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Takeda Pharmaceutical Company Limited

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### WHO WE ARE

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 Global Headquarters opened in Nihonbashi, Tokyo on July 2nd, 2018. Creative Director Kashiwa Sato selected people's "Life Force" as the overall concept for the interior design, and in the 1st floor entrance space, a large circular stone filled with flowing water and light symbolizes "the source of life", and wooden artwork made of three-dimensional kanji characters representing "water" and "light" lines the walls.

Takeda Global Headquarters is a symbol of our values and provides a base for our diverse workforce of around 30,000 employees across the globe where they can connect, collaborate, learn and share, in an environment designed to offer comfort and inspiration.

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

Published July 2018

Takeda Pharmaceutical Company Limited

### 'Takeda-ism' & Our Priorities



our reputation

Putting the patient at the center

Building trust with society

the business

Better Health, Brighter Future

# 01 OUR VALUES

Takeda-ism and Our Priorities

### 0.

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.



### OUR HERITAGE, OUR FUTURE

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.



#### 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.



### 1871

### **INTERNATIONAL**

### TRADE

Takeda pioneers in the importation of western medicines

# 1914

# RESEARCH

activities begin

### CHOBEI V'S PRINCIPLES OF "NORI"

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

## PROPRIETARY

1940

#### **"NORI" PRINCIPLES**

which underpin Takeda-ism, are established

- These principles continue to guide us today:
- Serve the public
- Work together in harmony
- Esteem plainness
- Observe propriety
- 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.



### 1954

1962

**ALINAMIN®** 

a Vitamin B1 derivative, is launched

### **OUTSIDE JAPAN**

Takeda enters foreign markets

### 1980's-1990's

#### **EXPANSION OF** INTERNATIONAL BUSINESS

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

### 2009

Takeda joins the UNITED NATIONS **GLOBAL COMPACT** 

and in 2011 its LEAD program

#### 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.

### 2011

### NYCOMED AQUISITION

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

#### 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.

#### 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.

### **TAKEDA AND CIRA**

2015

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

#### A RESPONSIVE MODEL FOR CHANGING TIMES

In response to increased patient needs for generic medicines and social demands to control healthcare costs, Takeda changes its business model, establishing the Takeda-Teva joint venture to offer Teva's generic medicines and Takeda's offpatent drugs in Japan. The joint venture also allows us to focus more sharply on developing innovative medicines to tackle tough medical challenges.

#### **NINLARO**®

#### **TAKEDA-TEVA**

2016

multiple myeloma treatment is approved by the FDA (U.S.)

2015

### joint venture takes on off-patent drugs to allow Takeda to focus on innovation

expanding into solid tumors

2017

ARIAD

PHARMACEUTICALS

acquired by Takeda to further

strengthen its global oncology

portfolio and pipeline by



### 2016

**VISION 2025** 

is rolled out

### 2017

#### ALUNBRIG™

lung cancer treatment is approved by the FDA (U.S.)

### **SHONAN** iPark

2018

Shonan Health Innovation Park (Shonan iPark) is launched

#### SHONAN HEALTH INNOVATION PARK (Shonan iPark) IS LAUNCHED

Shonan iPark aims to cultivate Japan's first open innovation ecosystem led by a pharmaceutical company. It is the result of the opening up of Takeda's cutting-edge R&D facility, Shonan Research Center, to an alliance of industry, government, and academic organizations, and which also includes companies from the venture capital segment. In addition to universities and research institutes related to healthcare, venture capital firms. hospitals, municipalities, and other partners will become tenants, resulting in a vibrant ecosystem that drives entrepreneurship and partnership.



# TO OUR FUTURE **VISION 2025**

The future state of the company we aspire to become by 2025

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.



OUR VALUES



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

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. 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.



