

# CORPORATE OVERVIEW 2020



Better Health, Brighter Future

# A Global, Values-based, R&D-driven Biopharmaceutical Leader



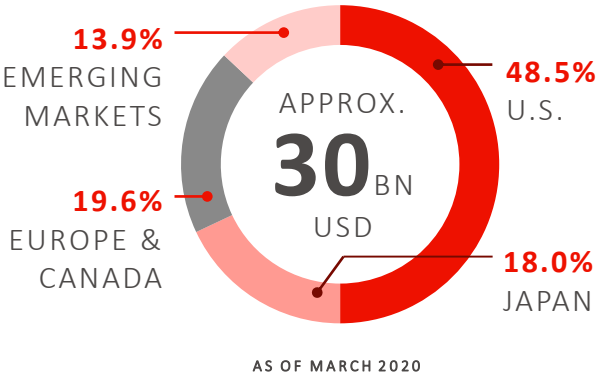
TOP EMPLOYER® IN  
**30+** COUNTRIES & REGIONS  
AS OF FEBRUARY 2020

The logo consists of a gold square with the word 'top' in white, 'EMPLOYER' in black, and 'GLOBAL 2020' in white. Below the square, it says 'CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS'.

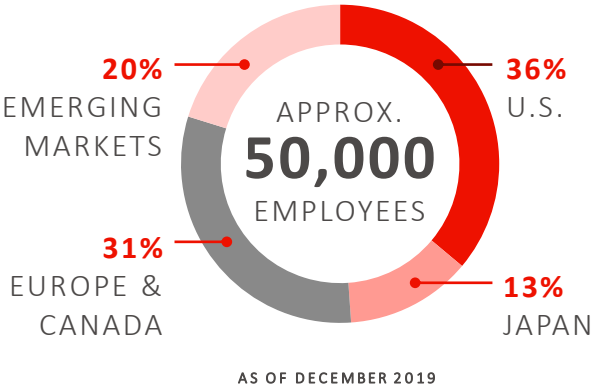
PRESENCE: APPROX. IN  
**80** COUNTRIES  
AS OF FEBRUARY 2020

R&D INVESTMENT APPROX.  
**4.5** BN USD PER YEAR

## GLOBAL REVENUE



## EMPLOYEES



# HOW CAN WE DO **MORE** FOR **OUR PATIENTS?**



01  
HERITAGE



02  
DIVERSITY



03  
INNOVATION

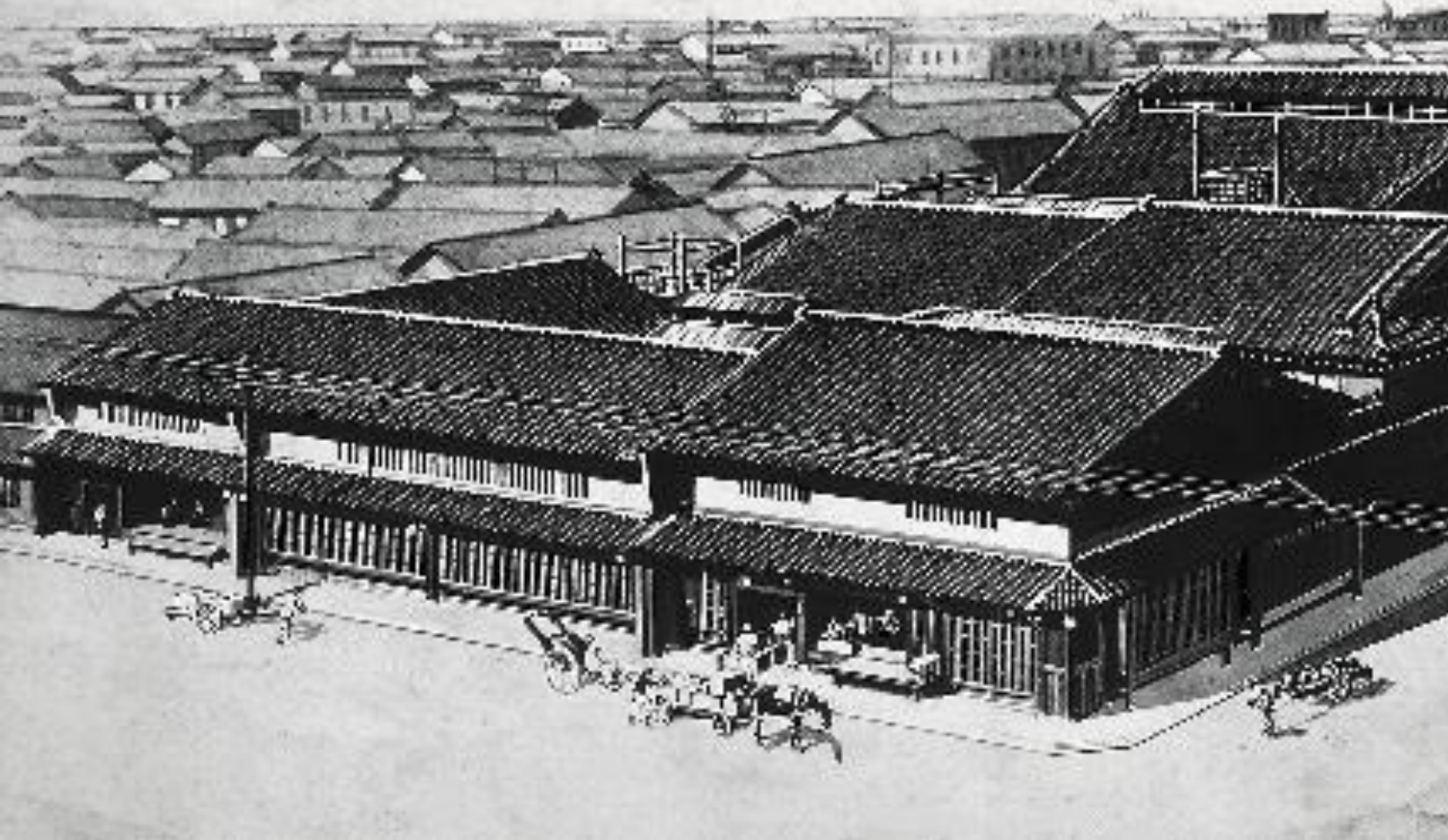
04  
SUSTAINABILITY



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



“Work with integrity and deal with medicine as though the patients being treated were your own children”

# Corporate Philosophy

Since our founding in 1781, our integrity-centered values have guided us in everything we do. They have been inherited as Takeda-ism, with patients as our priority. Takeda-ism continues to guide us in our pursuit of better health for people worldwide.

## MISSION

Our Mission is to strive towards Better Health and a Brighter Future for people worldwide through leading innovation in medicine.

## VISION

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 agility and innovation, qualities that help us build a steady pipeline and deliver growth, year on year.

## VALUES

### TAKEDA-ISM



## OUR PRIORITIES

We take action and make decisions by focusing on our four priorities, in order of:

1

Putting the patient at the center

2

Building trust with society

3

Reinforcing our reputation

4

Developing the business

# Our History 1781 - 1979

FOR BUSINESS

**1781**

## COMPANY FOUNDED

Chobei Takeda I sets up his business in Osaka

**1895**

## PRODUCTION

Pharmaceutical manufacturing begins in Takeda's factory

**1915**

## OSAKA FACTORY

Opens as "Takeda Pharmaceutical Manufacturing Plant"

**1943**

## COMPANY NAME

becomes "Takeda Pharmaceutical Company Limited"

