



Better Health, Brighter Future



Corporate Profile 2016

Creating value for patients around the world

Who We Are

Takeda is a **patient-focused**, innovation-driven global pharmaceutical company that builds on a distinguished **235-year** history, aspiring to bring better health and a brighter future for people worldwide.



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

Values Established by our founding spirit and integral to every part of our business, Takeda-ism will guide every one of us to achieve our **VISION 2025**.

Takeda-ism is our commitment to act with integrity at all times, work to the highest ethical standards, operate with fairness and honesty, and persevere to achieve our goals.



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

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

Vision 2025

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

Our Strategic Roadmap

The steps to achieving our vision are set out in our strategy: We continue to focus on **Values, People, R&D, and Business Performance**, as these goals, revisited and reviewed regularly, will help us to progress towards our Vision 2025.

Takeda's 2016 Corporate Profile chapters have been created in line with our Strategic Roadmap. Each chapter is a pillar of our strategy and provides information on our progress.



Values

Who We Are	2
Our History	5
Message from Christophe Weber, President & CEO	9
Patient-First: Leadership in Oncology	11
Patient-First: Innovation in Gastroenterology	12
Access to Healthcare Around the World	14

People

Creating Value for Patients	16
Attracting and Developing Talent	18
Embracing Diversity & Inclusion	20

R&D

Focused, World-Class Research & Development	22
Partnership with Kyoto University's Center for iPS Cell Research and Application	24

Business Performance

Financial Overview FY2015	26
Sustainable Development Goals	28

Cover page:
Don Clayton, multiple myeloma patient, retired VP of Manufacturing & Operations (furniture industry) and avid Manchester United supporter.

1781

OUR HERITAGE

2025+

OUR FUTURE

Our History

Meeting the needs of patients through leading innovation in medicine

Timeless values, right for the times

In 1781, Chobei Takeda I begins selling traditional Japanese and Chinese herbal medicines in Doshomachi, the medicine district of Osaka, Japan. Takeda's founder gains a reputation for business integrity and quality products and services. These characteristics and values continue through the years and become embedded into our uncompromising corporate philosophy, which still guide us today.



1781

Chobei Takeda I sets up his business in Doshomachi, Osaka

1895

Pharmaceutical manufacturing begins in Takeda's factory

1933

Takeda Garden for Medicinal Plant Conservation opens

1871

Takeda pioneers in the importation of western medicines

1914

Proprietary research activities begin

1940

Nori principles, which underpin Takeda-ism, are established

1950

PANVITAN®, Japan's first multivitamin product, is launched

1954

ALINAMIN®, a Vitamin B₁₂ derivative, is launched

1960

Shoshisha Foundation is established to support talented students who will contribute to society

1962

Takeda enters markets outside Japan

1963

Takeda Science Foundation is established to encourage promising research and science technology

1980s-1990s

Expansion of international business accelerates with the launch of: leuprorelin, lansoprazole, candesartan, pioglitazone

2008

Takeda acquires Millennium Pharmaceuticals, enhancing innovation in oncology

2009

Takeda joins the United Nations Global Compact, and later, in 2011, joins its LEAD program

2010

Takeda Initiative forms to support the development of healthcare professionals in Africa

2011

Acquisition of Nycomed expands Takeda's global footprint into more than 70 countries worldwide

2014

ENTYVIO®, ulcerative colitis and Crohn's disease treatment, is approved by the EMA (EU) and the FDA (USA)

2015

Takeda and CIRA* unite in T-CiRA to advance the future of regenerative medicine

2015

NINLARO®, multiple myeloma treatment is approved by the FDA (USA)

2016

Therapeutic area focus in R&D is sharpened to be at the cutting edge of innovation

2016

Vision 2025 is rolled out

Doshomachi, as medicine district

To this day, Doshomachi is called the Medicine District. Located in Osaka, a major trading port of Japan, this was where wholesalers and retailers established a center for trading, distribution, and setting standards for medicinal products and raw materials. At age 14, Chobei Takeda I was sent here to work as an apprentice for a medicine broker, Omiya. Working his way up from apprentice to broker, Chobei was rewarded for his service and loyalty with stock to start his own business – a rare opportunity.

Biodiversity conservation initiatives at Takeda Garden

For over 80 years, Takeda Garden for Medicinal Plant Conservation, Kyoto, has collected, grown and used herbs and other plants with medicinal value from around the world. Currently, the Garden grows about 2,800 species of plants, 2,214 of which have medicinal value. The Garden has 127 endangered plant species and aims to collect up to 150 to help preserve biodiversity.

Nori

Chobei V's *Principles of Nori* taught the importance of social responsibility and emphasized Chobei's conviction that people were the key to success in business. These principles guide our company over the years and are incorporated into Takeda's Corporate Philosophy in practice today: To:

1. Serve the public
2. Work together in harmony
3. Make efforts to study deeply
4. Esteem plainness
5. Observe propriety

Takeda's transformation into a global company

As the company establishes its position as a leader in the Japanese pharmaceutical industry, Takeda looks to continue its growth through expansion into international markets. This includes efforts to collaborate across borders for drug discovery, establish subsidiaries in Asia, Europe and the Americas, and increase exportation of products. Four pharmaceutical products help establish Takeda's position as a global pharmaceutical company: leuprorelin (prostate cancer and breast cancer); lansoprazole (peptic ulcers); candesartan (hypertension); and pioglitazone (type 2 diabetes).

Aspire to cure cancer around the world

Takeda's acquisition of Millennium Pharmaceuticals accelerates our vision to become a global leader in oncology and deliver novel therapies that improve the standards of care for patients. The merger strengthens our capabilities in research, development and commercialization and enhances our pipeline in oncology and inflammatory disease areas. The products ENTYVIO® (vedolizumab) and NINLARO® (ixazomib) were discovered by Millennium.

Combining diverse values and a common culture

Nycomed's integration with Takeda helps the company diversify beyond Japan and U.S. markets. Takeda's global footprint expands into Europe and Emerging Markets and creates a more balanced and stable business. The addition of Nycomed's entrepreneurial "can-do" culture aligns seamlessly with Takeda's corporate philosophy – Takeda-ism, forming a diversified talent base capable of conducting global business effectively.

