

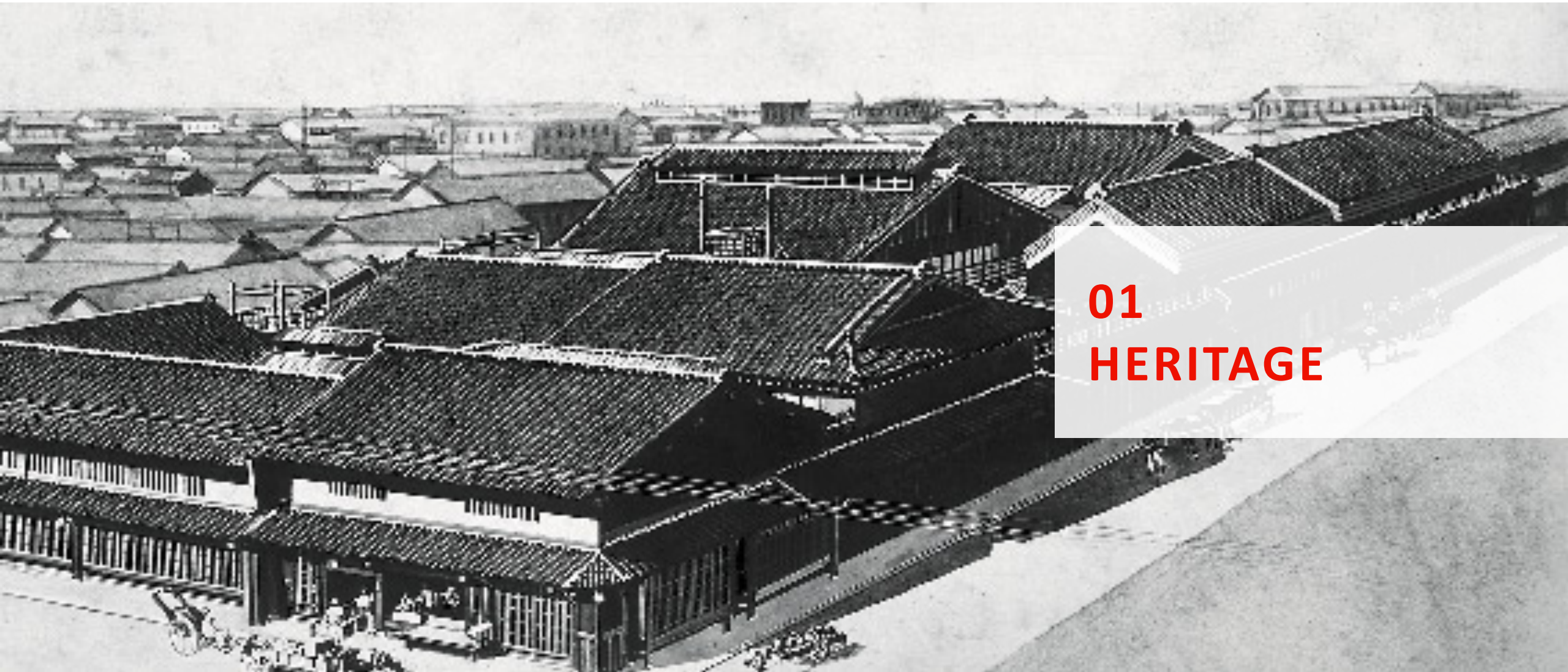


# CORPORATE PROFILE 2019



Better Health, Brighter Future





**01**  
**HERITAGE**

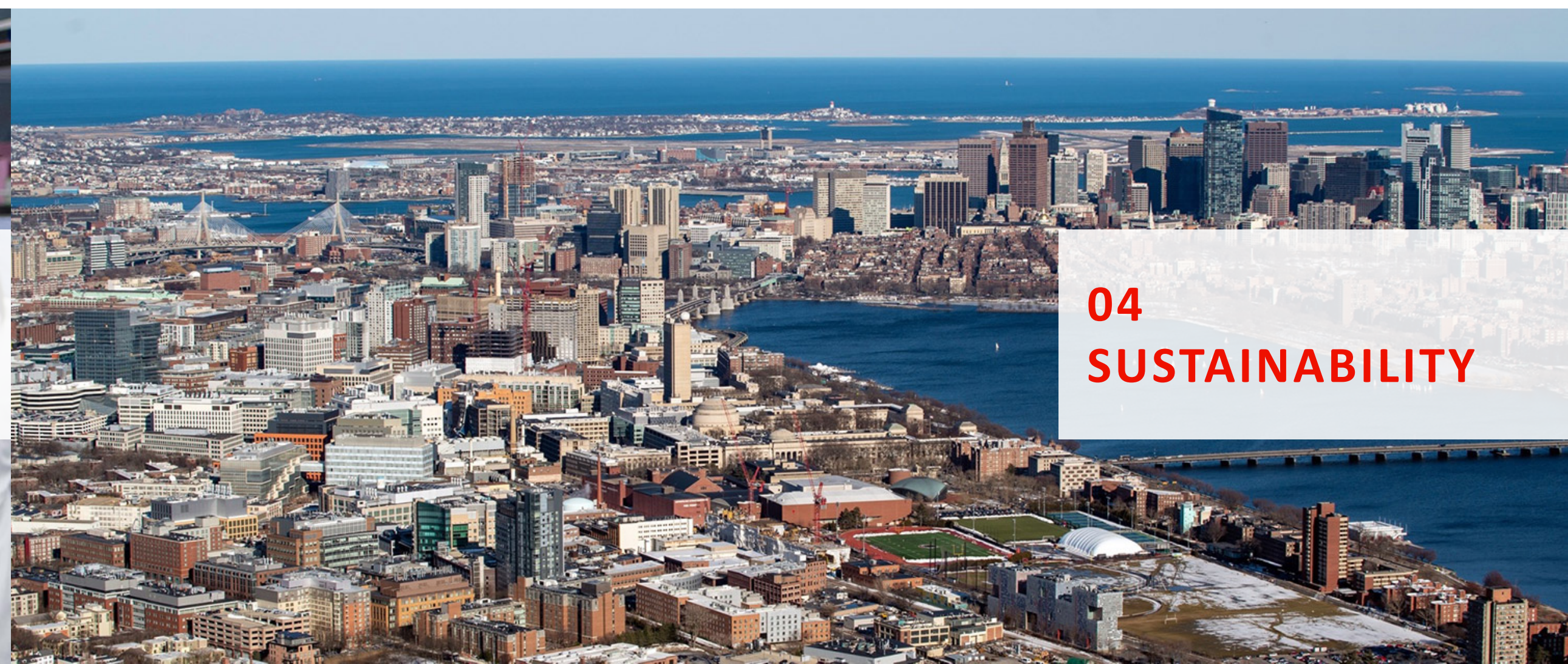


**02**  
**DIVERSITY**

# HOW CAN WE DO MORE FOR OUR PATIENTS?



**03**  
**INNOVATION**



**04**  
**SUSTAINABILITY**





Takeda was founded in Doshomachi, Osaka, which became the heart of the Japanese medicine industry during the Edo period. Many pharmaceutical companies continue to have their headquarters in this area, leading it to be known as the “medicine town.”

# 01 HERITAGE

Takeda-ism & Our Priorities

TSUKUBA  
1984



# WHO WE ARE

## PUTTING PATIENTS FIRST FOR OVER TWO CENTURIES

Takeda is a global, values-based, R&D-driven biopharmaceutical leader headquartered in Japan, committed to bringing **Better Health and a Brighter Future** to patients by translating science into highly-innovative medicines.



## Better Health, Brighter Future



## TAKEDA-ISM & OUR PRIORITIES

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**.

[LEARN MORE ABOUT OUR  
