Better Health, Brighter Future

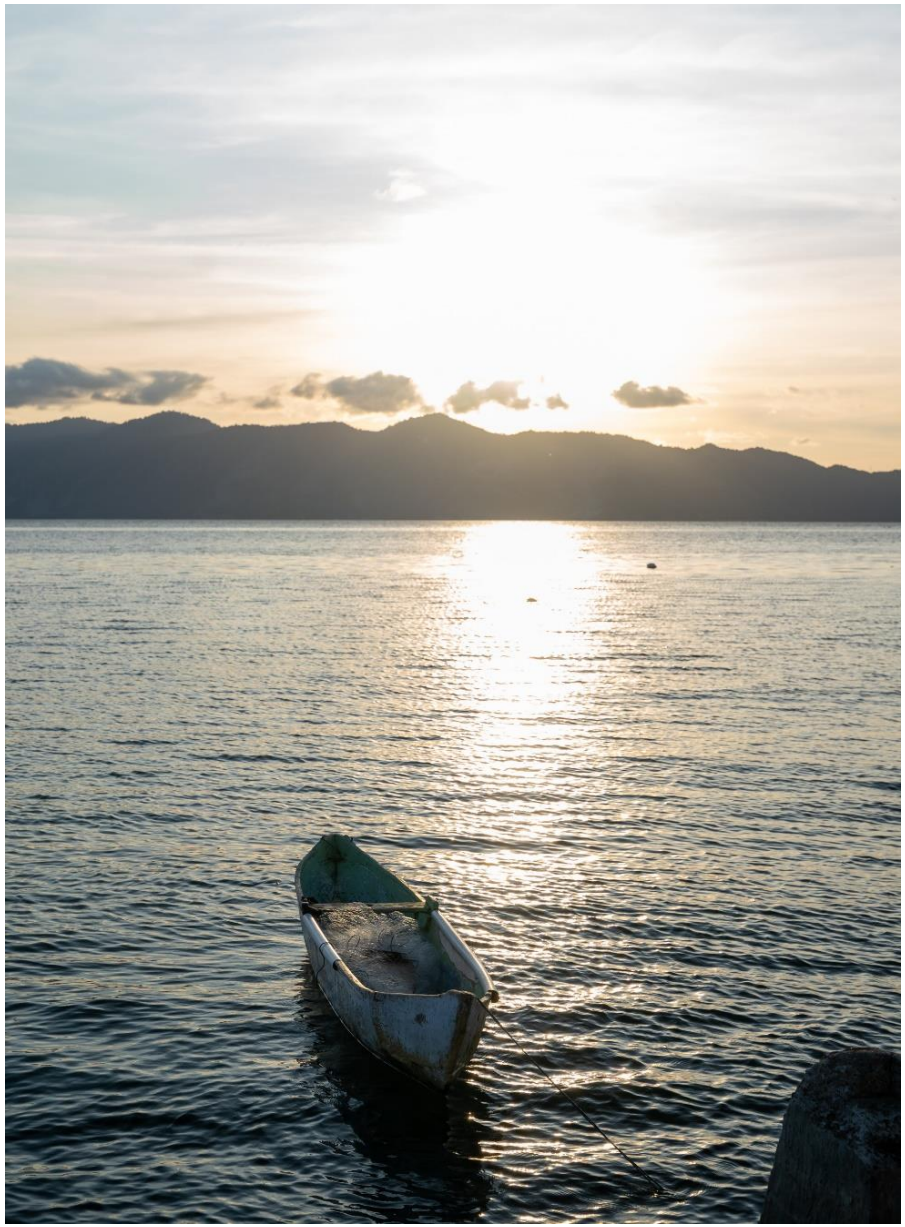
SASB Index Report 2024

Fiscal Year Ended March 31, 2024

This index table summarizes the relevant disclosures aligned to the **Biotechnology & Pharmaceuticals Industry Standards of the Sustainability Accounting Standards Board (SASB)**. The index supplements content provided on our overarching sustainability priorities, commitments and initiatives outlined in our 2024 Annual Integrated Report, Takeda 2024 ESG Databook, and Sustainability Disclosures page on Takeda.com. More information on the SASB standards can be found at SASB.org.