A responsive business model for changing times

To respond to increased patient need for generic medicines and social demands to control healthcare costs, Takeda changes its business model. As off-patent drugs are rapidly replaced by generic medicines, the Takeda-Teva joint venture is established to offer Teva's generic medicines and Takeda's off-patent drugs in Japan. The joint venture allows us to provide quality products at appropriate prices and, at the same time, focus more sharply on providing innovative medicines. The move strengthens our ability to lead innovation in medicine and our commitment to meet changing patient and market needs.

Vision 2025: Takeda's desired future state

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.

*CIRA was established in 2010 at Kyoto University as the world's first institute dedicated to pioneering iPSC research and application.

“Takeda continues its transformation into an agile and innovative global pharmaceutical leader, serving the needs of patients and physicians worldwide.”



Message from **Christophe Weber**, President & CEO

How can we do more for our patients? Everything at Takeda starts with this question

In 1781, our founder, Chobei Takeda I, demonstrated patient-centricity through the way he lived. He was driven to seek ways to better serve patients suffering from illness and strongly believed in leading his business with integrity and a tireless effort towards innovation. As we celebrate our 235th anniversary, this founding spirit is still alive today, embedded across the entire Takeda Group, which is present in more than 70 countries worldwide.

It is a great honor for me and the Takeda Executive Team (TET) to lead the company into the future, leveraging our heritage and at the same time executing a significant transformation to become an agile, innovative, global pharmaceutical leader.

This year, we introduced our refreshed Corporate Philosophy comprising our Mission, Values, Vision 2025 and Strategic Roadmap. In our Vision 2025, we have set our goals to be number one in Gastroenterology (GI) and be among the top 10 in Oncology, with a strong presence in Central Nervous System (CNS) and Emerging Markets (EM).

Our performance highlights in FY2015 and our priorities for FY2016 are aligned with the four pillars of our Strategic Roadmap:

Values: We have established a global compliance monitoring program to further strengthen our business practice in all countries and regions where Takeda operates. We also have enhanced our Corporate Social Responsibility focusing on public health. Furthermore, Takeda's Access to Medicine initiative will expand to Takeda's most innovative medicines throughout the world, including countries with less advanced healthcare systems.

People: We introduced three new global talent initiatives to advance the development of the next generation of Takeda leaders and further strengthen measures for promoting diversity and inclusion company-wide.

Research & Development: We have decided to refocus our R&D organization on three key therapeutic areas – Oncology, GI and CNS – plus Vaccines. We inaugurated a research program with the Center for iPS Cell Research and Application (CiRA), Kyoto University, led by Nobel Laureate, Professor Shinya Yamanaka. This joint research program between Takeda and CiRA (T-CiRA) includes seven projects. We have also announced six additional external research collaborations in FY2015. Moving forward, we will accelerate our transformation into a more robust, agile and externally focused R&D organization with a sharpened core therapeutic area focus.

Business Performance: FY2015 was a turnaround year to sustained growth as we achieved our Management Guidance for the second consecutive year. Our key growth drivers of GI, Oncology, CNS and EM delivered robust underlying growth of +9.5%, with major contributions by new global products such as *NINLARO*[®] and *ENTYVIO*[®], as well as *TAKECAB*[®] and *AZILVA*[®] in Japan and *TRINTELLIX*[®] in the United States. Our year-on-year underlying revenue grew +3.4%, while underlying Core Earnings increased +8.1% and the underlying core EPS was up +21.7%.

As our transformation continues, I am confident that we are heading for sustained growth in 2016 and beyond, through the relentless execution of our Strategic Roadmap. Continuing the journey that began 235 years ago, Takeda aims to become a best-in-class global pharmaceutical leader and achieve our mission of bringing better health and a brighter future through leading innovation in medicine.

Christophe Weber
Representative Director, President & CEO

“My wife, Linda and I are looking forward to enjoying this **new chapter** in our lives **together.**”

Don Clayton

Multiple myeloma patient
Retired VP Manufacturing and Operations (furniture industry) and avid Manchester United supporter

NINLARO® (ixazomib)* stats
(as of June 2016)

1,400+

Patients treated in the U.S.

80+

Active and approved studies to enroll more than 7,000 patients in the next 5 years



Patient-First: **Leadership in Oncology**

Aspiring to deliver a brighter future for people with cancer

One day before his 56th birthday, Don Clayton was diagnosed with multiple myeloma. A positive person with a passion for life, Don and his wife Linda committed themselves to fight the disease together. Partial response was achieved with a stem cell transplant but not the full remission they were hoping for.**

Our mission: We aspire to cure cancer by delivering novel medicines to meet the unique and urgent needs of people living with cancer, their loved ones and the healthcare providers who support them.

We hope that *NINLARO®* (ixazomib) will help us with this mission and has the potential to help transform myeloma therapy for patients. It is the first and only oral proteasome inhibitor and is the result of decades of scientific research in multiple myeloma. Following approval by the U.S. Food and Drug Administration, *NINLARO®* has 14 regulatory submissions globally (as of June 2016). Additionally, Takeda submitted an appeal and a request for re-examination by the European Medicines Agency's (EMA) Committee for Medicinal Products for Human Use (CHMP), after the adoption of a negative opinion by the CHMP in May 2016, recommending against the authorization of *NINLARO®*. We expect the process to take approximately six months.



In January 2016, Takeda teamed up with the Multiple Myeloma Research Foundation and CURE Media Group to launch Moving Mountains for Multiple Myeloma, an initiative to raise awareness and funds for myeloma research. To kick off the collaboration, a 15-person team of patients, caregivers and supporters, including Takeda's Ryan Cohlhepp, completed an 11-day journey to Uhuru Peak on Mount Kilimanjaro, Tanzania.

“It's the patients, their caregivers and family members who continue to fight multiple myeloma that drives me and my colleagues, to come in every day, to work towards a cure.”

Ryan Cohlhepp

Vice President, U.S. Marketing, Takeda Oncology
Participant in Moving Mountains for Multiple Myeloma



** Don's experience is not necessarily representative of a typical patient.

*NINLARO® (ixazomib) is currently approved in the U.S. only (as of June 2016).

