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Takeda is a patient-focused, innovation-driven global pharmaceutical company that builds on a distinguished 237-year history. Our mission is to strive towards better health and a brighter future for people worldwide through leading innovation in medicine. Established by our founding spirit and integral to every part of our business, Takeda-ism and our priorities guide us in our efforts to achieve our Vision 2025.

'Takeda-ism' & Our Priorities

We make decisions and take actions 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

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Better Health, Brighter Future
Originally built in 1932 as a residence for Chobei VI, the Kansokyo Takeda Historical Museum is located 7km east of Kobe, Japan. While externally it was modeled on the English Tudor style, its core structure was built of wood in a unique Japanese style, giving it both strength and the flexibility to withstand earthquakes.
Serving the needs of patients through leading innovation in medicine

In 1781, Chobei Takeda I began selling traditional herbal medicines in Osaka, Japan. Takeda’s founder gained a reputation for business integrity & quality products, characteristics embedded into the corporate philosophy which still guides us today.

**OUR HERITAGE, OUR FUTURE**

**1781**
Chobei Takeda I sets up his business in Osaka

**1871**
Takeda pioneers in the importation of western medicines

**1895**
Pharmaceutical manufacturing begins in Takeda’s factory

**1914**
Activities begin which underpin Takeda-ism, are established

**1933**
Takeda Garden for Medicinal Plant Conservation opens

**1940**
Nori principles, which underpin Takeda-ism, are established

**DOSHOMACHI, THE MEDICINE DISTRICT**
Located in the major trading port of Osaka, Japan, it was here that standards were set for medicinal products and raw materials.

At age 14, Chobei Takeda I was sent here to work as an apprentice for a medicine broker. His diligent work allowed him the opportunity to start his own business.

**TAKEDA GARDEN FOR MEDICINAL PLANT CONSERVATION, KYOTO, JAPAN**
Established in 1933, here Takeda scientists collect, grow and study herbs and other plants with medicinal value from around the world. Approximately 2,600 species are grown, of which 200 are endangered (as of June 2017).

**OUR VALUES**

**Chobei V’s Principles of “Nori”**

These principles emphasized the importance of social responsibility, and highlighted people as the key to success in business.

- Serve the public
- Esteem plainness
- Observe propriety

These principles continue to guide us today:

- Work together in harmony
- Make efforts to study deeply
AN ASPIRATION TO CURE CANCER

With a vision to become a global leader in oncology, the acquisition of Millennium Pharmaceuticals strengthens R&D and commercialization, enhancing our pipeline in oncology and inflammatory disease areas.

The products ENTYVIO® (vedolizumab) and NINLARO® (ixazomib) were discovered by Millennium.

**1950**
- **PANVITAN**
  - Japan's first multivitamin product is launched

**1960**
- **SHOSHISHA FOUNDATION**
  - Is established to support talented students who will contribute to society

**1963**
- **TAKEDA SCIENCE FOUNDATION**
  - Is established to encourage promising research and science technology

**2008**
- **MILLENNIUM PHARMACEUTICALS**
  - Is acquired by Takeda, enhancing innovation in oncology

**2010**
- **TAKEDA INITIATIVE**
  - Is formed to support the development of healthcare professionals in Africa

**2014**
- **ENTYVIO®**
  - Ulcerative colitis and Crohn’s disease treatment, approved by the EMA (EU) and the FDA (U.S.)

**1954**
- **ALINAMIN®**
  - A Vitamin B derivative, is launched

**1962**
- **OUTSIDE JAPAN**
  - Takeda enters foreign markets

**1980’s-1990’s**
- **EXPANSION OF INTERNATIONAL BUSINESS**
  - Accelerates with the launch of leuprorelin, lanoprazole, candesartan, pioglitazone

**2009**
- **Takeda joins the UNITED NATIONS GLOBAL COMPACT**
  - And in 2011 its LEAD program

**2011**
- **NYCOMED AQUISITION**
  - Expands Takeda’s global footprint into more than 70 countries worldwide

**2015**
- **TAKEDA AND CIRA**
  - Unite in T-CiRA to advance the future of regenerative medicine

**EXPANSION OF INTERNATIONAL BUSINESS**

Having established its position as a leader in the Japanese pharmaceutical industry, Takeda expands into international markets, collaborating across borders for drug discovery, and establishing subsidiaries in Asia, Europe and the Americas. Exports increase, and four innovative products help establish Takeda’s position as a global pharmaceutical company.