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 FY23 (April 1, 2023 to March 31, 2024) unless otherwise specified.



SASB Metric		Takeda disclosure
Safety of Clinical Trial Participants		
HC-BP-210a.1	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	Clinical trials are conducted in accordance with scientifically designed protocols, which balance potential risk to the research participants with the possible benefit to the participant and to society. We conduct trials in compliance with legal and regulatory requirements, and we are committed to applicable international principles and standards, including the Declaration of Helsinki 2013, the Good Clinical Practice (GCP) Standard of the International Conference on Harmonization (ICH), European Federation of Pharmaceutical Industries and Associations/Pharmaceutical Research and Manufacturers of America (PhRMA) Principles. We also apply our values and ethical standards to the design and conduct of clinical trials, informed consent processes and stewardship of participant data. Clinical trials are designed to contribute to the well-being of research participants and patients, and to help build knowledge. We provide participants with a thorough explanation of expected benefits and potential side effects and follow an informed consent process that supports participants' ability to choose to participate in the trial. Processes are designed to help ensure the well-being of research participants and to respect patient privacy and confidential information. Our principal investigators and sub investigators at clinical trial sites agree to operate in line with the ICH GCP and other applicable principles and standards, as well as local regulations. We train our employees involved in clinical trials in Takeda's policies and the Standard Operating Procedures relevant to their position, including our Code of Conduct, Ethics & Compliance Policy Training, and bioethics standards related to the conduct of research involving patients and healthy volunteers. In accordance with Takeda's global standards, a clinical study will not be initiated or substantially amended until an approval/positive opinion is obtained from a GCP-compliant Independent Ethics Committee. Takeda Research and Development and Global Quality uphold the protection of patients and ensure quality in our clinical trials throughout their lifecycle. Internal standards and procedures set expectations for how quality and patient safety is managed across all countries and regions. Internal audits are conducted to assess compliance with our processes and procedures. Takeda is also routinely inspected by different authorities and has maintained a positive regulatory profile. Issue management and escalation processes are in place as part of Takeda's quality system. In many jurisdictions, clinical trial participants also have the right to report concerns about the processing of their personal information with their local data protection authority. A list of European data protection authorities is available here. The goal of providing patients with early and uninterrupted access to lifesaving treatments is a key component of our Access to Medicines strategy. Post-Trial Access (PTA) helps to allow continued treatment for eligible clinical trial participants who require access to the investigational medicine after a clinical trial has been completed. More information can be found on Takeda's PTA mechanisms at Takeda.com. Takeda provides clinical trial investigators with site specific patient-level data from investigational sites upon trial completion. Takeda is committed to making every effort to submit manuscripts describing the results of Takeda-sponsored phase 2–3 interventional drug development trials and phase 4 interventional trials using approved compounds, and clinical studies evaluating Takeda's medical devices, within 18 months after trial completion (for marketed products), after regulatory approval, or after the decision to discontinue or terminate clinical development of investigational medicines. More information on Takeda's clinical trials can be found at Takeda Clinical Trials.

SASB Metric		Takeda Disclosure
Safety of Clinical Trial Participants (Continued)		
HC-BP-210a.2	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: Voluntary Action Indicated and Official Action Indicated	Takeda has demonstrated success in our Good Clinical Practice sponsor inspections for clinical development programs and our Pharmacovigilance (PV) related inspections. The details of the Food and Drug Administration Good Clinical Practice and PV inspections are in the FDA Inspection Classification Database. All of these inspections had successful outcomes.
HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	See our Takeda 2024 ESG Databook for disclosure of this metric.
Access to Medicines		
HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	At Takeda, accelerating patient access to medicines and vaccines is ingrained in our company values. We believe broadening access to our life-changing medicines and vaccines in underserved communities requires an integrated, sustainable approach that mobilizes collective efforts. By partnering with diverse stakeholders, we are actively addressing barriers to access and strengthening healthcare systems to improve lives worldwide. Our commitment to accelerating patient access to medicines is embedded in our corporate philosophy. It is a commitment we make worldwide, and across all our therapy areas. **In LMICs and countries with evolving healthcare systems, our Access to Medicines approach focusses on three strategic imperatives:** 1. Unlocking barriers to access across the patient journey 2. Bridging the affordability barrier to our innovative and medicines and vaccines through: ▪ Tiered pricing ▪ Takeda's affordability-based Patient Assistance Programs ▪ Value Based Healthcare models 3. Partnering to bring societal value For further information on Access to Medicines please refer to Takeda's position on Access to Medicines and our Access to Medicines progress report: 2023 Progress Report.