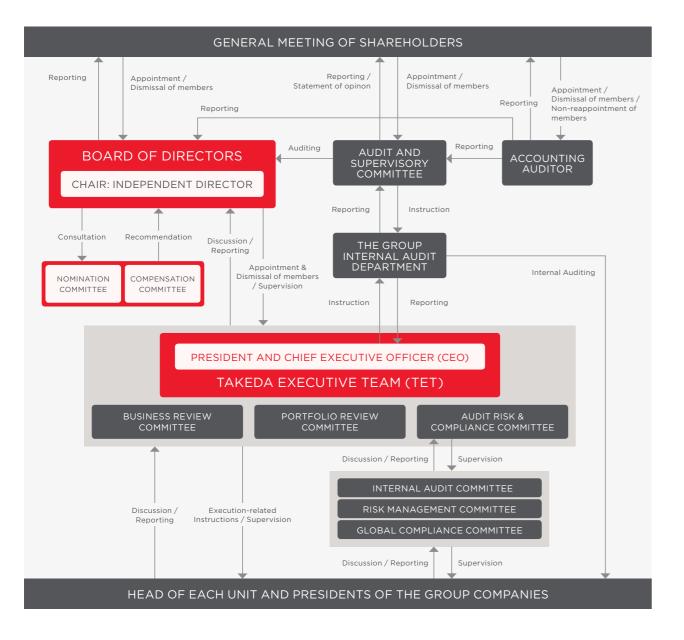
It is a privilege to lead this process together with the Takeda Executive Team, and I look forward to bringing better health and a brighter future to many more patients worldwide as our transformation continues.

United with

Christophe Weber Representative Director, President & CEO

### CORPORATE GOVERNANCE AND BOARD OF DIRECTORS

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.



### **INTERNAL DIRECTORS**



CHRISTOPHE WEBER MASATO IWASAKI President & CEO

Director President, Japan Pharma **Business Unit** 

Director Chief Medical & Scientific Officer

### **EXTERNAL DIRECTORS**





MASAHIRO SAKANE External Director Board Meeting Chair Nomination Committee Chair

MICHEL ORSINGER External Director

TOSHIYUKI SHIGA External Director Compensation Committee Chair

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



YASUHIKO YAMANAKA SHIRO KUNIYA External Director External Director Director A&SC Member A&SC Chair A&SC Member NC Nomination committee CC

Compensation committee

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.

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ANDREW PLUMP





EMIKO HIGASHI External Director



YOSHIAKI FUJIMORI External Director





As of July 2018

## TAKEDA EXECUTIVE TEAM (TET)

#### JAPAN



CHRISTOPHE WEBER

President & CEO



MASATO IWASAKI

Director President, Japan Pharma Business Unit



COSTA SAROUKOS

Chief Financial Officer



SWITZERLAND

THOMAS WOZNIEWSKI

Global Manufacturing and Supply Officer

US



ANDREW PLUMP

Officer

Director Chief Medical & Scientific



CHRISTOPHE BIANCHI

President, Global Oncology Business Unit





Corporate Communications and Public Affairs Officer



Global General Counsel



PADMA THIRUVENGADAM Chief Human Resources Officer



GILES PLATFORD President, Europe and Canada Business Unit





RAMONA SEQUEIRA President, U.S. Business Unit RAJEEV VENKAYYA

President, Global Vaccine Business Unit

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.





GERARD GRECO Global Quality Officer



RICARDO MAREK

President, Emerging Markets **Business Unit** 

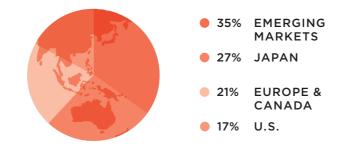
As of July 2018

## **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







#### 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.).

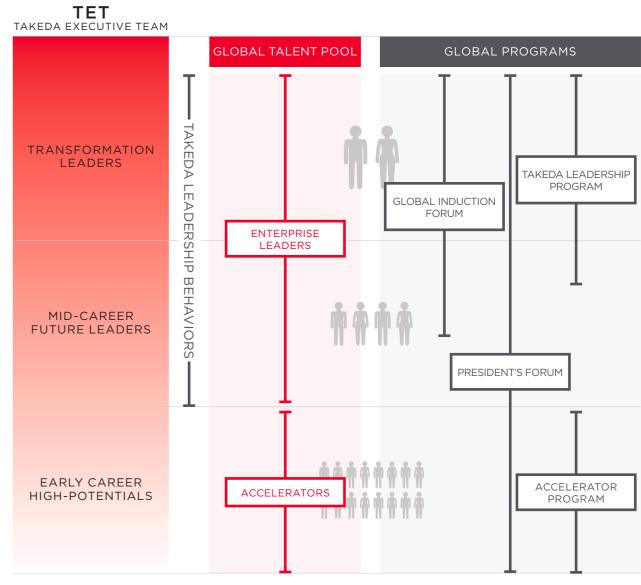


### TALENT DEVELOPEMENT

### 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.





Leadership at Takeda brings a new set of expectations for transformational leadership