Innovating in gastroenterology to help improve lives

Justine Gale, previously a gymnast and dancer, now an avid swimmer and cyclist, travels frequently for work as a TV and radio presenter/host. Over the years she experienced three distinct episodes of undiagnosed gut problems in an otherwise healthy life. It was not until 2014, when Justine required emergency hospital admission while in Los Angeles, USA, that she was diagnosed with Crohn's disease – almost 30 years after her first hospitalization.

At Takeda, we are inspired and motivated by people like Justine to do more. We know how debilitating illnesses like ulcerative colitis (UC) and Crohn's disease (CD) can be. The pain, discomfort and unpredictability prevent patients from leading active lives, restrict their activities at work, and take a toll on families.

We also know how impactful the right treatment can be. Through patient-centered innovation, we develop medicines that go beyond treating disease and aim to find solutions that help turn a debilitating, restrictive illness into a manageable disease.

The 2014 global launch of *ENTYVIO*[®] (vedolizumab), the only gut-selective biologic for the treatment of moderately to severely active UC and CD, has been transformational, amplifying our ability to help more people in more places around the world. *ENTYVIO*[®] represents a significant advance in our clinical understanding of inflammatory bowel diseases (IBD) and is on track to become our largest product worldwide in 2016*.



**ENTYVIO*[®] (vedolizumab) has not yet been approved in Japan (as of June 2016).

Takeda's 25-year leadership in gastroenterology (GI)

We are proud of our leadership in improving the health and lives of patients with gastrointestinal disorders. Building on more than 25 years of first- and best-in-class GI treatments, our dedication to innovation continues to evolve and have a lasting impact. *ENTYVIO*[®] leads our specialty pharmaceutical portfolio and will reach more patients as we expand into additional markets. Through specialized and strategic in-house development, external partnerships, in-licensing and acquisitions, Takeda also has a number of promising early-stage GI assets in development.

"I have my confidence back, both professionally and personally"

Justine Gale
TV & Radio Presenter/Host

ENTYVIO[®] (vedolizumab)

key milestones (as of June 2016)

40,000

Patients treated with *ENTYVIO*[®] since June 2014 in the U.S. and Europe

50

Countries where currently approved



"I have been treating patients with IBD, including UC and CD – chronic, difficult diseases, for almost 30 years. Having new treatments with different mechanisms of actions allows a patient to find an option that works for them and hopefully avoid surgery."

Dr. Flavio Steinwurz, MD, FACG - Gastroenterology**

Albert Einstein and Alemão Oswaldo Cruz Hospitals, São Paulo, Brazil; Founder of the Brazilian Association of Ulcerative Colitis and Crohn's Disease

** Dr. Steinwurz works with Takeda Brazil, consulting and developing clinical trial programs.

One in three people in the world do not have reliable access to essential medicines. Even in more developed countries patients can face challenges of access and affordability. That's why Takeda's work goes beyond making medicine.

Access to Medicine

Takeda continues to expand its commitment to global health by furthering access to care. With our bold, new Access to Medicines (AtM) strategy, we seek to ensure that eligible patients who are living in countries with less developed healthcare systems, and are prescribed our innovative medicines, can get access to them, even if their ability to pay for the full cost of treatment is limited. We are developing innovative and sustainable approaches to tackle the many barriers to care, in oncology/hematology, inflammatory bowel disease, and vaccines, mirroring some of our strategic areas of therapeutic focus. In this way, we can amplify our impact on patients in parts of the world with the highest unmet medical needs.



Takeda's AtM Strategy will not be limited to the affordability of medicines – it aims to address a wide range of access barriers that negatively impact patients' lives. To do so, we will 'go beyond' medicines, by encompassing efforts in areas such as Research & Development, capacity building and philanthropy along with a non-for-profit approach in sub-Saharan Africa. In this region, we will introduce essential treatments covering both our specialty care and selected primary care medicines for the treatment of cardiovascular and metabolic diseases.

Takeda's Access to Medicines strategy is guided by a strong internal framework, led from the highest levels of the company to ensure our efforts have the greatest possible impact for patients, who are at the center of everything we do. A cross-functional AtM Committee establishes global governance and determines resources needed. And a dedicated AtM Forum (consisting of several Takeda Executive Team (TET) members), seeks input from leading external experts in the fields of Access to Medicine and Global Health, and reviews and guides our programs and activities.

"In line with our patient-centric mindset and guided by Takeda-ism, our AtM strategy is built on the principles of fairness and sustainability."

Giles Platford

President, Emerging Market Business Unit

Corporate Social Responsibility

In parts of the world and in disease areas where our healthcare capability is not enough, we partner with other organizations and engage in corporate social responsibility (CSR) programs that help improve health and enrich lives for the most vulnerable. We asked employees worldwide to select the top CSR programs that best exemplified our goals: disease prevention in developing and emerging countries.

Global Measles Vaccination for Children, in partnership with the United Nations Foundation, serving approximately 40 countries in Africa, Asia and Latin America. This program creates the potential to vaccinate 5.4 million children against measles over ten years.