SASB Metric		Takeda Disclosure
Access to Medicines (Continued)		
HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	Takeda does not have any products registered on the WHO List of Prequalified Medicinal Products.[1] At Takeda the vision of our Vaccines Business Unit is to protect the health of people everywhere through vaccines that address the most important infectious diseases. Our mission is to develop and deliver innovative vaccines that tackle the toughest problems in public health and improve the lives of people around the world. Takeda's global vaccine business is applying innovation to tackle some of the world's most challenging infectious diseases, such as dengue, COVID-19, and pandemic influenza. For more information on Takeda's efforts in vaccines please see here. In addition to our R&D efforts in vaccines, Takeda takes a co-leadership role in the CARE (**C**orona **A**ccelerated **R**&D in **E**urope) Program and participates in the Global Health Innovative Technology (GHIT) Fund. The CARE Program is the largest undertaking of its kind dedicated to discovering and developing urgently needed treatment options for COVID-19. The initiative brings together leading expertise across academic, non-profit research institutions and pharmaceutical companies to develop a long-term understanding of the disease and development of therapies for COVID-19 and future coronavirus threats. The GHIT Fund leverages Japanese expertise and capacity for life-saving health innovations, including drugs, vaccines, and diagnostics, to combat HIV/AIDS, tuberculosis, malaria, and neglected tropical diseases (NTDs) prevalent in the developing world. In addition to committing funds to GHIT, Takeda has been working with GHIT Product Development Partners on research programs for malaria and NTDs. For further information on the CARE Program please see here. For further information on the GHIT Fund please see here.
Affordability and Pricing[2]		

[1] As of March 31, 2024.

[2] Takeda has discontinued disclosing HC-BP-240b.1(Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period) as the new version of the Biotechnology and Pharmaceuticals SASB standard does not require this metric.

SASB Metric		Takeda Disclosure
Affordability and Pricing (Continued)		
HC-BP-240b.2	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	We disclose our annual average list price and average net price change across our U.S. portfolio on our Pricing Philosophy Page (under "U.S. Pricing Methodology"). Please see this link for a full explanation of our calculation methodology and historical data. This data is collected on a calendar year, rather than financial year basis, therefore deviates for the period stated for other information in this SASB table.
HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	At present Takeda does not report against this metric. Please see Takeda's U.S. Pricing Methodology for more information on which metrics we communicate related to our U.S. product price changes.
Drug Safety		
HC-BP-250a.1	List of products listed in the Food and Drug Administration's (FDA) MedWatch Safety Alerts for Human Medical Products database	Takeda products with safety alerts can be found in the FDA MedWatch Safety Alerts for Human Medical Products database.
HC-BP-250a.2	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	For additional information about FAERS, see FDA Adverse Event Reporting System (FAERS) Public Dashboard
HC-BP-250a.3	Number of recalls issued, total units recalled	See our Takeda 2024 ESG Databook for disclosure of this metric. Historical product recalls can be found in the FDA Drug Recalls database.

SASB Metric		Takeda Disclosure
Drug Safety (Continued)		
HC-BP-250a.4	Total amount of product accepted for takeback, reuse, or disposal	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. Takeda's current support for external drug programs is active in the United States, Brazil and Canada. Through our participation in and collaboration with PPSWG, the initiative has resulted in the collection of unwanted medicine and sharps-containing drug products for disposal. We continue to evaluate programs in other global regions.
HC-BP-250a.5	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	Not disclosed

