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

36 MANUFACTURING SITES

3 RESEARCH SITES

GLOBAL REVENUE

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

EMPLOYEES

- 36% U.S.
- 20% EMERGING MARKETS
- 31% EUROPE & CANADA
- 13% JAPAN

TOP EMPLOYER® IN

30+ COUNTRIES & REGIONS

AS OF FEBRUARY 2020

PRESENCE: APPROX. IN

80 COUNTRIES

AS OF FEBRUARY 2020

R&D INVESTMENT APPROX.

4.5 BN USD PER YEAR

AS OF DECEMBER 2019

APPROX. 50,000 EMPLOYEES

AS OF MARCH 2020
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.”

“Work with integrity and deal with medicine as though the patients being treated were your own children”
Corporate Philosophy

Since our founding in 1781, our integrity-centered values have guided us in everything we do. They have been inherited as Takeda-ism, with patients as our priority. Takeda-ism continues to guide us in our pursuit of better health for people worldwide.

MISSION

Our Mission is to strive towards Better Health and a Brighter Future for people worldwide through leading innovation in medicine.

VISION

We serve the needs of our patients, wherever they are. We earn the trust of society and customers through Takeda-ism. We are recognized as best in class because of agility and innovation, qualities that help us build a steady pipeline and deliver growth, year on year.

VALUES

TAKEDA-ISM

OUR PRIORITIES

We take action and make decisions by focusing on our four priorities, in order of:

1. Putting the patient at the center
2. Building trust with society
3. Reinforcing our reputation
4. Developing the business

INTEGRITY
Fairness
Honesty
Perseverance
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1781</td>
<td>COMPANY FOUNDED&lt;br&gt;Chobei Takeda I sets up his business in Osaka</td>
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<tr>
<td>1871</td>
<td>INTERNATIONAL TRADE&lt;br&gt;Takeda pioneers in the importation of western medicines</td>
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<tr>
<td>1895</td>
<td>PRODUCTION&lt;br&gt;Pharmaceutical manufacturing begins in Takeda’s factory</td>
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<tr>
<td>1914</td>
<td>PROPRIETARY RESEARCH&lt;br&gt;activities begin</td>
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<tr>
<td>1915</td>
<td>OSAKA FACTORY&lt;br&gt;Opens as “Takeda Pharmaceutical Manufacturing Plant”</td>
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<tr>
<td>1919</td>
<td>“NORI” PRINCIPLES&lt;br&gt;which underpin Takeda-ism, are established</td>
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<tr>
<td>1940</td>
<td>HIKARI FACTORY&lt;br&gt;Opens in Yamaguchi prefecture</td>
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<tr>
<td>1943</td>
<td>COMPANY NAME&lt;br&gt;becomes &quot;Takeda Pharmaceutical Company Limited&quot;</td>
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<tr>
<td>1946</td>
<td>PANVITAN® &amp; ALINAMIN®&lt;br&gt;Japan’s first multivitamin product and a Vitamin B1 derivative launch</td>
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<tr>
<td>1949</td>
<td>INITIAL PUBLIC OFFERING&lt;br&gt;Takeda listed on the stock market</td>
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<tr>
<td>1950s</td>
<td>INTERNATIONAL BUSINESS&lt;br&gt;Starts with North and Central America and Asia</td>
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<tr>
<td>1951</td>
<td>COMPANY LOGO&lt;br&gt;The current “Dakiyama” logo is created</td>
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<tr>
<td>1953</td>
<td>TAKEDA GARDEN&lt;br&gt;For Medicinal Plant Conservation opens</td>
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<tr>
<td>1960</td>
<td>SHOSHISHA FOUNDATION&lt;br&gt;is established to support talented students who will contribute to society</td>
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<tr>
<td>1963</td>
<td>TAKEDA SCIENCE FOUNDATION&lt;br&gt;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 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

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

**2019**
TAKEDA INITIATIVE 2
launched to improve maternal and child health by integrating quality HIV, TB, and malaria services in Africa
Our employees are the cornerstone of our success. Diverse workplaces where all employees are welcomed and empowered inspire them and enable health innovation that meets the needs of patients, customers and communities.