CORPORATE PHILOSOPHY ON  
TAKEDA.COM](https://www.takeda.com/corporate-philosophy)

### TAKEDA-ISM



### OUR PRIORITIES

We make decisions and take actions by focusing on the following priorities in this order:

1 Putting the patient  
at the center

2 Building trust with  
society

3 Reinforcing our  
reputation

4 Developing the  
business



A traditional Japanese portrait of an elderly man, Chobei Takeda I, with a shaved head and a small tuft of hair on the sides. He is wearing a dark blue or black kimono with gold-colored piping along the edges and a circular crest on the left chest. The background is a plain, light brown color.

**SERVING THE NEEDS OF PATIENTS THROUGH  
LEADING INNOVATION IN MEDICINE AND VACCINES**

**1781**

**OUR  
HERITAGE,  
OUR  
FUTURE**

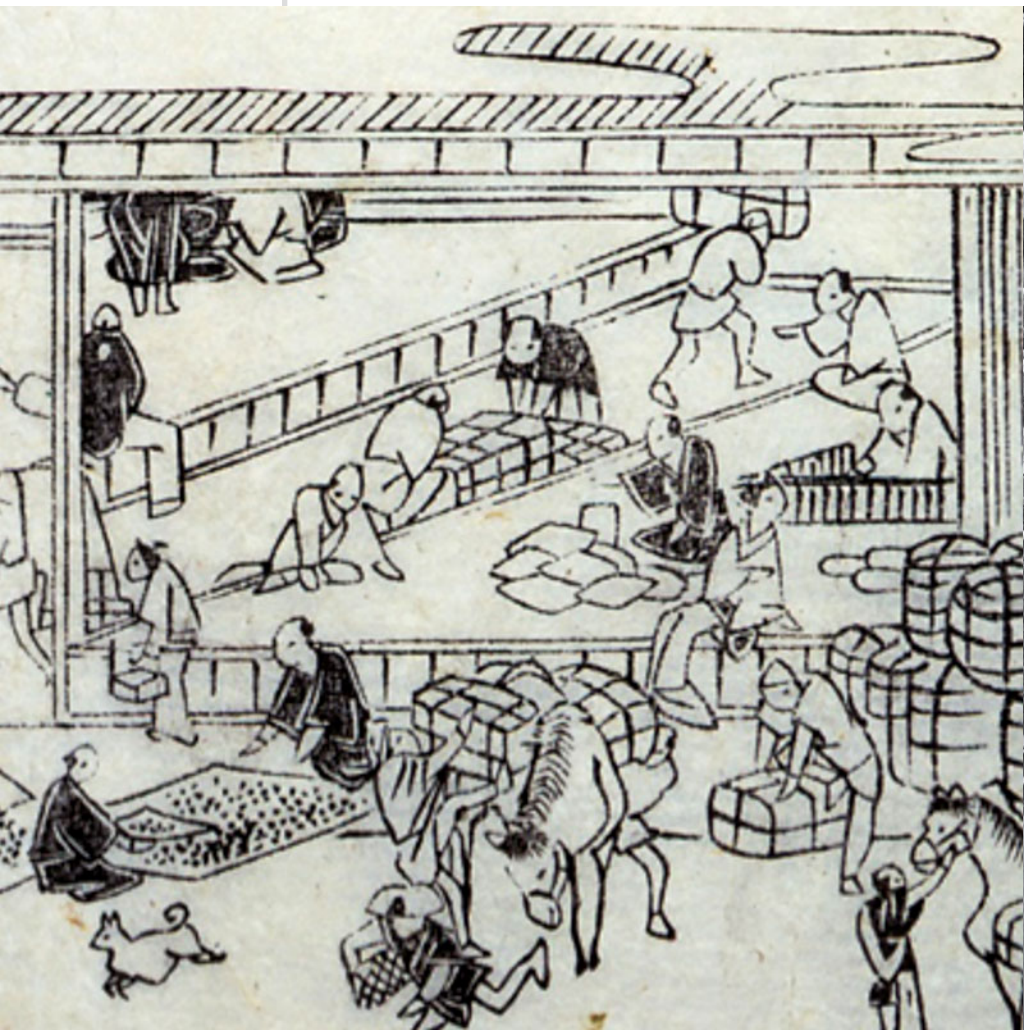
In 1781, Chobei Takeda I began selling traditional herbal medicines in Osaka, Japan. Takeda's founder gained a reputation for business integrity and quality products, characteristics embedded into the Corporate Philosophy which still guides us today.