SASB Metric		Takeda Disclosure
Counterfeit Drugs		
HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	Takeda is taking a holistic, risk-based approach to identify and lessen the risks of falsified, illegal and other types of suspect products to keep our patients safe. A dedicated Global Product Protection team uses a strategic approach by collaborating with internal functions and external agencies to carry out this mission. The following principles guide Takeda's approach to counterfeit, falsified and illegal trading of healthcare products: ▪ We proactively partner with international and local law enforcement, regulatory agencies, other pharmaceutical companies and industry organizations to combat counterfeiting and illegal trading, while also educating patients, supply chain partners and customers on the dangers associated with these activities. Through partnerships, such as IFPMA "Fight the Fakes" Campaign and Alliance for Safe On Line Pharmacies (ASOP), we do contribute to grass roots education to patients ▪ We routinely set high security standards and requirements for supply chain partners worldwide, perform due diligence and audit against these requirements. ▪ We evaluate, develop and implement innovative anti-counterfeiting solutions for products and packaging to deter and detect counterfeiting, theft, diversion and tampering. ▪ We detect, investigate and collect evidence against entities suspected of engaging in illegal trade of Takeda product on a continuous basis, which includes active monitoring and disruption of illegal online pharmacies and other illicit Internet trading. For more information please refer to our Position on Falsified Medical Products.
HC-BP-260a.2	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	We partner actively with international and local law enforcement, regulatory agencies, other pharmaceutical companies and industry organizations to combat counterfeiting and illegal trading, while also educating patients, supply chain partners and customers on the dangers associated with these activities. Through partnerships such as IFPMA "Fight the Fakes" Campaign and Alliance for Safe Online Pharmacies (ASOP), we contribute to grassroots education for patients. For more information please refer to our Position on Falsified Medical Products.
HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, and/or filing of criminal charges related to counterfeit products	This metric is not monitored and disclosed by Takeda. Through active partnerships with law enforcement, regulatory agencies, other pharmaceutical companies and industry organizations, collective effort is made to combat counterfeit products

SASB Metric		Takeda Disclosure
Ethical Marketing		
HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	See our Takeda 2024 ESG Databook for disclosure of this metric.
HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	We provide objective and accurate information about our products and the diseases they treat or prevent. We are committed to making available information about our products and the diseases they treat or prevent. When we share information through advertising, promotional or educational activities, we use appropriate channels in accordance with applicable requirements. Regardless of the channel used, whether digital or in person, we make sure that the information provided is accurate, fair, balanced and based on scientific evidence. We respect the relationships between patients and healthcare professionals If patients approach us on matters relating to their medical treatment, we direct them to seek advice from a healthcare professional. We never promote Takeda products for off-label indications. Inappropriate sales and marketing practices (including off-label promotion) are listed specifically in our "Global Policy on Issue Reporting and Handling" as categories of concern that must be raised to Ethics & Compliance upon becoming aware. Promoting ethics and compliance across Takeda's operations is the responsibility of our Chief Ethics and Compliance Officer (CECO) and our Risk, Ethics and Compliance Committee (RECC). The CECO and RECC help ensure a coordinated, company-wide approach to ethics and compliance. Takeda Group companies execute and reinforce their ethics and compliance programs in line with the Takeda Global Code of Conduct and applicable global policies, as well as local regulations. These policies are approved by the Business & Sustainability Committee. Training and education is an important part of our ethics and compliance program. New employees receive ethics and compliance training, which includes our Global Code of Conduct, Anti-Corruption policy, and other policies and SOPs relevant to an employee's position. Existing employees receive regular refreshers and retraining.