Diverse perspectives lead to insightful solutions.
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.
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, President, Japan Pharma Business Unit

ANDREW PLUMP
Director, President, Research & Development

COSTA SAROUKOS
Director, Chief Financial Officer

AUDIT & SUPERVISORY COMMITTEE (A&SC)

YASUHIKO YAMANAKA
Director, A&SC member

KOJI HATSUKAWA
Independent Director, Chair of A&SC

EMIKO HIGASHI
Independent Director A&SC member, Chair of Compensation Committee

INTERNAL DIRECTORS

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

CB
Chair of the Board Meeting

NC
Independent Director

CC
Nomination Committee

COMPENSATION COMMITTEE

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

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.
Talent Development

Our employees are the cornerstone of our success.

Our significant investment in training offers everyone the opportunity to work at the highest levels of our industry, with fast-track programs accelerating the progress of high-potential candidates.
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

<table>
<thead>
<tr>
<th>ONCOLOGY</th>
<th>RARE DISEASES</th>
<th>NEUROSCIENCE</th>
<th>GASTRO-ENTEROLOGY</th>
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<tbody>
<tr>
<td><img src="cell.png" alt="Cell" /></td>
<td><img src="dna.png" alt="DNA" /></td>
<td><img src="brain.png" alt="Brain" /></td>
<td><img src="intestine.png" alt="Intestine" /></td>
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<thead>
<tr>
<th>PLASMA-DERIVED THERAPIES</th>
<th>VACCINES</th>
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<tbody>
<tr>
<td><img src="blood.png" alt="Blood" /></td>
<td><img src="vaccine.png" alt="Vaccine" /></td>
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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**
- 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**
- Apprx.
  - 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
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*

13% ONCOLOGY

21% OTHERS

21% GASTRO-ENTEROLOGY

13% NEURO-SCIENCE

20% RARE DISEASES

12% PLASMA-DERIVED THERAPY

*Based on April 2019 – March 2020 revenue.
Our employees worldwide decide which activities and partners our Global CSR program supports. Selected employees visit sites supported by those partners through our Employee Participation Program.
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.

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<th>GOAL FOR 2020 (BASELINE 2005)</th>
<th>AS OF END FY2018</th>
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<tbody>
<tr>
<td><strong>CO₂</strong></td>
<td>25%</td>
<td>33.7%</td>
</tr>
<tr>
<td><strong>NOₓ</strong></td>
<td>20%</td>
<td>59%</td>
</tr>
<tr>
<td><strong>SOₓ</strong></td>
<td>75%</td>
<td>99.1%</td>
</tr>
<tr>
<td><strong>FRESH WATER USE</strong></td>
<td>30%</td>
<td>48%</td>
</tr>
<tr>
<td><strong>WASTE TO LANDFILL</strong></td>
<td>60%</td>
<td>68.3%</td>
</tr>
</tbody>
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1. Sulfur Oxides (SOₓ) and Nitrogen Oxides (NOₓ) resulting from various on-site combustion processes
2. Performance against goals excludes contribution from Shire acquisition

Learn more about our commitment to carbon neutrality on takeda.com
Strategic Engagement for Sustainability

Our Global CSR Program & Partnerships play a vital role in disease prevention and strengthening health care systems through long-term commitments in developing and emerging countries.

| 14 | Programs selected by employee votes each year |
| ¥10.5 Bn | Total amount donated from FY2016-2019 |

GLOBAL CSR PARTNERSHIPS:
WORKING TOGETHER WITH GAME-CHANGING MULTILATERAL AND ACADEMIC INSTITUTIONS WORLDWIDE

LEARN MORE ABOUT OUR PROGRAMS ON TAKEDA.COM

©City Cancer Challenge
©DNDi/Fabio Nascimento
Improving Access to Medicines for patients worldwide

In 2016 we launched a new Access to Medicines strategy focused on geographies and therapeutic areas with high unmet medical needs to tackle the many barriers that prevent patients from accessing the care and treatment they need for complex and rare diseases.

Our approach to improving access is sustainable and targeted, to strengthen and transform healthcare systems, at every stage of the patient journey - from awareness and diagnosis, to treatment and ongoing patient support.

- Supported more than 125,000 patients with treatment they need
- 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

In 2018 the Access to Medicine Index recognized our strategy and the progress we are making in improving access, with Takeda climbing 10 places to rank number five

LEARN MORE ABOUT OUR ACCESS TO MEDICINES STRATEGY ON TAKEDA.COM
Takeda

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. PANVITAN® and ALINAMIN® are either registered trademarks or trademarks of Takeda Pharmaceutical Company Limited and/or its affiliates in Japan and/or other countries.

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Global Corporate Affairs

Takeda GLOBAL HEADQUARTERS
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.

Visit us online at www.takeda.com