## FOUNDATION

Chobei Takeda I sets up his business in Osaka

1781



## PRODUCTION

Pharmaceutical manufacturing begins in Takeda's factory

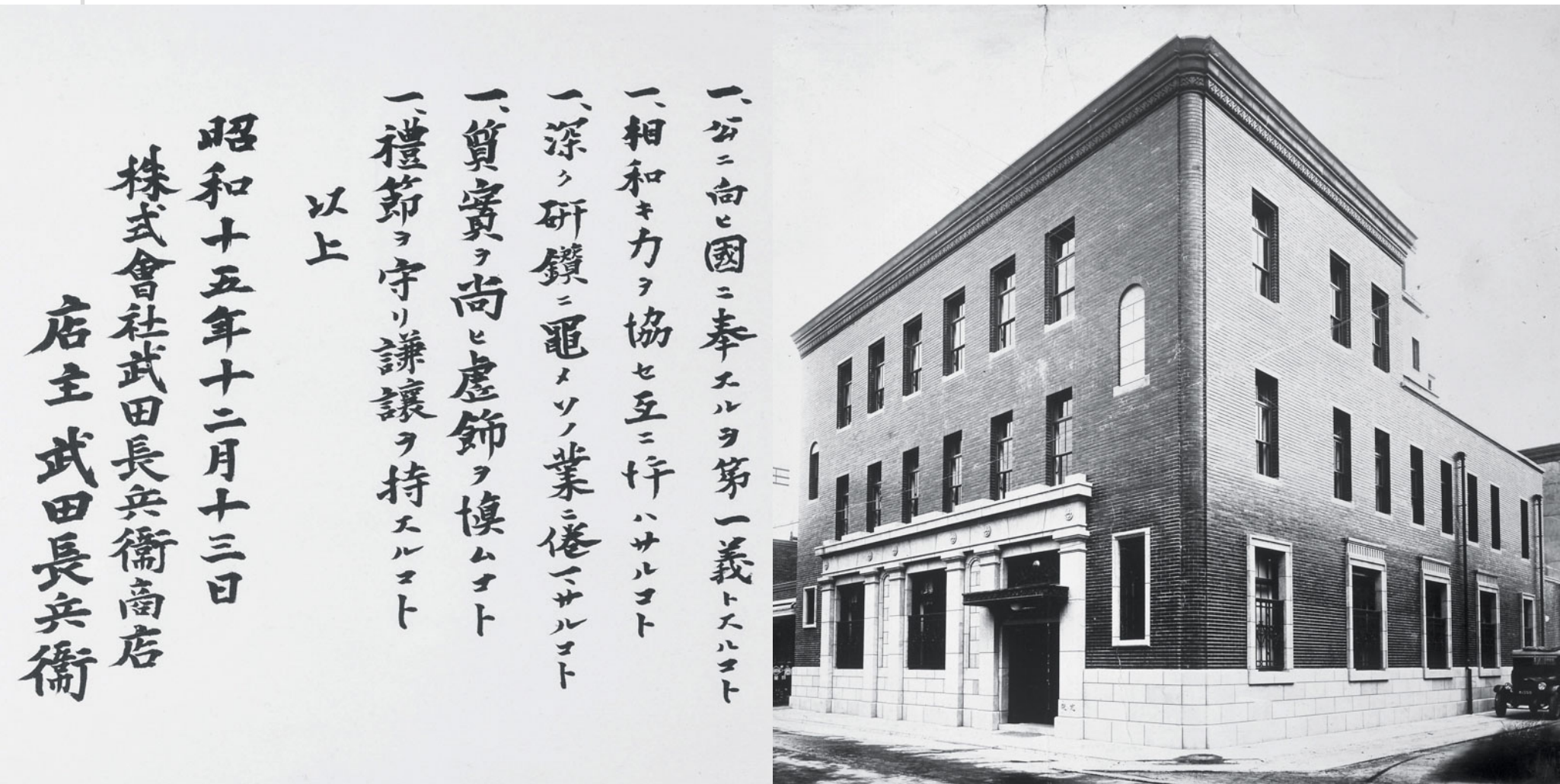
1895



## TAKEDA GARDEN [↗](#)

For Medicinal Plant Conservation opens

1933



1871

## INTERNATIONAL TRADE

Takeda pioneers in the importation of western medicines

1914

## PROPRIETARY RESEARCH

activities begin

1940

## "NORI" PRINCIPLES

which underpin Takeda-ism, are established



## PANVITAN®

Japan's first multivitamin product  
is launched

1950



## SHOSHISHA FOUNDATION

is established to support talented  
students who will contribute to society

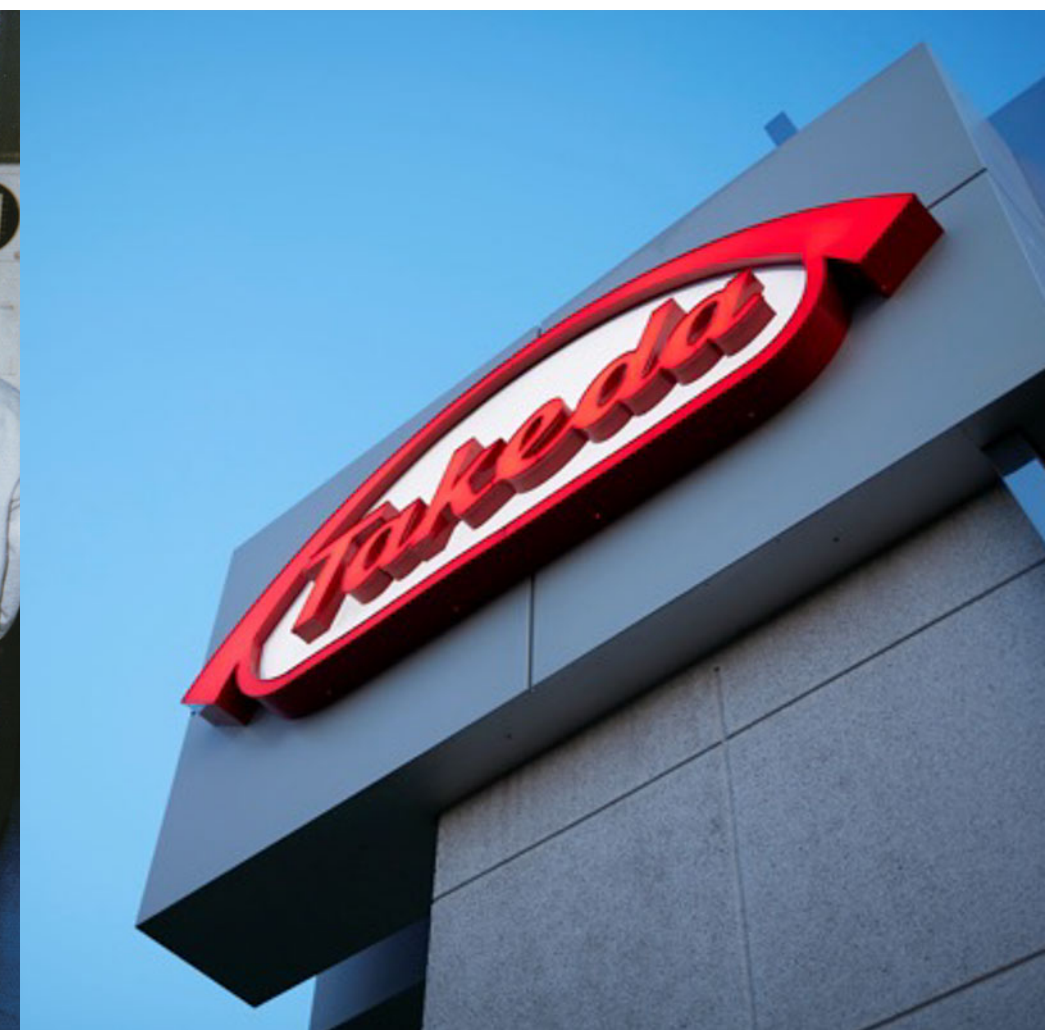
1960



## TAKEDA SCIENCE FOUNDATION

is established to encourage promising  
research and science technology

1963



1954

## ALINAMIN®

a Vitamin B<sub>1</sub> derivative,  
is launched

1962

Takeda enters markets  
**OUTSIDE JAPAN**

1980s-1990s