SASB Metric		Takeda Disclosure
Employee Recruitment, Development & Retention		
HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	World events changed the drug development process and global ways of working over the past few years, and Takeda responded by transforming the way we attract, hire, develop and retain talent, run clinical trials, and engage with patients. Our efforts described here, combined with our vision, values and heightened focus on simplifying priorities and processes, sustain the exceptional experience that our employees deserve and that candidates desire. Externally, our Science Philanthropy programs aim to build trust and foster persistence in science. Our marquee program, the Innovators in Science Award, provides substantial financial grants each cycle to both a promising Early Career Scientist and an outstanding Senior Scientist for their work aligned to our core therapeutic areas. Additionally, we regularly provide grants and other support to STEM-focused organizations. Internally, diverse R&D roles are supported by powerful technology, activity-centered workspaces and flexible work models that recognize the variety of our work and where that work is best performed. Our data-driven programs and fit-for-purpose technologies support collaboration and foster inclusion by helping our people stay connected. Our priority is to leverage our people-focused programs related to well-being, talent development and DE&I to attract, grow and retain employees, empowering us to deliver for patients. **Talent Acquisition - Takeda R&D** Takeda's R&D organization continued to attract and hire extraordinary talent, validating steady interest in our people-focused and values-based culture. With a strong priority to develop our people and support their career aspirations, we set—and surpassed—an FY23 KPI to boost internal hiring. That resulted in a record 24% of R&D hiring through internal movement, a 30% increase YOY from FY22. While expanding R&D capabilities by filling 830 full-time roles and 133 summer intern roles, we reduced the Time to Fill by ~5% from 85.93 days to 81.68 days. During FY23, the R&D Talent Acquisition team adopted new technologies, upgraded processes and embedded additional DE&I best practices to improve the experience of recruiters, hiring managers and candidates. These include: - The Hired Score platform that reduces hiring bias by using artificial intelligence to rank candidates using key words and skills - Survale, a survey tool that measures the experience of hiring managers and candidates, which has shown an increase in satisfaction among internal R&D candidates and a steady rate of satisfaction among hiring managers for the six-month period since adoption - Takeda's Workday Jobs Hub, an AI-driven platform that identifies roles for internal candidates - U.S. Offer Kaizen (Japanese: 'improvement') and Workday automation to streamline and accelerate the offer process while improving the accuracy of offer letters, will expand to international offers in FY24 - Interview Kaizen leveraging best-in-industry processes to meet DE&I goals and provide a consistent and positive experience to candidates and hiring managers - Assessment and selection of Band D and E candidates based on demonstration of Takeda Leadership Behaviors - Pay transparency in U.S. job descriptions to promote equity in pay and wages

- R&D's "WHERE SCIENCE IS" campaign, which generated record engagement on LinkedIn
- A new research-based Employer Value Proposition that aligns with our R&D narrative
- DE&I and early-career events in Europe, Japan and the U.S., and DE&I interview training in Asia
- Renegotiated and improved agreements with recruitment process outsourcing (RPO) partners

Learning & Talent Management – Takeda R&D

The majority of R&D colleagues, as confirmed repeatedly through our annual employee experience survey, believe Takeda is a place where everyone can thrive, grow and realize their career potential. To reach that level of confidence, we embed and socialize best practices such as looking internally first for talent, developing caring leaders who support individuals' goals, and promoting Takeda's career growth philosophy of employee-driven lifelong learning supported by equitable opportunities.

Enterprise-wide programs introduced or extended through FY23 include a growing series of live sessions and self-paced learning journeys to develop consistent and superior capabilities among our People Leaders and the Aspire Program cultivating growth and development among potential successors to Band E roles. In addition, R&D supports these customized programs to inspire curiosity, foster inclusion and help to retain female leaders:

- Our 6-month rotational Achieve Program diversifying R&D's senior leadership pipeline with 24 early-career managers (Achievers) paired during FY23 with sponsors who support their development and promotion toward leadership roles
- The GROW Coaching curriculum to further develop critical skills among R&D People Leaders launched in FY22 with workshops that continued through FY23 and is now delivered enterprise-wide through Takeda's Be a Great Coach program. Among the 30% of R&D People Leaders who completed GROW Coaching workshops, 93% of believed they will be a more effective coach
- The 6-month R&D Mentoring Connection, which generated 3,100 mentor hours in FY23 before being replaced by the mentor-pairing capability within Career Navigator that generated nearly 14,500 mentoring hours across 36 countries
- A series of Knowledge Development Academies focused on the scientific, medical, and technical aspects of clinical development
- The Takeda Physician Scientist Accelerator Program, where we hire physicians with patient-care experience and a strong scientific track record and support their transition to a career in pharmaceutical drug development
- Sponsorship of 13 female employees in the external WOMEN Unlimited programs
- Science Forum sessions designed to encourage discussion, stimulate ideas, and inspire novel approaches to drug discovery and development

Also supporting the unique needs of our diverse colleagues, enterprise-level platforms include:

- The Spectra Rapid Intelligence Portal curating an up-to-the-minute scientific and business overview of Takeda's pipeline, therapeutic areas, and other related projects with journal publications, clinical trials, conferences, industry news, market/financial reports and market analysis
- Takeda's Bloom Learning Library to expand employees' knowledge and boost their skill sets—at launch, R&D quickly surpassed all other functions with the highest level of platform engagement

- Career Navigator, our internal talent marketplace using AI technology to surface targeted roles, mentor relationships, learning opportunities and eventually short-term projects/gigs—R&D was selected based on our well-established growth mindset to pilot the platform to optimize its algorithms and improve its suggestions

Diversity, Equity & Inclusion – Takeda R&D

FY23 was the final year of our three-year holistic, data-driven and values-based R&D DE&I Strategy to help maintain Takeda R&D's position as an award-winning employer of choice. Employees throughout R&D volunteer their time and expertise to embed and advance DE&I practices within our workplaces and the communities we serve. For their contributions through 2023, seven R&D employees received Takeda Global DE&I Awards.

Significant accomplishments across all four pillars of our strategy include:

- The launch in FY21 of our R&D CAUSE Network, now encompassing more than 700 colleagues volunteering their time and expertise to help co-create R&D DE&I solutions
- Regular updates to our clinical trial protocols, such as requirements to have a Diversity Action Plan for all new clinical trials, patient materials in multiple languages, a trials portal that now displays 34 languages, the option to enter both Sex Assigned at Birth and Gender Identification, patient data reporting as part of the trial site questionnaire, and our Communities As Partners initiative to improve health equity by pairing employee volunteers with local opportunities to build trust and long-term investment
- The recent introduction of the Catalyst Network, 33 volunteer ambassadors within each R&D function, therapeutic area unit and R&D hub site helping to truly embed DE&I into all that we do
- Four R&D employees appointed to Takeda's Next-Gen Advisory Board of 23 employees from 10 countries who represent the voices of early career and early-in-industry employees in company-wide decisions
- The launch of R&D's Supplier Diversity Champion Network to raise awareness and support diverse and small suppliers with mentoring, education and capital investment
- Intentionally diversifying R&D's employee population by partnering with local non-profit organizations to recruit early-career talent from underrepresented communities; building varied candidate slates during succession planning; fostering equitable career opportunities through external partnerships and internal mentoring programs; and building more inclusive teams through routine training and measurement
- In Q4 FY23, we reached a notable milestone with 50% of R&D's Band E leaders identifying as female ahead of Takeda's enterprise-wide gender parity aspiration of 50% Women/Non-Binary Band E leaders by 2027
- In addition, 48.7% of R&D's Band D leaders are female, advancing a strong pipeline of diverse talent into our most senior leadership roles; 53% of R&D employees globally are female, and female/non-binary representation in Japan has grown to 33%, up 4% from Q4 FY20

R&D's commitment to DE&I is unwavering, and we will build on our strong foundation as we align with Takeda's Global DE&I Ambition and Commitments.

Well-Being – Takeda R&D

Takeda's global-to-local programs deliver tailored solutions focused on four dimensions of well-being: social, emotional, physical and financial.

- Through the Thrive platform, on-demand resources and individual and team initiatives support work-life alignment, create a sense of belonging and resilience, promote healthy lifestyle choices and reduce stress by expanding financial knowledge and control. 74% of R&D employees have enrolled with Thrive to answer more than 8,200 daily check-in questions, complete more than 7,700 healthy microsteps, and join 44 well-being challenges
- Takeda's Employee Assistance Program offers no-cost, confidential access to local certified and licensed professionals for help to manage life challenges
- All employees and their family and friends can make use of company-sponsored memberships to the Calm app to help manage emotions for improved health and performance. Nearly 30% of R&D employees have enrolled and maintain a 79% engagement rate
- Annual programming includes tools, resources and education focused on World Mental Health Day and disease-awareness months

In Takeda R&D, we aim to create a culture where people from every background can thrive, grow and realize their career potential. We strive for an inclusive, equitable and agile workplace where action occurs when employees speak up and where we invest in resources that support each employee's success.