**INTEGRATION OF NYCOMED**

This agreement expands Takeda's global footprint into Europe and Emerging Markets, creating a more balanced and stable business. Nycomed’s entrepreneurial “can-do” culture aligns seamlessly with Takeda’s corporate philosophy of Takeda-ism.

**KYOTO UNIVERSITY’S CENTER FOR IPS CELL RESEARCH AND APPLICATION (CiRA) AND TAKEDA ESTABLISH UNIQUE PARTNERSHIP**

A 10-year partnership between Takeda and CiRA established to develop clinical applications of iPSC technology to use in cell therapy, drug discovery and drug safety assessments. The program is directed by Professor Shinya Yamanaka of CiRA, a Nobel Laureate in stem cell research.
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 our agility and innovation, qualities that help us build a steady pipeline and deliver growth, year-on-year.
With 30,000 employees located across the world, people are Takeda’s biggest asset. Their combined passion, skills and deep knowledge drive every part of our business, and we strive to support them in their individual growth and development.

02
OUR PEOPLE
Attracting and Developing Talent
Embracing Diversity & Inclusion
A MESSAGE FROM OUR CEO

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

In our Vision 2025, we set ourselves the goal of becoming the best-in-class global pharmaceutical leader, driving innovation in the three selected areas of Oncology, Gastroenterology, and Neuroscience, plus Vaccines. I am delighted to say that this year we have made significant progress towards this goal.

It is a privilege to lead this process together with the Takeda Executive Team, and I look forward to bringing better health and a brighter future to many more patients worldwide as our transformation continues.

About Christophe Weber
Representative Director, President & CEO

Joined Takeda in 2014. Christophe brings a wealth of international leadership experience to Takeda with a career that has spanned nine countries. Before joining us, he held many senior executive positions in the pharmaceutical sector. Born in France, Christophe holds a doctorate in pharmacy and pharmacokinetics from the University of Lyon, France, where he also earned master’s degrees in pharmaceutical marketing and accounting & finance.
Takeda is working to establish a management framework befitting a world-class pharmaceutical company that operates on a global scale. We are strengthening internal controls, including rigorous compliance and risk management, and establishing a structure to facilitate agile decision-making that is sound and transparent.

**GENERAL MEETING OF SHAREHOLDERS**

**BOARD OF DIRECTORS**
- Chair: Independent Director

**AUDIT AND SUPERVISORY COMMITTEE**
- The Group Internal Audit Department
- Internal Auditing

**ACCOUNTING AUDITOR**

**THE GROUP INTERNAL AUDIT DEPARTMENT**
- Internal Auditing

**NOMINATION COMMITTEE**
- Compensation Committee

**COMPENSATION COMMITTEE**

**PRESIDENT AND CHIEF EXECUTIVE OFFICER (CEO)**
Takeda Executive Team (TET)

**BUSINESS REVIEW COMMITTEE**

**PORTFOLIO REVIEW COMMITTEE**

**AUDIT RISK & COMPLIANCE COMMITTEE**

**INTERNAL AUDIT COMMITTEE**

**RISK MANAGEMENT COMMITTEE**

**GLOBAL COMPLIANCE COMMITTEE**

**HEAD OF EACH UNIT AND PRESIDENTS OF THE GROUP COMPANIES**

**INTERNAL DIRECTORS**
- Christophe Weber
  - President & CEO
- Masato Iwasaki
  - Director
- Andrew Plump
  - Director
- Yoshiaki Fujimori
  - External Director

**EXTERNAL DIRECTORS**
- Masahiro Sakane
  - External Director
- Michel Orsinger
  - External Director
- Toshiyuki Shiga
  - External Director
- Emiko Higashi
  - External Director
- Yoshiaki Fujimori
  - External Director

**AUDIT & SUPERVISORY COMMITTEE (A&SC) DIRECTORS**
- Yasuhiro Yamakawa
  - Director
- Shiro Kuniya
  - External Director
- Koji HatsuKawa
  - External Director
- Jean-Luc Butel
  - External Director