## EXPANSION OF INTERNATIONAL BUSINESS

accelerates with the launch of leuprorelin,  
lansoprazole, candesartan, pioglitazone



## MILLENNIUM PHARMACEUTICALS

is acquired by Takeda, enhancing  
innovation in oncology

2008



## TAKEDA INITIATIVE

is formed to support the development  
of healthcare professionals in Africa

2010



## TAKEDA AND CiRA [↗](#)

unite in T-CiRA to advance the future of  
regenerative medicine

2015



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

2016

## VISION 2025

is rolled out



## ARIAD PHARMACEUTICALS

is acquired by Takeda to further strengthen its global oncology portfolio and pipeline by expanding into solid tumors

2017



## TAKEDA GLOBAL HEADQUARTERS OPENS

providing an environment that supports diverse workstyles and promotes creativity in work

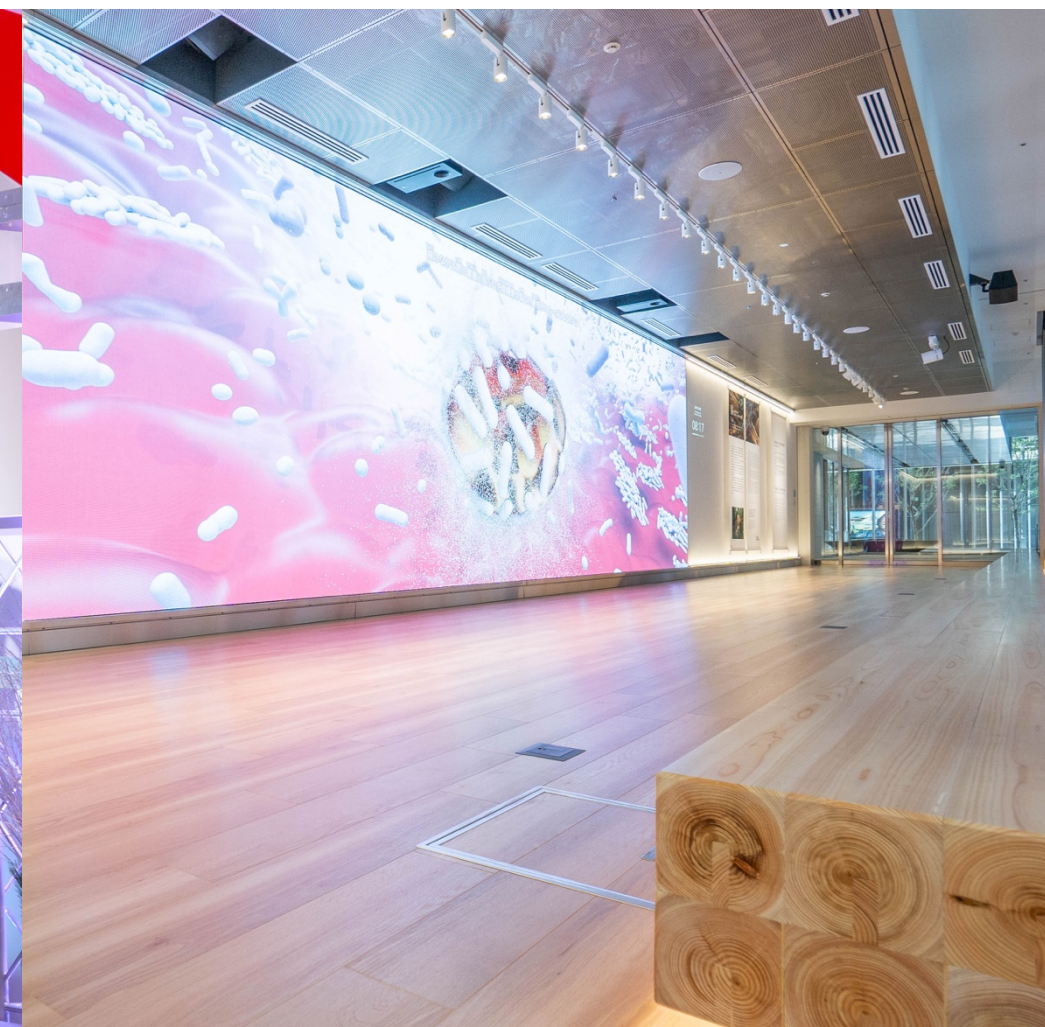
2018



## SHIRE ACQUISITION

Takeda becomes a global biopharmaceutical leader with a presence in 80 countries and regions