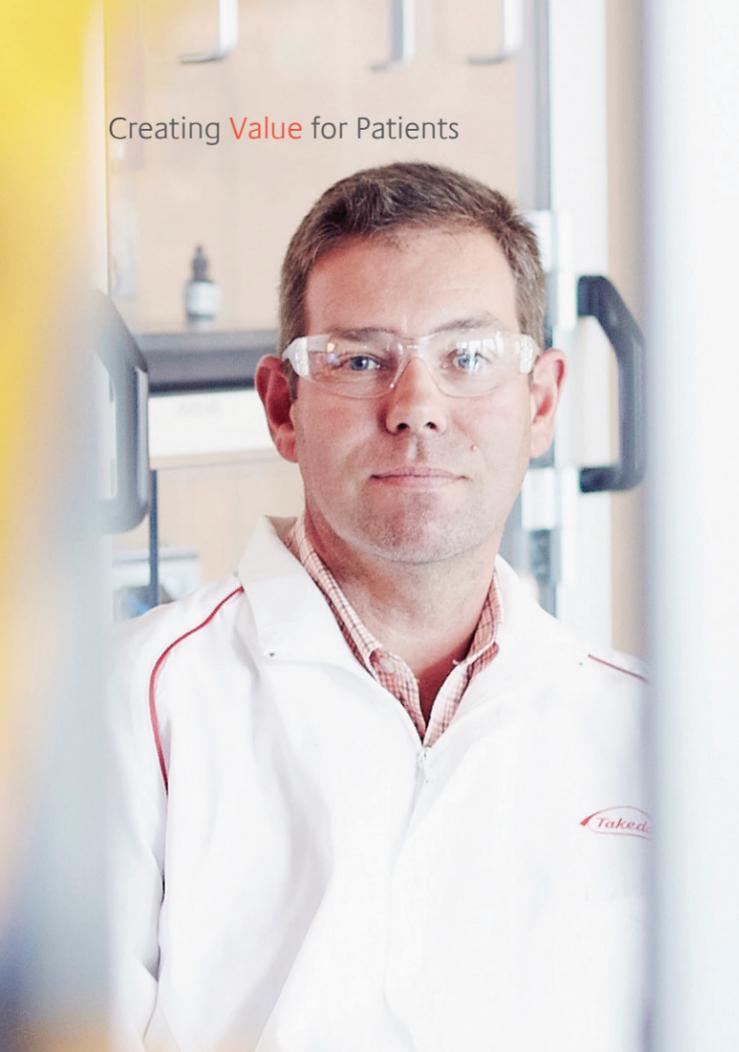
Community Health Workers Training for Maternal and Child Health, in partnership with World Vision, in India, Bangladesh, Nepal and Afghanistan. This program builds capacity of 1,400 community health workers to reduce preventable death of children by providing some 500,000 people with health knowledge and services over five years.



Maternal and Newborn Health for Ethnic Minorities, in partnership with Save the Children Japan, in Myanmar, Vietnam and Laos. This program aims to improve access and quality of health care for marginalized minority populations in Asia. Working in close collaboration with the concerned health authorities, this program provides 150,000 village people, including 40,000 women and children in ethnic minorities, with health education, training and services over five years.

In addition, Takeda is also working in partnership with Plan International Japan to support the Government of Kenya to promote **Digital Birth Registration** for three years, an essential step to ensuring that children enjoy full rights and gain access to healthcare and education.





“My career began with Millennium and continues with Takeda. I have seen tremendous growth – in resources, in capabilities and in how we focus to solve problems that seemed impossible even a few years ago. I work at the intersection of a number of disciplines – biology, chemistry, engineering and IT – to build innovative and practical solutions. It makes me very proud that I am part of Takeda’s team of researchers who try to discover and develop new treatment options for patients, especially for those who fight for their lives.”

Ben Knight
Senior Scientist II Discovery Technologies
United States



“In Brazil, we work with both physicians and multidisciplinary healthcare professionals focusing on patients’ care. Being able to offer an additional option for a patient who has not found a treatment that works, is what really motivates me. The IBD patient’s journey can be challenging and sometimes painful. If the work we do helps to improve a patient’s condition or perhaps avoid surgery for the patient, then we’re focused on what really matters.”

Wang Lee Pinho
Head of Scientific Affairs Brazil & LATAM
Brazil



“My role with Takeda is to ensure that our patients receive high quality and safe products. We have rolled out a program that asks every employee to think about new ideas and how to find better or improved methods to solve problems quickly and efficiently. I joined the company 10 months ago and already see how the program has identified efficient solutions to everyday challenges we are faced with. Here in Oranienburg, Germany, we also work closely with our colleagues from other manufacturing sites around the world, so that we can share our knowledge and continue to develop our core competencies within each site.”

Jan-Hendrik Erdmann
Transnational Network Manager
Germany



“Every day in my role as a manager of a team of medical representatives I try to focus on the patient and how our work at Takeda affects not only the patient but also their families. I challenge all members of my team to act in the same way when they are faced with a problem, to ask themselves, ‘What would be in the best interest of the patient?’ The most important responsibility I have is to create an environment and organization in which all employees enjoy coming to work each day, are able to do their work to the best of their abilities and continue to grow and develop in their careers.”

Aki Yazawa
Business Establishment Chief, Shonan Representative Office
Japan

Our strength comes from within

Takeda fosters a collaborative and stimulating work environment filled with opportunity and the chance to make a difference in people's lives. It is a workplace driven by integrity, one of Takeda's long-held values that extends to both the patients we serve and our employees who develop and deliver medicines. Across our company, Takeda employees bring together many different elements — experiences, backgrounds, nationalities, cultures — that together create a stronger whole.

Investing in tomorrow's leaders today, we have launched several initiatives to give our talented employees the skills, knowledge and support they need to advance the health and well-being of our patients and to lead the future of our company and our industry.

Talent Development

Our global programs include:

- **President's Forum** The next generation of leaders connects with the CEO and other senior executives for workshops, discussions and one-on-one coaching (2015)
- **Accelerator Program** Early-career, high-potential employees are selected for career acceleration with a focus on international and cross-functional exposure (2016)
- **Takeda Leadership Program** Launching this fall, the program brings together cross-functional leaders for a dynamic development program with a goal of elevating leadership capability through engaging discussions, business simulations and external panels, debates and guest speakers (2016)
- **Global Induction Forum** All recently hired senior leaders attend an orientation program designed to enhance networking, impart our corporate values and history, and hear directly from Takeda's leaders about the direction of our business (2015)

Key Talent Development Programs and Development Focus

Target Population	Talent Development Programs	Development Focus
Senior Leaders	President's Forum	Takeda Leadership Behaviors
Mid-Career Future Leaders	Takeda Leadership Program	
		Global Induction Forum
Early Career High-Potentials	Accelerator Program	Global Core Competency
People Managers/Individual Contributors	Division/Function/Local Development Programs	



In addition to global development programs, many divisions and functions have their own Leadership Academies and development programs or courses tailored to specific capability needs.

Leadership Behaviors

As our company transforms to the next level, it is vital that our employees have an understanding of expectations, behaviors and decisions guiding strategy. In FY2015, we introduced Takeda's Leadership Behaviors. These four distinctive behaviors define what Takeda Leaders must do to drive our business forward now and into the future.