**As of July 2018**

The board is chaired by an Independent External Director in order to increase the independence of the board. In order to ensure the validity and transparency of the decision-making process for the election and compensation of Internal Directors, Takeda has a Nomination Committee and a Compensation Committee, in which the majority of the members are External Directors and one of the External Directors is the chairman of each committee, as advisory committees of the board.
The Takeda Executive Team consists of a diverse group of experienced leaders, selected for their deep expertise in specific areas related to our business. The team is led by the President & CEO, Christophe Weber, and additional members who report directly to him. Each member is responsible for managing one of the following specific functions of the Takeda Group: finance and accounting, human resources, legal, corporate communication, R&D, manufacturing, quality control, each regional business unit of Japan, U.S., Europe & Canada and emerging markets, and each specialty business unit of oncology and vaccines.
DIVERSE PERSPECTIVES

Developing our global workforce with around 30,000 employees

For Takeda, diversity is critical to our work as a research and innovation-based company. We are accelerating our Diversity and Inclusion activities, and aim to become an industry leader, offering every employee the opportunity to thrive, develop and grow based on merit, potential and ambition regardless of gender, age, disability, nationality, race, sexual orientation and gender identity, religion, experience, belief, values, or life-style.

Across Takeda, our employees bring together many different elements — experiences, backgrounds, nationalities, cultures — that together create a stronger whole.

Takeda’s employee distribution

- 35% EMERGING MARKETS
- 27% JAPAN
- 21% EUROPE & CANADA
- 17% U.S.

30,000 EMPLOYEES
30+ LANGUAGES AND DIALECTS SPOKEN

OUR DIVERSITY PROGRAMS

• Hanamizuki, a career support network through which women can help each other develop professionally (Japan).
• A flexitime program to allow employees to work where and when they can perform at their best (Japan).
• A fast-track career process for promotion of employees who demonstrate high performance early in their careers (Japan).
• Hosting the Takeda U.S. Diversity & Leadership Symposium Week (U.S.).
TALENT DEVELOPMENT

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. 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.

How our innovation transforms lives
A world-class & worldwide R&D organization with focused therapeutic areas. Takeda R&D continues its transformation, driving our patient-centric approach and commitment to deliver innovation. We innovate with a focus on three therapeutic areas - oncology, gastroenterology (GI), and Neuroscience. We also leverage our world-class capabilities to develop vaccines to address critical public health threats using novel development platforms, and collaborate with leading partners.

**Oncology**

We endeavor to deliver novel medicines to patients with cancer worldwide through our commitment to science, breakthrough innovation, and our passion for improving the lives of patients. This singular focus drives our aspirations to discover, develop and deliver breakthrough oncology therapies. Please visit takedaoncology.com for more information.

**Gastroenterology**

For more than 25 years, Takeda has focused on improving the lives of patients through the delivery of innovative medicines and dedicated patient disease support programs in gastroenterology (GI). Takeda is leading in areas of GI associated with high unmet needs, such as inflammatory bowel disease, GI acid-related diseases and GI motility disorders.

**Neuroscience**

Neuropsychiatric disorders are complex multifaceted conditions that affect the spectrum of mental health. We aspire to provide innovative medicines for targeted patient populations suffering from neuropsychiatric disorders for whom there are no treatments available.

**Vaccines**

Vaccines have transformed global public health. Our world-class vaccine team is addressing unmet medical needs through vaccine development against infectious diseases, while using innovative development platforms and collaborating with leading partners.

Research led by collaborating teams in Japan and the USA.
PARTNERSHIPS AND COLLABORATIONS

We focus on disease areas where patient need is great, where we can build upon our deep scientific expertise, and where we intend to continue discovering innovative new medicines.

STRATEGIC PARTNERSHIP

We have entered into 56 new collaborations in fiscal 2017 alone

(A S O F M A Y, 2018)

SHONAN HEALTH INNOVATION PARK

Aspiring to become the leading hub for Japan’s biopharmaceutical ecosystem

T-CiRA aims to deliver innovative therapies to patients facing serious and life-threatening conditions, including:

- Cancer
- Heart failure
- Neurodegenerative disorders
- Type 1 diabetes
- Intractable muscle diseases

This research also aims to develop medicines and cell therapies using iPS cells.