2019



2018

## SHONAN HEALTH INNOVATION PARK (SHONAN iPARK) OPENS

Japan's first open innovation ecosystem for the development of cutting-edge healthcare solutions

2018

## NEW YORK STOCK EXCHANGE LISTING

Takeda becomes the only pharmaceutical company listed on both the TSE and the NYSE

2019

## TAKEDA LIFE THEATER

opens on the first floor of Takeda Global Headquarters, Tokyo, as a facility to help build strong ties with the local community





## 02 DIVERSITY

**Embracing Diversity & Inclusion  
Attracting and Developing Talent**



Diverse employees across the globe are Takeda's cornerstone. 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.



# CORPORATE GOVERNANCE

We are strengthening our internal controls, including rigorous compliance and risk management, and establishing a structure that will allow rapid decision-making that is also sound and transparent.

## INTERNAL DIRECTORS



**Christophe Weber**  
Representative Director  
President & CEO



**Masato Iwasaki**  
Director, President,  
Japan Pharma Business Unit



**Andrew Plump**  
Director, President,  
Research & Development



**Costa Saroukos**  
Director  
Chief Financial Officer

## DIRECTORS ON THE AUDIT & SUPERVISORY COMMITTEE (A&SC)



**Yasuhiko Yamanaka**  
Director  
A&SC member

## INDEPENDENT DIRECTORS\*



**Masahiro Sakane**  
Independent Director  
Chair of the Board Meeting  
Chair of Nomination Committee



**Toshiyuki Shiga**  
Independent Director



**Yoshiaki Fujimori**  
Independent Director



**Shiro Kuniya**  
Independent Director



**Ian Clark**  
Independent Director



**Olivier Bohuon**  
Independent Director



**Steven Gillis**  
Independent Director



**Jean-Luc Butel**  
Independent Director



**Koji Hatsukawa**  
Independent Director  
Chair, A&SC



**Emiko Higashi**  
Independent Director  
A&SC member  
Chair of Compensation Committee



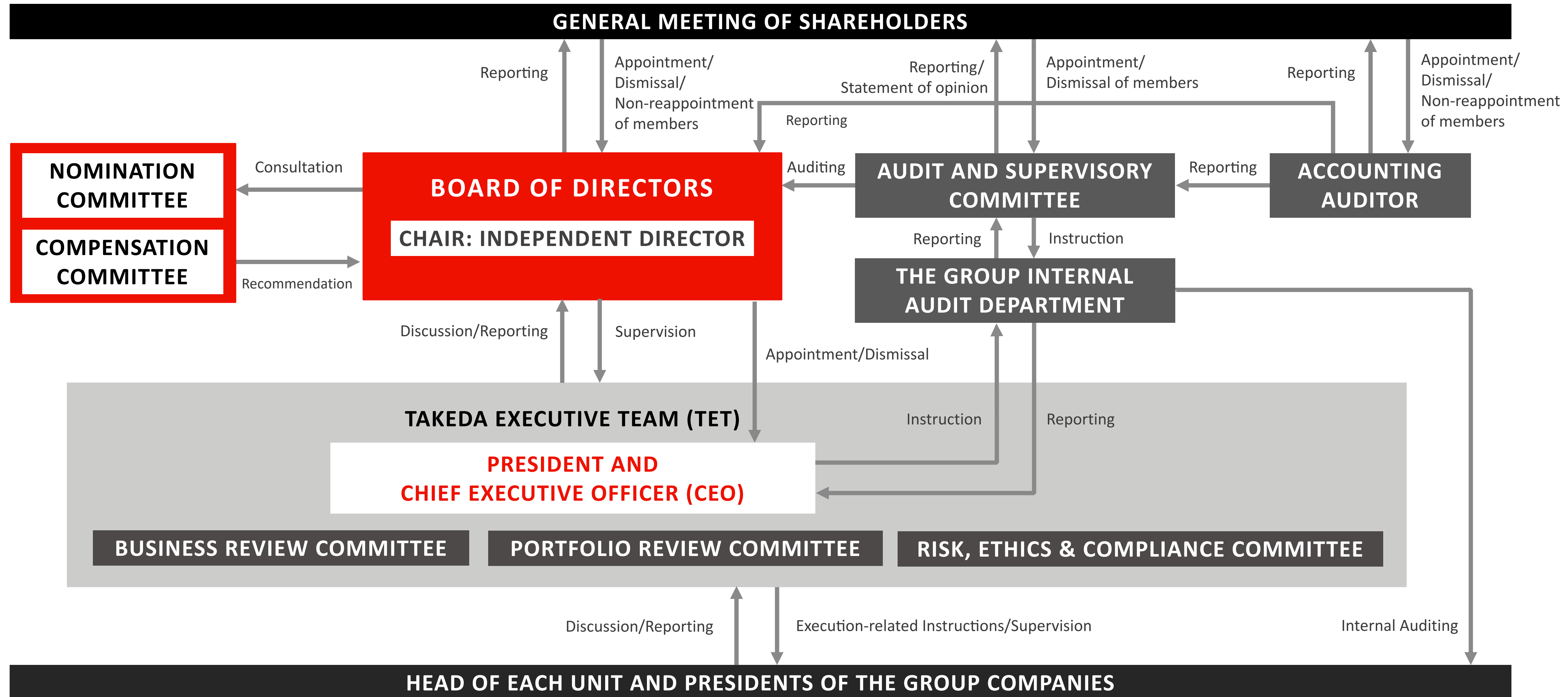
**Michel Orsinger**  
Independent Director  
A&SC member

- CB** Chair of the Board Meeting
- NC** Nomination Committee
- CC** Compensation Committee
- Independent Director**

