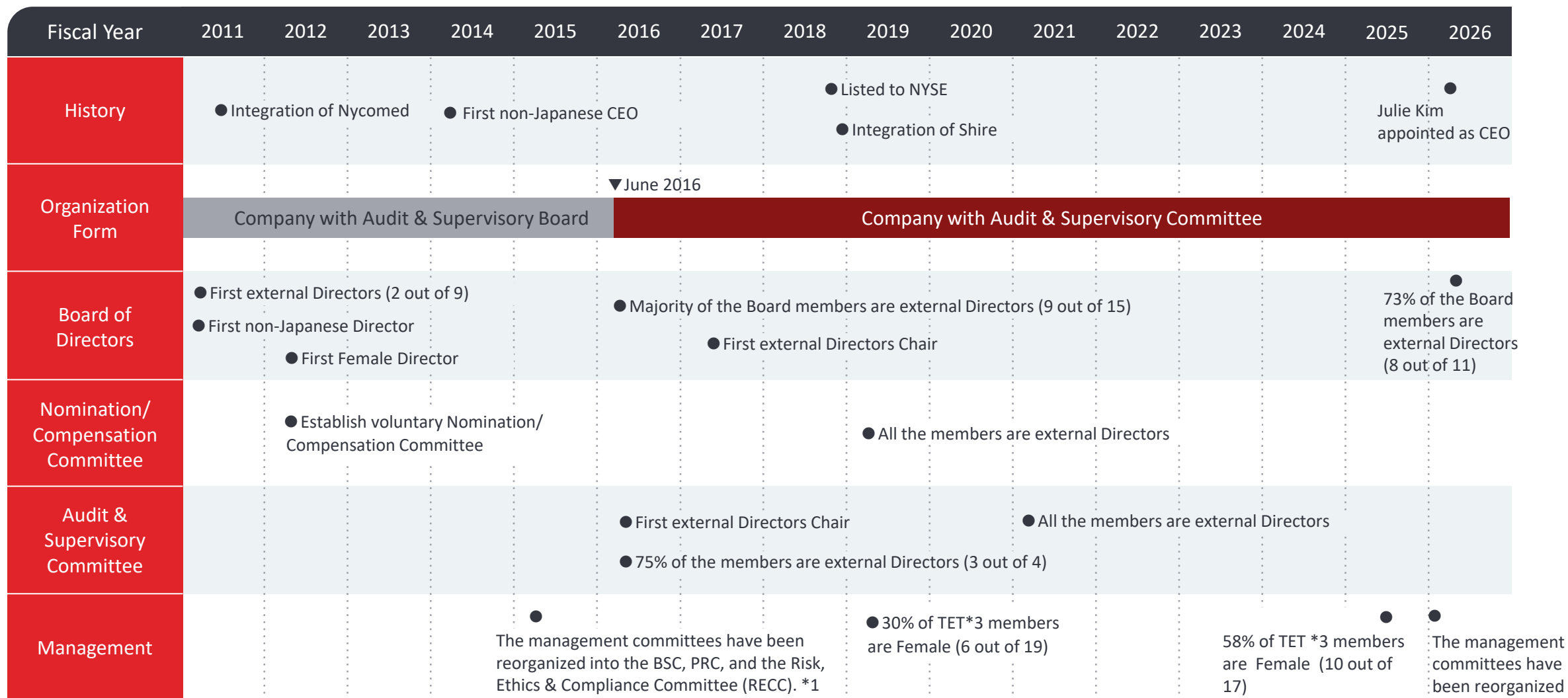


(As of June 2026)



\*1 The Business & Sustainability Committee (BSC) was renamed in April 2022. The Portfolio Review Committee (PRC) was renamed in April 2016.

\*2 Business & Sustainability Committee(BSC), including Risk Sub-Committee: Responsible for corporate, business and risk matters.  
Portfolio Review Committee(PRC), including Early Pipeline Committee as its sub-committee: Responsible for R&D and product-related matters.

\*3 Takeda Executive Team (TET)