A 10-year partnership between Takeda and CiRA, the world’s first institute dedicated to pioneering iPS cell research and application, based at Kyoto University, Japan. The T-CiRA program was established in 2015 to develop clinical applications of iPSC technology to use in cell therapy, drug discovery and drug safety assessments. Based at Takeda’s Shonan Health Innovation Park in Fujisawa, Japan, the program is directed by Professor Shinya Yamanaka of CIRA, a Nobel Laureate in stem cell research.
Following three years of construction, March 2018 saw the completion of Takeda Global Headquarters in Nihonbashi Honcho, the historical base of our operations in Tokyo since they began over 100 years ago. With this building as a base, and a symbol of our values, Takeda will further accelerate our transformation into a global, values-based R&D-driven biopharmaceutical leader.
FY2017 UNDERLYING REVENUE

Takeda’s global underlying revenue for FY2017 totaled 1,711.1 billion yen, an increase of 5.5% over the previous fiscal year.

Revenue growth was led by growth drivers +12.8%

These four areas now account for 62% of total Takeda revenue

Transformation is delivering superior results

- FY2017 results reflect superior execution
- Committed to 100-200bps margin improvement every year
- In FY2018 strong underlying business will offset Velcade decline
- Positioned for sustainable growth, underpinned by Values

UNDERLYING REVENUE GROWTH

+12.8%

GASTROENTEROLOGY

+21.6%

ONCOLOGY

+12.1%

NEUROSCIENCE

+22.6%

EMERGING MARKETS

+2.0%
CORPORATE SOCIAL RESPONSIBILITY (CSR)

Takeda’s CSR is rooted in patient-centricity and operating a pharmaceutical business that creates outstanding products, as well as improving sound business processes to promote a sustainable society.

Partnerships for Sustainable Development Goals (SDGs)

As a member of the UN Global Compact (UNGC)*, working together with the global community, Takeda is committed to all SDGs – in particular Goal 3, promoting good health and well-being.

* Leadership platform for the development, implementation and disclosure of responsible corporate practices.

**Expected number of people to benefit from Takeda’s Global CSR Programs since 2016**

**TOTAL AMOUNT CONTRIBUTED TO GLOBAL CSR PROGRAMS SINCE 2016**

**TOTAL AMOUNT CONTRIBUTED TO GLOBAL CSR PROGRAMS SINCE 2016**

**LONG-TERM COMMITMENT**

**PARTICIPATION**

Takeda employees around the world actively voted to select our Global CSR Programs in 2018
GLOBAL CSR PROGRAM

Takeda’s Global CSR Program contributes to the lasting health of patients worldwide through mid and long-term commitments in disease prevention, capacity building, and access to healthcare. Employee votes determine these programs.

2016

**Global measles vaccination for children**
Helping immunize 5,400,000 children with measles vaccine.

**Community health worker training for maternal and child health**
Training 1,400 community health workers to reduce preventable deaths among mothers and children, impacting 500,000 people.

**Maternal and newborn health for ethnic minorities**
Providing 150,000 people, including 40,000 women and children in ethnic minorities, with healthcare education, training, and services.

2017

**“The First 1,000 Days”: Health and nutrition program**
Supporting access to quality health services and nutrition for a total of 1.3 million mothers and children.

2018

**Holistic support program for refugees of South Sudan and Syria**
Supporting 500,000 refugees with nutrition, maternal and child care, and safe water and sanitation.

**Protecting the lives of pregnant women in Africa**
Training 2,000 community health workers and health personnel and empowering 600,000 people by providing correct health knowledge and appropriate health services to reduce preventable maternal deaths.

**A health worker for everyone, everywhere**
Training 8,000 community health workers through the Community Health Academy across the world to reach millions of rural children and families in highest burden countries.

**Training 5,000 health professionals in Sub-Saharan Africa**
Supporting the education, training, and mentorship of 5,000 doctors, nurses, and midwives.

**Health systems strengthening in Sub-Saharan Africa**
Helping protect the lives of an estimated 8.5 million people, including 1.6 million children under five and 424,000 pregnant women by sustainably strengthening health systems.
Takeda is proud of its 237-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. How can we do more for our patients? Everything at Takeda will always start with this question.

Takeda is committed to contributing to the long-term health of people worldwide through disease prevention.

In partnership with the global community, Takeda addresses global health issues and brings tangible results to patients and their communities.
Please visit our corporate website for more on who we are, what we do and what we stand for.

Our Stories: Takeda.com/our-stories

Our Business: Takeda.com/what-we-do

Our Positions & Guidelines: Takeda.com/who-we-are/company-information/Positions_Guidelines

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