\*As defined by Tokyo Stock Exchange listing rules

















# SCHEMATIC DIAGRAM OF TAKEDA'S CORPORATE GOVERNANCE SYSTEM

















# TAKEDA EXECUTIVE TEAM (TET)











## JAPAN

 	 	 	 	 	 	 
<b>CHRISTOPHE WEBER</b> President & CEO	<b>COSTA SAROUKOS</b> Chief Financial Officer	<b>MASATO IWASAKI</b> President, Japan Pharma Business Unit	<b>HARUHIKO HIRATE</b> Corporate Communications & Public Affairs Officer	<b>YOSHIHIRO NAKAGAWA</b> Global General Counsel	<b>PADMA THIRUVENGADAM</b> Chief Human Resources Officer	<b>MILANO FURUTA</b> Corporate Strategy Officer & Chief of Staff

## USA

 	 	 	 	 	 
<b>ANDY PLUMP</b> President, Research & Development	<b>RAMONA SEQUEIRA</b> President, US Business Unit	<b>TERESA BITETTI</b> President, Global Oncology Business Unit	<b>RAJEEV VENKAYYA</b> President, Global Vaccine Business Unit	<b>GERARD (JERRY) GRECO</b> Global Quality Officer	<b>MARCELLO AGOSTI</b> Global Business Development Officer

## SWITZERLAND

 	 	 	 	 
<b>GILES PLATFORD</b> President, Europe & Canada Business Unit	<b>CAMILLA SOENDERBY</b> Chief Patient Value & Product Strategy Officer	<b>JULIE KIM</b> President, Plasma- Derived Therapies Business Unit	<b>THOMAS WOZNIEWSKI</b> Global Manufacturing & Supply Officer	<b>MWANA LUGOGO</b> Chief Ethics & Compliance Officer

## SINGAPORE

 
<b>RICARDO MAREK</b> President, Growth & Emerging Markets Business Unit



# DIVERSE PERSPECTIVES LEAD TO INSIGHTFUL SOLUTIONS

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

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.

## TAKEDA AWARDED GLOBAL TOP EMPLOYER® STATUS FOR 2 CONSECUTIVE YEARS



In 2019, Takeda was recognized by the Top Employers Institute for providing outstanding employee offerings in more than 20 countries and regions, across four geographic areas.

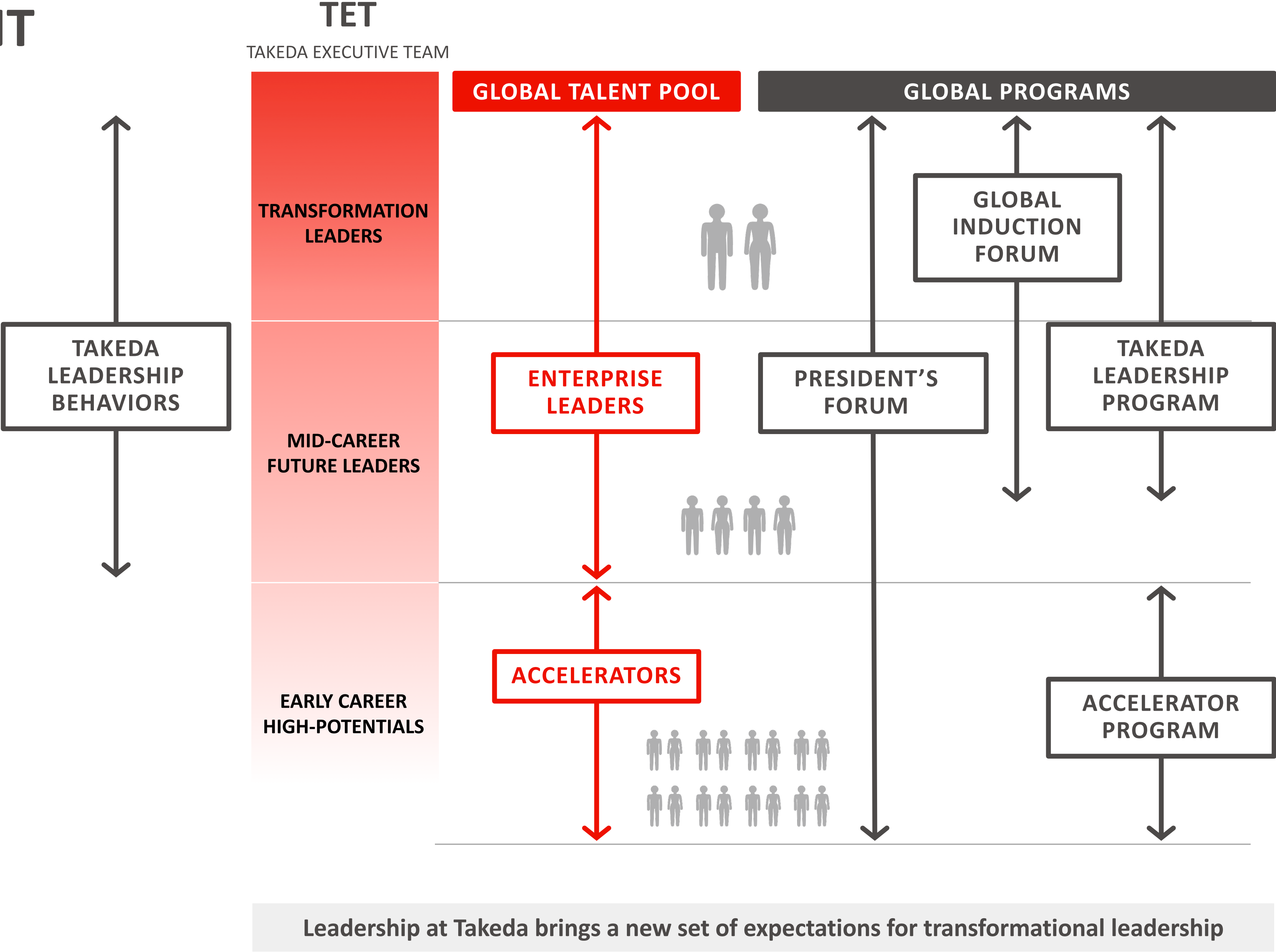


# TALENT DEVELOPMENT

## 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.

# 03 INNOVATION

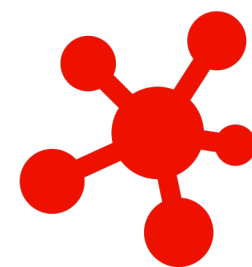
How our R&D transforms lives



## OUR COMITTMENT TO DELIVER INNOVATION

Our R&D efforts are focused on four therapeutic areas: **Oncology**, **Gastroenterology (GI)**, **Rare Diseases** and **Neuroscience**. We also make targeted R&D investments in **Plasma-Derived Therapies** and **Vaccines**.

