

Our Pipeline: Delivering Waves of Innovation for Patients

For more than 200 years, Takeda has focused on bringing better health and a brighter future to people around the world by translating science into life-changing medicines that make a critical difference to patients.

Innovative Biopharma R&D Focus



Oncology



Rare Genetics
& Hematology



Neuroscience



Gastroenterology

Strategic Investments



Plasma-Derived
Therapies



Vaccines

Takeda supports R&D efforts across three areas: Innovative Biopharma, Plasma-Derived Therapies (PDT) and Vaccines. The R&D engine for Innovative Biopharma, our largest R&D investment, has produced a diverse and dynamic pipeline in areas of high unmet medical need across our core therapeutic areas where we have deep expertise in Oncology, Rare Genetics & Hematology, Neuroscience and Gastroenterology.

Successive Waves of Innovation Contribute to Sustained Growth

Our pipeline is positioned to deliver both near-term and sustained growth to Takeda in two waves:

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Wave 1: Near-Term Growth

Global brand expansions and 11 new molecular entities (NMEs) with potential for 15 launches through FY24.

≈2

Wave 2: Sustained Growth

~30 NMEs and next-generation platforms with transformative or curative potential that will support sustainable growth from FY25 and beyond.

Wave 1 of our pipeline includes 11 best-in-class / first-in-class NMEs with potential for 15 approvals through FY24.

FY21 is expected to be a growth year for our pipeline as we anticipate all of our Wave 1 programs will have a major milestone submission, approval or pivotal study. Our teams are working to bring seven programs into pivotal studies across 10 indications including TAK-994, a novel oral orexin agonist and lead candidate in our pioneering Orexin franchise.

In addition Takeda is supporting global access to three different COVID-19 vaccines. We are partnering with Novavax to develop, manufacture and commercialize 250 million doses of their COVID-19 vaccine in Japan. We also plan to import and distribute 50 million doses of Moderna's mRNA COVID-19 vaccine working with Moderna and Japan's Ministry of Health Labour and Welfare (MHLW). Takeda has released capacity at our contract manufacturer IDT Biologika to manufacture the Johnson & Johnson COVID-19 vaccine for three months.

Wave 2 of our pipeline supports our sustainable growth from FY25 and includes approximately 30 programs with transformative or curative potential. TAK-999 for alpha-1 antitrypsin (AAT) deficiency liver disease and TAK-981 for multiple cancers are on the cusp of Wave 1, with the potential to accelerate.¹

PIPELINE QUICK FACTS

4

areas of therapeutic focus
and 2 targeted investments

40+

new molecular entities
(NMEs) in the pipeline

15

potential approvals
through FY24

5,000

R&D experts powering
breakthroughs

BENEFITS OF OUR STRATEGIC APPROACH

- Targets with great therapeutic value and nimble, less costly development programs
- Faster tracks to registration
- Enhanced patent protection and marketing rights
- Partner programs to de-risk investments by Takeda
- Approximately 1/2 of pipeline with orphan drug designation

~1 Wave 1: Delivering Near-Term Growth Through FY24

14

global brands delivering for patients today

20

pivotal studies underway or in development

20

additional launches for the global brands through FY24

15+

transformative medicines potentially delivered to patients in China by FY25²

Global Growth Brand Expansions

Our 14 global growth brands continue to generate significant opportunities through new indications and geographic expansion. For our 14 global brands, we are targeting the following extensions through FY24:

| FY20 | FY21 | FY22 | FY23 | FY24 |
|---|---|--|---|---|
| ALUNBRIG 1L NSCLC; US, EU, JP 2L NSCLC; JP | ALUNBRIG 1L NSCLC; CN 2L NSCLC; CN | TAKHZYRO HAE; JP HAE Peds; EU, US | NINLARO NDMM nSCT; US, EU, CN NDMM SCT; US, EU | TAKHZYRO BMA; US |
| ENTYVIO sc UC/CD; EU sc UC; JP | ALUNBRIG H2H alectinib; EU Post-2Gen; US, EU | ENTYVIO sc UC; US sc CD; US, JP | ENTYVIO GvHD; EU | NINLARO NDMM nSCT; CN NDMM SCT; CN |
| TAKHZYRO HAE; CN | NINLARO NDMM nSCT; JP | ALUNBRIG H2H alectinib; US ALK+ NSCLC; CN | ALOFISEL CPF; US | ENTYVIO sc UC/CD; CN |
| VPRIV Gaucher disease; CN | ALOFISEL CPF; JP | ADYNOVATE HemA; CN | HYQVIA CIDP; EU, US | ALOFISEL CPF; CN |
| HYQVIA SID; EU | GATTEX SBS; JP | GATTEX SBS Peds; JP | NATPARA HTP; JP | |






First-in-Class & Best-in-Class NMEs with Near-Term Milestones

The main driver for new product launches in the near term are our 11 NMEs, which represent several potential best-in-class / first-in-class therapies, and two regional COVID-19 vaccines.

| TARGET APPROVAL ³ → | FY21 | FY22 | FY23 | FY24 |
|--------------------------------|---|--|--|---|
| ONCOLOGY | mobocertinib (TAK-788) 2L NSCLC with EGFR exon 20 insertion mutation ⁴ | pevonedistat (TAK-924) HR-MDS | mobocertinib (TAK-788) 1L NSCLC with EGFR exon 20 insertion mutation | pevonedistat (TAK-924) Unfit AML |
| | | | | TAK-007 CD19+ hematologic malignancies |
| RARE GENETICS & HEMATOLOGY | maribavir (TAK-620) R/R CMV infect. in transplant | maribavir (TAK-620) 1L CMV infect. in HSCT | TAK-611 MLD (IT) | |
| | TAK-609 Hunter CNS (IT) | | TAK-755 cTTP | |
| NEUROSCIENCE | | | soticlestat (TAK-935) DS | Orexin2R-ag (TAK-994/TAK-925) Narcolepsy T1 |
| | | | soticlestat (TAK-935) LGS | |
| GASTRO-ENTEROLOGY | Eohilia (TAK-721)⁵ EoE Approval Date TBD | | | |
| VACCINES | TAK-003 Dengue Vaccine | | | |
| | TAK-919 Moderna COVID-19 Vaccine (JP) | | | |
| | TAK-019 Novavax COVID-19 Vaccine (JP) | | | |

Wave 2: Driving Innovation and Supporting Sustained Growth (FY25 & Beyond)

Our Wave 2 Pipeline contains approximately 30 NMEs, each with the potential to become curative, life-saving treatments in the next decade. Momentum of our Wave 2 pipeline is the result of our investment in foundational capabilities in cell and gene therapies and data sciences. These investments, combined with our unparalleled expertise, enable Takeda to leverage best practices from one modality to build robust capabilities in new areas.

| TARGET APPROVAL ¹ → | FY25/26 | | | FY27 & BEYOND | | |
|--|--|------------------------------|--------------------------|---|---|-----------------------------------|
|  ONCOLOGY | TAK-981 Multiple cancers | | | TAK-252 Solid tumors | TAK-102 Multiple cancers | TAK-186 EGFR Solid Tumor |
| | TAK-573 R/R MM | TAK-605 Multiple cancers | | TAK-676 Solid tumors | TAK-940 CD19+ hematologic malignancies | |
|  RARE GENETICS & HEMATOLOGY | TAK-755 iTTP, SCD | | | TAK-607 Complications of prematurity | | |
| | mezagitamab (TAK-079) MG, ITP | | | | | |
|  NEUROSCIENCE | Orexin2R-ag Sleep Disorders | | | TAK-341 Parkinson's Disease | TAK-071 Parkinson's Disease | |
| | | | | TAK-041 Anhedonia in MDD | TAK-653 TRD | TAK-831 CIAS NS |
|  GASTRO-ENTEROLOGY | TAK-062 Celiac Disease | TAK-101 Celiac Disease | | sibofimloc (TAK-018) Crohn's Disease (post-op and ileitis) | | TAK-039 Hepatic encephalopathy |
| | TAK-999 AAT Deficiency Liver Disease | TAK-951 Nausea & vomiting | TAK-906 Gastroparesis | TAK-954 POGD | | |
|  VACCINES | TAK-426 Zika Vaccine | | | TAK-214 Norovirus Vaccine | | |