#### **OUR DEVELOPMENT PROGRAMS**

#### Takeda Leadership **Behaviors**

A new set of expectations for transformational leadership

Takeda's executive management team personally nurture talented people to lead the company in the future

Forum

#### Accelerator Program

hired senior leaders

International cross-functional development for high potential employees early in their careers

#### President's Forum

#### **Global Induction**

Induction training for recently

#### Takeda Leadership Program

Elevating leadership capability through examination of internal and external perspectives on business

# 03 **RESEARCH &** DEVELOPMENT

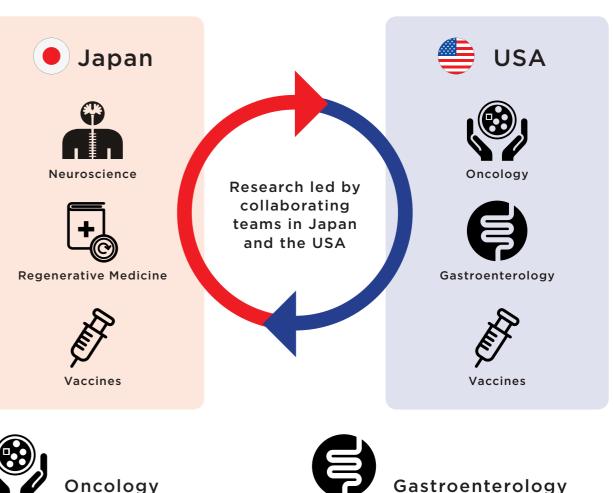
How our innovation transforms lives

0

### **OUR RESEARCH**

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.



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.



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.

### 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.



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.

### 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 (AS OF MAY, 2018)



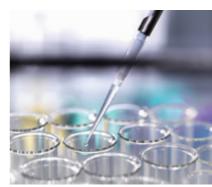


Cancer

7-CiRA

A unique partnership between Kyoto University's Center for iPS Cell Research and Takeda, aspiring to transform the future of medicine using iPS cells





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.

### 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:

• Heart failure • Neurodegenerative disorders • Type 1 diabetes • Intractable muscle diseases

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.

# 04 BUSINESS PERFORMANCE

Best practice for better performance

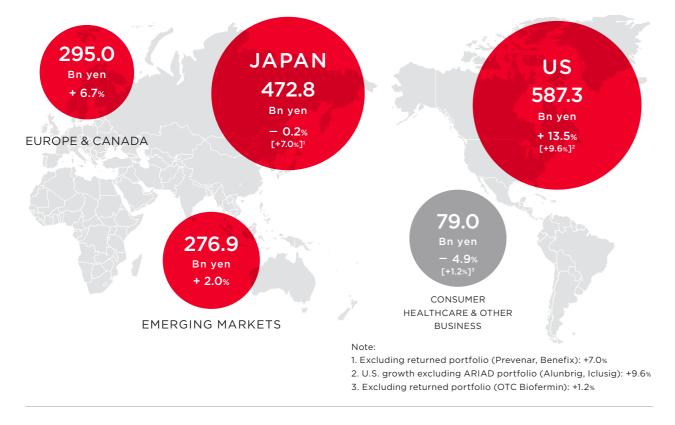


Following three years of construction, March 2018 saw the completion of Takeda Global Headquarters in Nihonbashi Honcho, the historical base of our operations in Tokyo since they began over 100 years ago. With this building as a base, and a symbol of our values, Takeda will further accelerate our transformation into a global, valuesbased 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.



### Transformation is delivering superior results



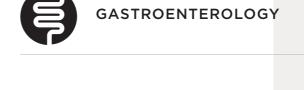
- Focused on strategic priorities to: FY2017 results reflect superior execution Reported: Revenue +2.2%; OP +55.1%; EPS +62.7% Underlying: Revenue +5.5%; CE +40.2%; Core EPS +44.8% Underlying CE margin expansion +420bps
  - Committed to 100-200bps margin improvement every year
  - In FY2018 strong underlying business will offset Velcade decline
  - Positioned for sustainable growth, underpinned by Values

