<p>Select People metrics have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further breakdowns of these metrics by indicators of diversity or for a copy of our Assurance Statement, please see our Sustainability Disclosure webpage under People Metrics. Total global turnover includes both voluntary and involuntary turnover across the period, and is noted to be different to the sum of these categories due to rounding.</p>			
Economic contribution	Detailed information on our economic contributions and financial investments can be found in in our financial statements .		
Financial investment contribution			

Innovation of Better Products and Services

Total R&D expenses (\$)	Annual Research and Development expenses can be found in our financial statements .
Vitality Index (Expanded Metric)	<p>Takeda’s vitality index, defined as the revenue contribution from products commercialized in the last five years, is 5.8% for our FY ending March 2023 (vs 4.2% for the prior year). This includes key contributions from our rare disease and vaccine portfolios, such as from Takhzyro for hereditary angioedema and coronavirus vaccine sales in Japan.</p> <p>Over the last five years, Takeda has undertaken a significant R&D transformation. We set a high bar for innovation and cultivated external collaborations and strong research capabilities in order to bring life-changing therapies to patients worldwide. As a result of our sustained efforts and investments, we received approval for our dengue vaccine, QDENGGA, during the fiscal year. In fiscal year 2022 we continued to invest in R&D to support the potential we see in our pipeline. Having transformed our internal R&D engine, we have accelerated innovation as we seek to position Takeda at the intersection of health, technology and business growth for the long term and for the benefit of patients around the world.</p>

Community and Social Vitality

Total Tax Paid	See Takeda’s Total Tax Contribution for detailed regarding income taxes paid by Takeda. More information on our approach to tax transparency can be found in our Position on Taxation .
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IMPORTANT NOTICE

For the purposes of this notice, “Report” means this document, any oral presentation, any question and answer session and any written or oral material discussed or distributed by Takeda Pharmaceutical Company Limited (“Takeda”) regarding this Report. This Report (including any oral briefing and any question-and-answer in connection with it) is not intended to, and does not constitute, represent or form part of any offer, invitation or solicitation of any offer to purchase, otherwise acquire, subscribe for, exchange, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction. No shares or other securities are being offered to the public by means of this Report. No offering of securities shall be made in the United States except pursuant to registration under the U.S. Securities Act of 1933, as amended, or an exemption therefrom. This Report is being given (together with any further information which may be provided to the recipient) on the condition that it is for use by the recipient for information purposes only (and not for the evaluation of any investment, acquisition, disposal or any other transaction). Any failure to comply with these restrictions may constitute a violation of applicable securities laws.

The companies in which Takeda directly and indirectly owns investments are separate entities. In this Report, “Takeda” is sometimes used for convenience where references are made to Takeda and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.

The product names appearing in this document are trademarks or registered trademarks owned by Takeda, or their respective owners.

FORWARD-LOOKING STATEMENTS

This Report and any materials distributed in connection with this Report may contain forward-looking statements, beliefs or opinions regarding Takeda’s future business, future position and results of operations, including estimates, forecasts, targets and plans for Takeda. Without limitation, forward-looking statements often include words such as “targets”, “plans”, “believes”, “hopes”, “continues”, “expects”, “aims”, “intends”, “ensures”, “will”, “may”, “should”, “would”, “could”, “anticipates”, “estimates”, “projects” or similar expressions or the negative thereof. These forward-looking statements are based on assumptions about many important factors, including the following, which could cause actual results to differ materially from those expressed or implied by the forward-looking statements: the economic circumstances surrounding Takeda’s global business, including general economic conditions in Japan and the United States; competitive pressures and developments; changes to applicable laws and regulations, including global health care reforms; challenges inherent in new product development, including uncertainty of clinical success and decisions of regulatory authorities and the timing thereof; uncertainty of commercial success for new and existing products; manufacturing difficulties or delays; fluctuations in interest and currency exchange rates; claims or concerns regarding the safety or efficacy of marketed products or product candidates; the impact of health crises, like the novel coronavirus pandemic, on Takeda and its customers and suppliers, including foreign governments in countries in which Takeda operates, or on other facets of its business; the timing and impact of post-merger integration efforts with acquired companies; the ability to divest assets that are not core to Takeda’s operations and the timing of any such divestment(s); the extent to which our internal energy conservation measures and future advancements in renewable energy or low carbon energy technology will enable us to reduce our greenhouse gas emissions; and other factors identified in Takeda’s most recent Annual Report on Form 20-F and Takeda’s other reports filed with the U.S. Securities and Exchange Commission, available on Takeda’s website at: <https://www.takeda.com/investors/sec-filings/> or at www.sec.gov. Takeda does not undertake to update any of the forward-looking statements contained in this Report or any other forward-looking statements it may make, except as required by law or stock exchange rule. Past performance is not an indicator of future results and the results or statements of Takeda in this Report may not be indicative of, and are not an estimate, forecast, guarantee or projection of Takeda’s future results.

FINANCIAL INFORMATION AND CERTAIN NON-IFRS FINANCIAL MEASURES

Takeda’s financial statements are prepared in accordance with International Financial Reporting Standards (“IFRS”). This Report and materials distributed in connection with this Report include certain financial measures not presented in accordance with IFRS, such as Core Revenue, Core Operating Profit, Core Net Profit, Core EPS, Constant Exchange Rate (“CER”) change, Net Debt, EBITDA, Adjusted EBITDA and Free Cash Flow. Takeda’s management evaluates results and makes operating and investment decisions using both IFRS and non-IFRS measures included in this Report. These non-IFRS measures exclude certain income, cost and cash flow items which are included in, or are calculated differently from, the most closely comparable measures presented in accordance with IFRS. By including these non-IFRS measures, management intends to provide investors with additional information to further analyze Takeda’s performance and core results, including when controlling for the effect of fluctuations in exchange rates. Takeda’s non-IFRS measures are not prepared in accordance with IFRS and such non-IFRS measures should be considered a supplement to, and not a substitute for, measures prepared in accordance with IFRS (which we sometimes refer to as “reported” measures). Investors are encouraged to review the definitions and reconciliations of non-IFRS financial measures to their most directly comparable IFRS measures, which are in the financial appendix appearing at the end of Takeda’s FY2022 investor presentation (available at [takeda.com/investors/financial-results](https://www.takeda.com/investors/financial-results))

EXCHANGE RATES

In this Report, certain amounts presented in Japanese yen have been translated to US dollars solely for the convenience of the reader. Except where otherwise noted, these convenience translations have been made at an exchange rate of 1USD = 132.75 JPY, the Noon Buying Rate certified by the Federal Reserve Bank of New York on March 31, 2023. The rate and methodologies used for these convenience translations differ from the currency exchange rates and translation methodologies under IFRS used for the preparation of Takeda’s consolidated financial statements. These translations should not be construed as a representation that the relevant Japanese yen amounts could be converted into U.S. dollars at this or any other rate.

MEDICAL INFORMATION

This Report 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 prescription drugs including the ones under development.



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