1. Certain Wave 2 programs may be accelerated into Wave 1 depending on future data read outs.
2. Of the >15 new medicines, 6 represent our global brands: Entyvio®, Alunbrig®, Ninlaro®, Vpriv®, Takhzyro®, Adynovate®.
3. Projected approval dates depend on data read-outs; some Wave 1 target approval dates assume accelerated approval.
4. Approval date assumes filing on Phase 2 data.
5. In active discussions with the FDA. Projected approval subject to outcome of discussions.

Takeda's Fiscal Year ends March 31 of the following year; e.g. "FY20" refers to the twelve month period ended March 31, 2021. All timelines are approximate estimates as of April 6, 2021 and are subject to change. For glossary of disease abbreviations, please refer to the following page.



Our rich history guides us, and the future energizes us. We are proud of our more than **200 years of the scientific innovation and R&D** that has helped us advance our goal to bring better health for people and a brighter future for the world.



Glossary of Abbreviations

| | | | | | |
|-----------------|---|---------------|---|--------------------|---|
| 1L | first line | H2H | head to head | nSCT | non stem cell transplant |
| 2L | second line | HAE | hereditary angioedema | NS | negative symptoms |
| AAT | alpha-1 antitrypsin | HemA | hemophilia A | Orexin2R-ag | orexin 2 receptor agonist |
| AML | acute myeloid leukemia | HPT | hypothyroidism | PDT | Plasma-Derived Therapies (business unit) |
| BMA | bradykinin mediated angioedema | HR-MDS | higher-risk myelodysplastic syndromes | Peds | pediatric |
| CD | Crohn's disease | HSCT | hematopoietic stem cell transplants | POC | proof of concept |
| CIAS | cognitive impairment associated with schizophrenia | IT | intrathecal | Post-2 gen | after 2nd generation ALK inhibitor |
| CIDP | chronic inflammatory demyelinating polyradiculoneuropathy | ITP | idiopathic thrombocytopenic purpura | Post-op | post-operative |
| COVID-19 | coronavirus disease 2019 | ITTP | immune thrombotic thrombocytopenic purpura | POGD | post-operative gastrointestinal dysfunction |
| CMV | cytomegalovirus | JP | Japan | R&D | research and development |
| CN | China | LGS | Lennox-Gastaut syndrome | RNA | ribonucleic acid |
| CNS | central nervous system | MDD | major depressive disorder | R/R | relapse/refractory |
| CPF | complex perianal fistula | MG | myasthenia gravis | SBS | short bowel syndrome |
| cTTP | congenital thrombotic thrombocytopenic purpura | MLD | metachromatic leukodystrophy | sc | subcutaneous formulation |
| DS | Dravet syndrome | MM | multiple myeloma | SCD | sickle cell disease |
| EGFR | epidermal growth factor receptor | NDMM | newly diagnosed multiple myeloma | SCT | stem cell transplant |
| EoE | eosinophilic esophagitis | NIAID | National Institute of Allergy and Infectious Diseases | SID | secondary immunodeficiency |
| EU | European Union | NIH | National Institute of Health | T1 | type 1 |
| FY | fiscal year | NME | new molecular entity | TRD | treatment resistant depression |
| GvHD | graft-versus-host disease | NSCLC | non-small cell lung cancer | UC | ulcerative colitis |
| | | | | US | United States |

Forward-Looking Statements

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