Note: "Underlying growth" compares two periods of financial results on a common basis, showing the ongoing performance of the business excluding the impact of foreign exchange and divestitures from both periods • CE = "Core Earnings" is calculated by taking reported Gross Profit and deducting SG&A expenses and R&D expenses. In addition, certain other items that are non-core in nature and significant in value may also be adjusted • bps = basis point: one hundredth of a percent

# TAKEDA'S GROWTH DRIVERS

Revenue growth was led by growth drivers +12.8%

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



ONCOLOGY

NEUROSCIENCE



UNDERLYING REVENUE GROWTH



# +21.6%

# +12.1%

# +22.6%

# +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)



BENEFICIARIES

# 16.96 MILLION

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

### PARTICIPATION

11,000+

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

### LONG-TERM COMMITMENT



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



Total amount contributed to Global CSR Programs since 2016

## **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



#### UNITED NATIONS FOUNDATION

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.



Save the Children

BUDGET 250 million yen LAUNCH 2016 TERM 5 years

BUDGET 1 billion yen

AREA Approximately 40

Latin America

Asia and

BUDGET 500 million yen

AREA India, Bangladesh,

Nepal, and

Afghanistan

countries in Africa

LAUNCH 2016

TERM 10 years

LAUNCH 2016

TERM 5 years

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



### unicef

"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.











JOICFP

### Protecting the lives of pregnant women in Africa

### 2018



#### LAST MILE HEALTH

### 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.



# Seed

Training 5,000 health professionals in Sub-Saharan Africa

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.

AREA Laos, Myanmar,

and Vietnam

Rwanda

BUDGET 1 billion yen LAUNCH 2017 TERM 5 years AREA Benin,



Madagascar, and



BUDGET 1 billion yen LAUNCH 2017 TERM 5 years AREA Egypt, Ethiopia, Jordan, Lebanon, South Sudan, Sudan,

and Uganda

maternal and child care, and safe water and sanitation.

BUDGET 750 million yen LAUNCH 2017 TERM 5 years AREA Ghana, Kenya, Tanzania, and Zambia

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.

> BUDGET 400 million yen LAUNCH 2018-19 TERM 3 years AREA Global

BUDGET 500 million yen LAUNCH 2018-19 TERM 5 years AREA Sub-Saharan Africa

Supporting the education, training, and mentorship of 5,000 doctors,

BUDGET 500 million yen LAUNCH 2018-19 TERM 5 years AREA Angola, Guinea, and Togo

### ACCESS TO MEDICINES

Takeda's Access to Medicines strategy builds on our long history of enhancing global health. It uses sustainable approaches to tackle a range of barriers and multi-dimensional challenges that prevent patients from accessing the care and treatment they need.

Our strategy aims to improve the availability and affordability of some of our innovative, specialty care medicines and to go beyond medicines to enhance patient awareness, diagnostic capabilities, medical expertise, and patient aftercare.



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

Focused on improving access to some of our innovative, specialty care medicines, PAPs enable eligible patients to complete their course of treatment, even if they cannot afford to pay for it in full. We currently have patients enrolled in over 17 PAPs in 13 countries across Eastern Europe, Latin America, the Middle East, South East Asia and Sub-Saharan Africa.

Yana, Patient at National Cancer Institute, Ukrain



Magdaline, Community Health Worker at Namelok Health Center, Kenya



Doctor, Philippines General Hospital Cancer Center, Philippines

### GOING BEYOND MEDICINES TO ADDRESS ACCESS BARRIERS

We have designed a series of initiatives that go beyond medicines to address other access barriers facing patients. These include healthcare capacity building through improved cancer awareness and diagnosis in Philippines and Ukraine, Patient Support Programs that increase access and treatment adherence in Latin America, and the training of healthcare practitioners and community healthcare workers in Sub-Saharan Africa.

#### PARTNERING TO CHANGE LIVES

Takeda has designed a stakeholder engagement initiative to mobilize collaborative action that addresses the challenges of non-communicable diseases (NCDs): Blueprint for Success.

During 2017, the initiative brought together over 300 experts from around the world from various sectors and industries, to create partnerships opportunities and enable tangible plans of action to improve access to medicines.

### 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.



Moving NCD Care Forward

Improving care for non-communicable diseases in low and middle-income countries.



Financing and coordinating vaccine development against priority epidemic threats.



Global Health Innovative Technology Fund

Bringing Japanese innovation, finance and leadership to fight against infectious diseases in the developing world.

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.

### Better Health, Brighter Future

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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