- Demonstrate strategic enterprise thinking to find innovative ways to serve patients, and build trust, reputation and business
- Create the environment that inspires and enables people to move the organization forward
- Focus on the few priorities that matter most and deliver superior results
- Elevate the capabilities of the organization for now and the future

Global Core Competencies

A common set of competencies have been identified for employee development that are vital to the achievement of Takeda's vision and long-term success.

Diverse perspectives lead to insightful solutions

Our global diversity & inclusion statement (D&I): Takeda strives to have a workforce as diverse as the patients we serve. We are committed to embracing differences, exploring possibilities and developing our employees. Our success depends on fostering an inclusive environment where all employees are welcomed, empowered and inspired to use their unique voices and talents. This is how we will find innovative approaches to serve our patients, customers and communities. This is how we will reach our highest potential together.

Diversity has been proven to lead to more creativity and innovation. Companies with diverse leadership teams have been shown to respond more efficiently to a wide range of global challenges. For a research- and innovation-driven global company like Takeda, diversity is critical to our long-term success in delivering better health and a brighter future.

Our ultimate goal is to offer every employee at Takeda the opportunity to thrive, develop and grow based on merit, potential and ambition regardless of gender, age, nationality, race or sexual orientation. We are committed to leveraging the unique and diverse backgrounds, experiences and insights of all our employees to better serve patients worldwide with integrity, honesty, fairness and perseverance.

We are accelerating D&I activities in Japan and many other parts of the world, and have introduced several initiatives to enhance **gender, work-style, age** and **career diversity**. These include:

- Launching *Hanamizuki*, a network where women can learn from each other, share knowledge and information, and help each other develop professionally (Japan).
- Introducing a flexible work-style program that gives employees the choice to select the work times and places that enable them to perform at their best (Japan).
- Enhancing career diversity by encouraging faster promotion of employees who are demonstrating high performance early in their career (Japan).
- Hosting the first Takeda U.S. Diversity & Leadership Symposium week in Deerfield, IL. This symposium included employee events, workshops and keynote speakers, and featured D&I leaders within Takeda (United States).

FY2016 Targets for Japan

30%

of new manager appointments will be filled by women



10%

of newly appointed managers will be less than 8 years into their careers



Research that makes a meaningful difference

Breakthroughs in science and medicine have led to increasing demand for innovation. Takeda addresses this demand with a patient-centric, science-driven strategy for world-class R&D.

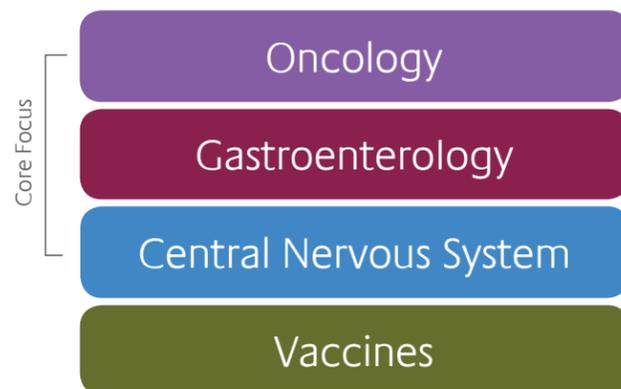
We aspire to be the best R&D organization in the industry. To be a dynamic R&D organization that thinks, acts and interacts with the external world like no other. We will achieve this through an intense focus on the best science for those therapies that can deliver true innovation for patients. This includes building deep disease area expertise in our core therapeutic areas, strengthening our pipeline and creating an inspiring culture.

“We do more than develop medicines. We innovate to help improve patients’ lives.”

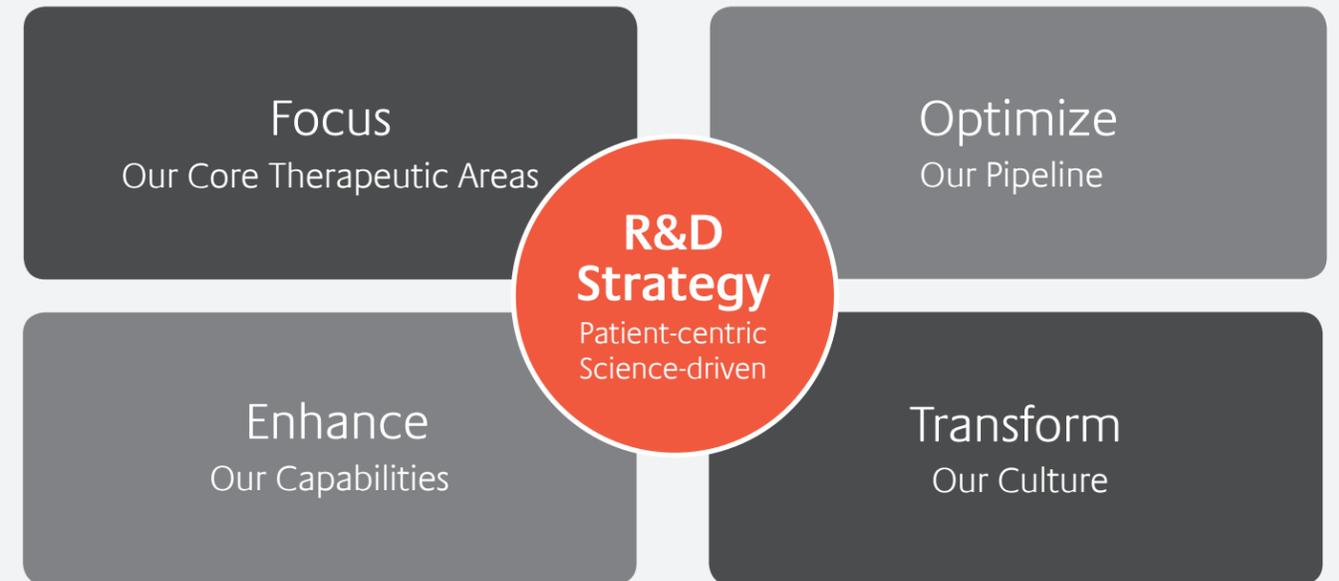
Andy Plump, MD, PhD
Chief Medical and Scientific Officer