Takeda has a unique highly focused R&D engine



ONCOLOGY



GASTRO-  
ENTEROLOGY



RARE DISEASES



NEUROSCIENCE



PLASMA-DERIVED  
THERAPIES



VACCINES

[SEE OUR COMPLETE PIPELINE on TAKEDA.COM](https://www.takeda.com) 





The Boston area is home to Takeda's global R&D hub. With hundreds of biotechnology companies and leading academic institutes nestled together, this area is known as the center of the U.S. biotechnology industry.

# 04 SUSTAINABILITY

Best practice for better performance



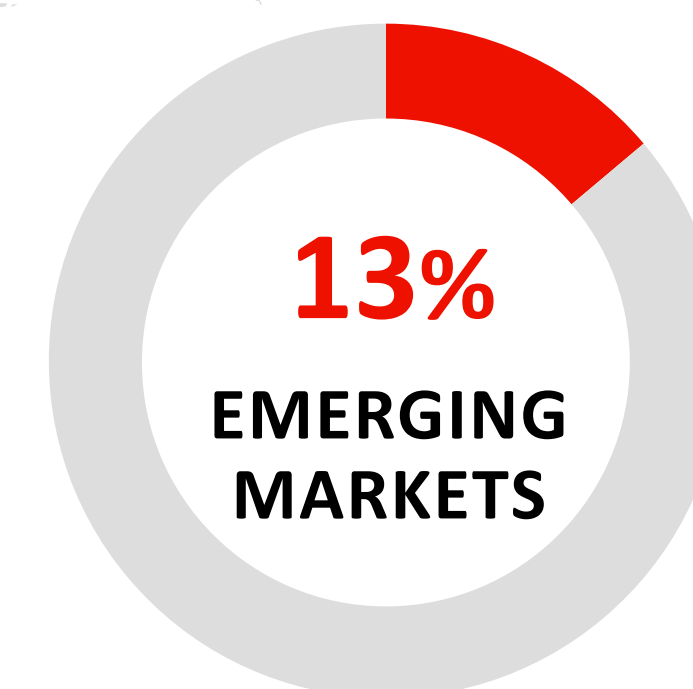
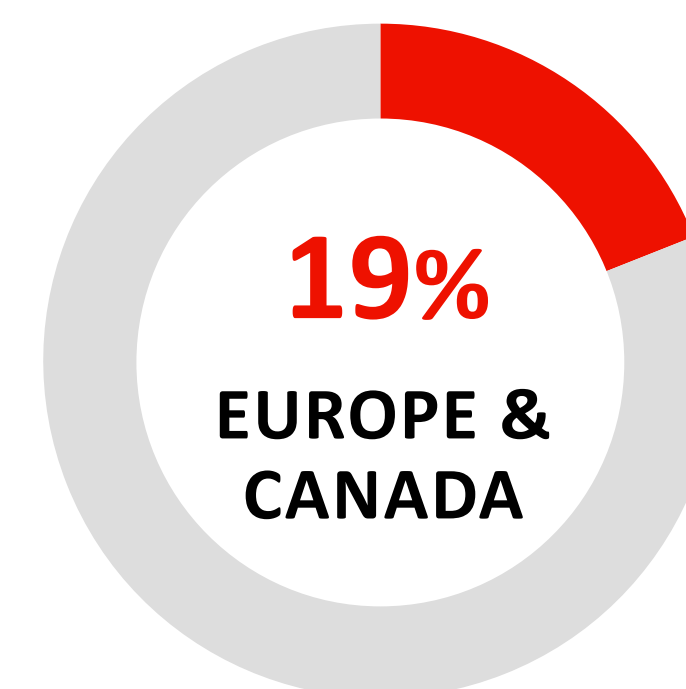
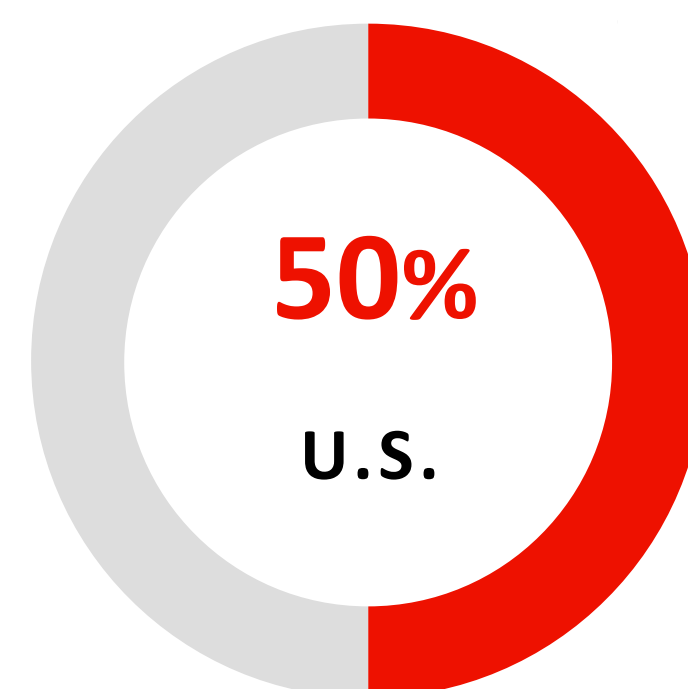
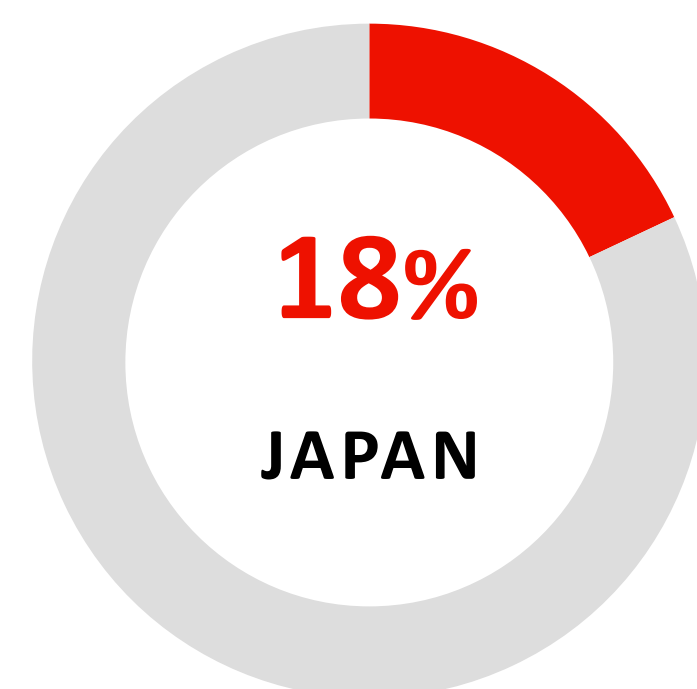
# A COMPETITIVE VALUES-BASED, R&D-DRIVEN, GLOBAL BIOPHARMACEUTICAL LEADER