SASB Metric		Takeda Disclosure
Employee Recruitment, Development & Retention (Continued)		
HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) midlevel managers, (c) professionals, and (d) all others	See our Takeda 2024 ESG Databook for disclosure of this metric.
Supply Chain Management		
HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International	Not disclosed

SASB Metric		Takeda Disclosure
Business Ethics		
HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	See our Takeda 2024 ESG Databook for disclosure of this metric.
HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	In everything we do we are guided by our values of Takeda-ism, which incorporates Integrity, Fairness, Honesty and Perseverance, with Integrity at the core. Our values are brought to life by taking decisions based on i) the interests of Patients, ii) Trust with society, iii) Takeda's reputation and iv) building sustainable business, in that order. We don't exert influence over, or provide rewards for, the prescription, use, administration, purchase or recommendation of Takeda products. We don't promise, offer or provide any money, gifts, services, hospitality or other items of value as an inducement for using our products. To underscore this position, we've established various global policies, including the Global Policy on Interactions with Health Care Professionals and Health Care Entities, the Global Policy on Interactions with Patients and Patient Organizations, the Global Policy on Interactions with Government Officials and Government Entities, the Global Anti-Corruption Policy and our Code of Conduct. Training on all these policies must be completed within 30 days of joining Takeda and refreshers are required every 2 years for the interactions policies, and annually for our Code of Conduct and Anti-Corruption Policy. Our activities are conducted in compliance with relevant laws of each country, the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) Code of Practice and codes of practice established by local industry associations. We strive to provide medical information in an accurate, fair and balanced way through appropriate channels, and we review our promotional materials based on internal and external guidelines. These reviews may involve independent organizations, and regular monitoring also takes place to detect possible misconduct. Separate Standard Operating Procedures (SOPs) govern reviews and monitoring. 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. For further information, please see our Code of Conduct or Takeda.com for the mechanisms in place to ensure compliance with our standards.

SASB Metric		Takeda Disclosure
Activity Metrics		
HC-BP-000.A	Number of patients treated	At Takeda our goal is to accelerate patient access to our life-transforming medicines worldwide. On an annual basis we report number of patients from LMICs and countries with evolving healthcare systems who have received access to Takeda's medicines and vaccines, through our access to medicines innovative affordability programs, charitable access programs, and Takeda-sponsored and -supported clinical trials. For more information on our KPIs, including historical data and the score of our independent assurance, please see our Sustainability Disclosure under Patient Metrics.
HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	For information on our portfolio and pipeline, see our latest quarterly presentations available here.

Legal Disclaimers

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," "forecasts," "outlook" 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; 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; the success of our environmental sustainability efforts, in enabling us to reduce our greenhouse gas emissions or meet our other environmental goals; the extent to which our efforts to increase efficiency, productivity or cost-savings, such as the integration of digital technologies, including artificial intelligence, in our business or other initiatives to restructure our operations will lead to the expected benefits; 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. 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. Beginning in the quarter ending June 30, 2024, Takeda will (i) change its methodology for CER adjustments to results of subsidiaries in hyperinflation countries to present those results in a manner consistent with IAS 29, Financial Reporting in Hyperinflation Economies, and (ii) re-name Free Cash Flow as currently calculated as "Adjusted Free Cash Flow" (with "Free Cash Flow" to be reported as Operating Cash Flow less Property, Plant and Equipment). The usefulness of Core Financial Measures to investors has significant limitations including, but not limited to, (i) they are not necessarily identical to similarly titled measures used by other companies, including those in the pharmaceutical industry, (ii) they exclude financial information and events, such as the effects of non-cash expenses such as dispositions or amortization of intangible assets, that some may consider important in evaluating Takeda's performance, value or prospects for the future, (iii) they exclude items or types of items that may continue to occur from period to period in the future (however, it is Takeda's policy not to adjust out normal, recurring cash operating expenses necessary to operate our business) and (iv) they may not include all items which investors may consider important to an understanding of our results of operations, or exclude all items which investors may not consider to be so.

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 = 151.22 JPY, the noon buying rate certified by the Federal Reserve Bank of New York on March 29, 2024. 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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