Core Therapeutic Areas



Our R&D strategy



To innovate with the greatest impact, we will:

- **Focus our Therapeutic Areas** on those where we want to be at the cutting edge of innovation – oncology, gastroenterology (GI) and central nervous system (CNS), disease areas: where patient need is great, where we can build upon our deep scientific expertise, where we have a strong track record of recent successes, and where we intend to continue discovering innovative new medicines. We also will continue to build upon our global health approach to Vaccines, founded on our dengue and norovirus programs.
- **Optimize Our Pipeline** to deliver on our commitment to patients. We are strategically shaping our pipeline by sharpening our focus on key therapeutic areas and taking advantage of exciting new possibilities. As a result, we have encouraging Phase 1 and Phase 2 programs, and we are rebuilding our Phase 3 pipeline through a combination of accelerating our internal pipeline and establishing innovative partnerships. Additionally, Takeda has an important late-stage dengue vaccine candidate that offers great promise to patients throughout the world. [To see our complete pipeline, visit: www.takeda.com/research/pipeline]
- **Enhance Our Capabilities** in key areas that include therapeutic modality diversification such as large molecules and cell-based therapies, genomics and data sciences, and translational medicine. We are fast becoming a partnering engine that creates synergy between our own world-class scientists and external innovators. Our expanding innovation network includes institutional and commercial collaborations and partnerships with pioneering entities that share our research focus. We are building a dynamic innovation network founded on robust partnerships, which combines our experts with external partners to achieve greater innovations in medicine to strengthen our pipeline. This will yield tremendous results for patients.
- **Transform Our Culture** through leadership, agility and actively seeking connection with partners and trends both in and outside our industry. We are driving an entrepreneurial mindset to develop our leaders and leveraging the expertise of our employees to get the most for patients. We are creating an inspiring culture of opportunity and accountability, where swift decision-making and flawless execution are our hallmarks.

Partnership with Kyoto University's Center for iPS Cell Research and Application

Takeda and the Center for iPS Cell Research and Application (CiRA) are collaborating to apply iPSC technology to clinical practice.

Through a 10-year partnership launched in 2015, T-CiRA aspires to change the future of medical treatments.

Takeda, in partnership with Kyoto University's CiRA*, has initiated the Takeda-CiRA Joint Program for iPS Cell Applications (T-CiRA), to develop clinical applications of induced pluripotent stem cells (iPSC). iPSC technology offers the potential to transform medical treatments, and its applications span a variety of fields, including cell therapy, drug discovery and drug safety assessments.

This unique partnership integrates CiRA's cutting-edge science with Takeda's R&D expertise. T-CiRA aims to deliver innovative therapeutic options to patients facing serious and life-threatening conditions, such as cancer, heart failure, neurodegenerative disorders, type 1 diabetes and intractable muscle diseases.

*CiRA was established in 2010 at Kyoto University as the world's first institute dedicated to pioneering iPSC research and application. CiRA is engaged in fundamental scientific research into cell reprogramming and human development, clinical applications and bioethics, with the overall goal of using iPSC to realize regenerative medicine and drug discovery.

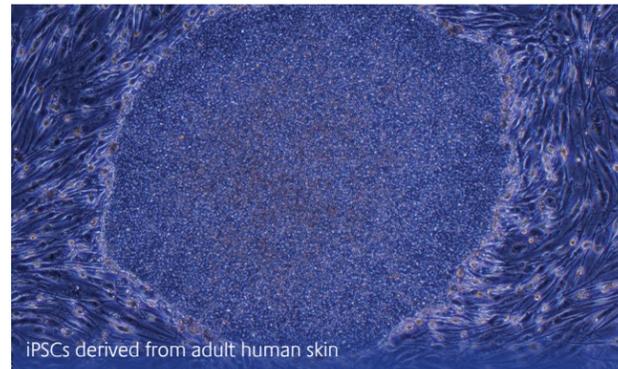
The T-CiRA program, based at Takeda's Shonan Research Center in Fujisawa, Japan, is directed by Professor Shinya Yamanaka of CiRA, a Nobel Laureate in stem cell research.

Current projects include explorations into:

- Cytotoxic T lymphocytes therapy for cancer
- Cell therapy for type 1 diabetes mellitus
- Cell therapy and drug discovery for cardiac disease using next generation platforms
- Drug discovery for amyotrophic lateral sclerosis (ALS)
- Drug discovery for intractable muscular disease
- Genome editing gene therapy for congenital muscular dystrophy
- New research platform with iPSC-derived neural crest cells and its application for regenerative medicine and drug discovery

What are iPS cells (iPSC)?

Induced pluripotent stem cells or iPSC are reprogrammed human somatic (differentiated) cells that have a small number of genes introduced into them. These pluripotent cells can differentiate into any type of cell in the body and proliferate indefinitely in culture.



“Using iPSC technology as a tool, this collaboration will develop new approaches to drug discovery and produce new cures to intractable diseases over the next 10 years.”

Professor Shinya Yamanaka
Director of CiRA

“Takeda is proud to be part of this important research program. This partnership also marks a new direction for Takeda, exploring cell therapies and genetic strategies to avert and remedy diseases.”