**~JPY 3.3T**  
**~US\$30B**

**PRO-FORMA  
REVENUE\***



APPROX. NET SALES  
BREAKDOWN BY REGION



\* Pro-forma April 2018-March 2019 combined revenue of Legacy Takeda and Legacy Shire, converted at April 2018-March 2019 average exchange rate of 111 JPY/USD



# CORPORATE SOCIAL RESPONSIBILITY (CSR)

Sustainability and integrity go hand-in-hand;  
They are paramount in everything we do.

As a company that strives for Better Health and Brighter Future for people worldwide through leading innovation in medicine, Takeda works towards the achievement of the Sustainable Development Goals (SDGs)



Working together with the global community, Takeda is committed to all SDGs – in particular Goal 3, promoting good health & well-being



## LONG-TERM COMMITMENT

¥10.5bn

Total amount contributed to  
Global CSR Programs  
(2016-2019)



¥4.3bn

Amount donated by Takeda to  
support Great East Japan  
Earthquake recovery programs  
carried out by NGOs and NPOs  
between 2011-2020



## PARTICIPATION

20,000

Number of Takeda employees around the  
world who voted to select our Global CSR  
Programs in 2019




# TAKEDA GLOBAL CSR PROGRAM

¥4.5 BILLION FOR  
5 PROGRAMS  
IN 2019

WITH A FOCUS  
ON DISEASE  
PREVENTION


Programs are selected by  
employee votes each year

[LEARN MORE ON TAKEDA.COM](https://www.takeda.com)



Empower Cities to Deliver Quality and Equitable Cancer Care

- 1 Billion yen
- 5 years
- Global






Global Access Program for the Most Neglected Patients


- 1 Billion yen
- 5 years
- 16 countries





Transforming the Lives of Children with Serious Illness, and Their Families

- 1 Billion yen
- 5 years
- Global





Immunization and Universal Health Coverage

- 550 Million yen
- 5 years
- Sub-Saharan Africa





Investment in Innovation and Frontier Technology

- 1 Billion yen
- 5 years
- Global



2018  
1.4bn yen  
3 programs



A Health Worker for Everyone, Everywhere



Training 5,000 Health Professionals in Sub-Saharan Africa



Health Systems Strengthening in Sub-Saharan Africa

2017  
2.75bn yen  
3 programs



Protecting the Lives of Pregnant Women in Africa




Holistic Support Program for Refugees of South Sudan and Syria



“The First 1000 Days”: Health and Nutrition Program


2016  
1.75bn yen  
3 programs



Maternal and Newborn Health for Ethnic Minorities



Global Measles Vaccination for Children



Community Health Workers Training for Maternal and Child Health



# ACCESS TO MEDICINES

TAKEDA'S ACCESS to MEDICINES (AtM) STRATEGY  
BUILDS ON OUR LONG HISTORY OF ENHANCING GLOBAL HEALTH.



Yana, Patient at National Cancer Institute, Ukraine.



Magdaline, Community Health Worker, Namelok Health Center, Kenya




Doctor, Philippines General Hospital Cancer Center, Philippines

Improving access to care and treatment for patients in parts of the world  
with the highest unmet medical needs

**AFFORDABILITY-  
BASED PATIENT  
ASSISTANCE  
PROGRAMS (PAPs)**

**GOING BEYOND  
MEDICINES TO  
ADDRESS ACCESS  
BARRIERS**

**PARTNERING TO  
CHANGE LIVES**

**ACCESS  
ACCELERATED**   
*Moving NCD Care Forward*

**CEPI**  
New vaccines  
for a safer world

**GHIT**  **Fund**  
Global Health Innovative Technology Fund

Serving the needs of patients, wherever they are:  
Takeda actively participates in **global health partnerships**



238 years after our foundation, we feel great humility in knowing that our medicines and vaccines now reach people across the globe — but we know we can do more.

Please visit our corporate website for more on who we are, what we do and what we stand for.

[www.takeda.com](http://www.takeda.com)



**Our Stories:**  
<https://www.takeda.com/our-stories/>

**Our Business:**  
<https://www.takeda.com/what-we-do/>

**Our Positions & Guidelines:**  
[https://www.takeda.com/who-we-are/company-information/Positions\\_Guidelines/](https://www.takeda.com/who-we-are/company-information/Positions_Guidelines/)

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### About the Interior Design Concept of Takeda Global Headquarters

Creative Director Kashiwa Sato selected people’s “life force” as the overall concept for the interior design, which is expressed through a series of eight Japanese characters, displayed as artworks throughout the building.

<https://www.takeda.com/who-we-are/how-we-work/>