Christophe Weber
President & CEO of Takeda

Building a global presence founded on Takeda values

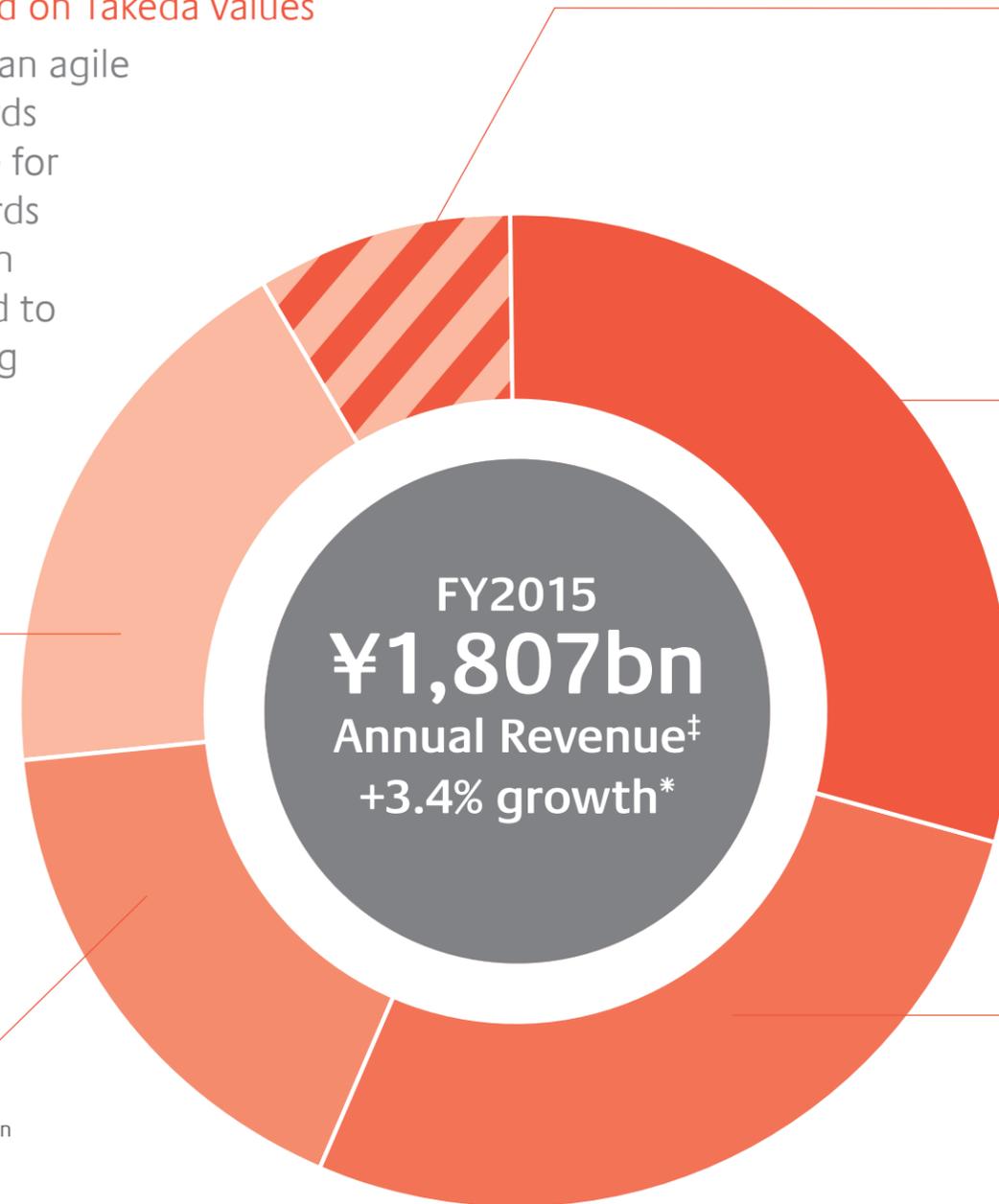
Takeda continues its pursuit to be an agile global organization, striving towards better health and a brighter future for people worldwide. We work towards providing access to our products in more countries and are committed to continued growth through building on relationships and developing strategic partnerships worldwide.

Emerging Markets +4.8%*

Present in over 35 Emerging Markets, Takeda is committed to bringing our portfolio of trusted Value Brands and Innovative Medicines in core therapy areas of GI, Oncology and Diabetes while exploring partnerships to expand access and address unmet need throughout the world. Applying the values of Takeda-ism and instilling a culture of uncompromised compliance, we aspire to position Takeda as a top 10 pharmaceutical company viewed as best-in-class in the eyes of patients, customers and employees.

Europe and Canada -0.3%*

Takeda's Europe and Canada Business Unit continues to grow, accelerating its transformation into an agile specialty care provider. This will be achieved through the successful execution of *ENTYVIO*[®] (ulcerative colitis and Crohn's disease) first-line strategy, strong cost discipline and efficient mature portfolio management. In addition, preparations are under way for the anticipated best-in-class launch of *NINLARO*[®] (multiple myeloma).



Japanese Consumer Healthcare and Others[§] +5.5%*

With the aim of becoming a leading consumer healthcare company in Japan and across Asia, the Japan Consumer Healthcare business will be transferred into a wholly owned subsidiary, Takeda Consumer Healthcare Company Limited, which was established in April 2016. This new company will operate with a more agile business model in the consumer healthcare market and will respond faster to changes in the market. The new company is expected to start business in April 2017.

Japan Pharmaceuticals -3.3%*

The Japan Pharma Business Unit will continue to lead the Japanese pharmaceutical industry through continued focus on four product families during FY2016-2018: *AZILVA*[®] family (hypertension), Takeda DPP-4 family (type 2 diabetes), *LOTRIGA*[®] (hyperlipidemia) and *TAKECAB*[®] family (acid-related diseases). Going forward, specialty products such as *ENTYVIO*[®], *TRINTELLIX*^{®***} (major depressive disorder) and rasagiline (Parkinson's disease) are anticipated for launch in the Japanese market in the near future, if approved. With these products, we will provide even greater value to patients and healthcare providers.

Takeda has transferred long-listed products to the business venture with Teva Pharmaceuticals in Japan, which was established in April 2016 to meet the wide-ranging needs of patients and growing importance of generics.

United States +12.4%*

The U.S. Business Unit (BU), as the largest business outside Japan, continues significant growth by strengthening our focus on the successful product launches that include *ENTYVIO*[®] and *TRINTELLIX*^{®***} while continuing to grow other core brands. The U.S. BU will deliver growth through an integrated approach to commercialization built around the needs of patients, payors and providers to truly provide value through our medicines. To increase focus and agility, we have created two business units within the U.S. BU: Specialty Business (for *ENTYVIO*[®]) and General Medicine (for CNS, GI, gout and diabetes portfolio).



Global Oncology

Takeda aspires to cure cancer by discovering, developing and delivering transformative medicines to people living with cancer around the world. We have an innovative and rapidly growing pipeline as well as multiple marketed products with combined global sales of 300 billion JPY. These products include *ADCETRIS*[®] (Hodgkin lymphoma, systemic anaplastic large cell lymphoma), *VECTIBIX*[®] (colorectal cancer), *LUPRON*[®] (prostate cancer), *MEPACT*[®] (osteosarcoma), *VELCADE*[®] (multiple myeloma, mantle cell lymphoma), and *NINLARO*[®]. Takeda is committed to building on our antibody-drug conjugate technology, exemplified by our partnerships with ImmunoGen, Mersana Therapeutics and Seattle Genetics. We continue to look for external innovation through strategic partnerships with leading research and academic centers worldwide. We will also continue to ensure our innovative therapies are available to patient populations worldwide.

Global Vaccines

Takeda is developing and delivering vaccines to address some of the most important challenges in global public health. Dengue and norovirus are estimated to cause one billion infections around the world each year. Takeda has two of the most promising vaccine candidates for these diseases in our late-stage pipeline. We are seeking ways to build upon our strong foundation in Japan, by bringing new products such as *Haemophilus influenzae* Type B (Hib) and varicella vaccines to the market and entering partnerships with other companies to expand our portfolio further. We have established a highly innovative vaccine manufacturing platform at our site in Hikari and are preparing Japan operations to supply important vaccines to populations in both developed and developing countries around the world.

* Year-on-Year underlying growth rate in FY2015, excluding one-time factors and exchange rate effects.
 ** *TRINTELLIX*[®] is the brand name used since June 2016 for the product previously marketed as *BRINTELLIX*[®] in the U.S.

‡ Equivalent \$16.1bn, based on ¥/\$ exchange rate of 112, the approximate exchange rate on March 31, 2016.
 § Others: Representing licensees business, etc.

Partnerships for Sustainable Development Goals (SDGs)

Corporate Social Responsibility is integral to Takeda's values and putting patients first

Our fundamental policy on CSR

For Takeda, CSR is rooted in putting the patient at the center and operating a pharmaceutical business that creates outstanding products. In addition, we strive to maintain and improve sound business processes, and to engage in activities to promote a sustainable society as a good corporate citizen. By creating and preserving value through CSR, we build trust with society, reinforce our reputation, and further develop the pharmaceutical business. In conducting our activities, we refer to internationally recognized guidelines, such as the United Nations Global Compact's 10 principles, and long-term international targets, such as the Sustainable Development Goals (SDGs).

human race from poverty and secure our planet's future. Takeda is committed to SDGs – in particular, Goal 3, which calls for ensuring healthy lives and promoting well-being for all at all ages, and aligns with our overall CSR strategy of delivering better health to people worldwide. Over the decade, through partnerships and collaborations with nonprofits, nongovernmental organizations (NGOs) and CSR organizations globally, we have developed numerous programs that address all of the 17 SDGs.



Achieving Sustainable Development Goals

In September 2015, the United Nations General Assembly adopted SDGs, which outline a plan of action for people, planet and prosperity. All stakeholders are tasked to act in partnership to implement this plan with the aim to free the



Action Mapping for SDGs

As a UN Global Compact Lead company, we have created a Takeda Action Map for SDGs based on the SDG industry matrix, Healthcare and Life Sciences. In terms of the corporate citizenship programs, Takeda has established a mid-term strategy, "Prevention for Health in Developing and Emerging Countries" which will meet the needs of the international community.



Good Health

- Pharmaceutical Business (Medicines and Vaccines)
- Prevention-focused partnership programs in developing and emerging countries
 - Vaccination for Children
 - Maternal and Child Health
- Environmental Protection



No Poverty

- Capacity Building of Healthcare Workers for HIV/AIDS, Tuberculosis and Malaria (The Global Fund)



Zero Hunger

- Maternal and Newborn Health for Ethnic Minority (Save the Children Japan)



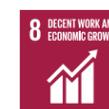
Education

- Diabetes e-Learning for Healthcare Professionals (Project HOPE)



Gender

- Community Health Workers Training for Maternal and Child Health (World Vision)



Decent Work

- Health to Female Workers In Emerging and Developing Countries (Business for Social Responsibility)



Innovation

- Polio Vaccine Partnership (Bill & Melinda Gates Foundation)
- Global Measles Vaccination for Children (UN Foundation)



Equities

- Digital Birth Registration (Plan International Japan)



Climate Action

- Caring for Climate (UNGC/UNEP)



Institutions

- The Global Health Innovative Technology Fund (The GHIT Fund)



Clean Water and Sanitation

- Response to Natural Disasters for Resilient Society (IYOAD)



Affordable and Clean Energy

- Global Relay for Life (American Cancer Society)



Sustainable Cities and Communities

- Biodiversity Conservation Initiatives (Takeda Garden for Medical Plant Conservation, Kyoto, Japan)

Other

- Response to Natural Disasters for Resilient Society (IYOAD)
- Global Relay for Life (American Cancer Society)
- Biodiversity Conservation Initiatives (Takeda Garden for Medical Plant Conservation, Kyoto, Japan)



Partnerships

- United Nations Health Ministries
- World Health Organization (WHO)
- Industry Associations

- The Global Fund
- The GHIT Fund
- Bill & Melinda Gates Foundation
- UN Foundation

- UN Global Compact LEAD Business for Social Responsibility
- CSR Europe
- CSR Asia

- American Cancer Society
- Plan International Japan
- Project HOPE
- Save the Children Japan
- World Vision



Important Note

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A Thousand Origami Cranes

The crane, known in Japan as the “tsuru” and said to live for a thousand years – has for generations embodied hope and good fortune.

An ancient Japanese legend, or “senbazuru,” promises that anyone who folds one thousand origami cranes will be granted a wish. Some wish for good luck, longevity or recovery from illness.

These cranes were folded by friends and family and given to Don* by his sister Judith, who lives in Japan.

*Don Clayton, multiple myeloma patient, retired VP of Manufacturing & Operations (furniture industry) and avid Manchester United supporter

We're proud of our 235-year heritage, which defines who we are and where we are going.
We are inspired and motivated by our patients...
their stories
their lives
their hopes for **better health**
their dreams for a **brighter future**

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