**1949**

## INITIAL PUBLIC OFFERING

Takeda listed on the stock market

**1951**

## INTERNATIONAL BUSINESS

Starts with North and Central America and Asia

**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

**1946**

## HIKARI FACTORY

Opens in Yamaguchi prefecture

**1950s**

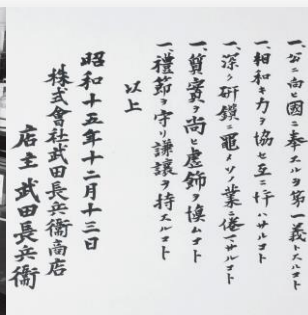
## PANVITAN® & ALINAMIN®

Japan's first multivitamin product and a Vitamin B1 derivative launch

**1961**

## COMPANY LOGO

The current "Dakiyama" logo is created



FOR SOCIETY

**1933**

## TAKEDA GARDEN

For Medicinal Plant Conservation opens

**1960**

## SHOSHISHA FOUNDATION

is established to support talented students who will contribute to society

**1963**

## TAKEDA SCIENCE FOUNDATION

is established to encourage promising research and science technology



# Our History 1980 - Present

FOR BUSINESS

## 1980s & 90s

### EXPANSION OF INTERNATIONAL BUSINESS

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

## 2008

### MILLENNIUM PHARMACEUTICALS

acquisition enhances innovation in oncology

## 2011

### NYCOMED ACQUISITION

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

## 2018

### NEW YORK STOCK EXCHANGE LISTING

The only pharmaceutical company listed on both the TSE and the NYSE

### SHONAN HEALTH INNOVATION PARK

opens as the first pharma-led open innovation ecosystem in Japan

### TAKEDA GLOBAL HEADQUARTERS

opens in Tokyo, providing an environment that supports diverse workstyles

## 2019

### SHIRE ACQUISITION

makes Takeda a global biopharmaceutical leader with a presence in approximately 80 countries



## 2009

### Takeda joins the UNITED NATIONS GLOBAL COMPACT

## 2010

### TAKEDA INITIATIVE

is formed to support the development of healthcare professionals in Africa

## 2016

### ACCESS TO MEDICINES

program launched to improve access to care and treatment for patients in underserved communities

### GLOBAL CSR PROGRAM

launched to contribute to the better health of people through disease prevention.

## 2019

### TAKEDA INITIATIVE 2

launched to improve maternal and child health by integrating quality HIV, TB, and malaria services in Africa

FOR SOCIETY

# 02

## DIVERSITY





































Our employees are the cornerstone of our success. Diverse workplaces where all employees are welcomed and empowered inspire them and enable health innovation that meets the needs of patients, customers and communities.

Diverse perspectives  
lead to insightful solutions



# Takeda Executive Team (TET)

The gender, age and geographic diversity of the Takeda Executive Team together with its functional expertise and unparalleled experience, ensures quick and transparent decision-making

JAPAN	 	<b>CHRISTOPHE WEBER</b> President & CEO
	 	<b>COSTA SAROUKOS</b> Chief Financial Officer
	 	<b>MASATO IWASAKI</b> President, Japan Pharma Business Unit
	 	<b>TAKAKO OHYABU</b> Chief Global Corporate 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
U.S.	 	<b>ANDY PLUMP</b> President, Research & Development
	 	<b>RAMONA SEQUEIRA</b> President, U.S. Business Unit and Global Portfolio Commercialization
	 	<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>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

# Board of Directors

Takeda cherishes best-in-class governance. Takeda’s board is comprised of 16 experienced global leaders from diverse backgrounds. Eleven of them are independent external directors.

## 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

## AUDIT & SUPERVISORY COMMITTEE (A&SC)



**YASUHIRO YAMANAKA**  
Director,  
A&SC member

## INDEPENDENT DIRECTORS<sup>1</sup>



**MASAHIRO SAKANE**  
Independent Director  
Chair of the Board meeting  
Chair of Nomination Committee



**OLIVIER BOHUON**  
Independent Director



**JEAN-LUC BUTEL**  
Independent Director



**IAN CLARK**  
Independent Director



**YOSHIAKI FUJIMORI**  
Independent Director



**STEVEN GILLIS**  
Independent Director



**SHIRO KUNIYA**  
Independent Director



**TOSHIYUKI SHIGA**  
Independent Director



**KOJI HATSUKAWA**  
Independent Director,  
Chair of A&SC



**EMIKO HIGASHI**  
Independent Director  
A&SC member  
Chair of Compensation Committee



**MICHEL ORSINGER**  
Independent Director  
A&SC Member



CHAIR OF THE BOARD MEETING



INDEPENDENT DIRECTOR



NOMINATION COMMITTEE<sup>2</sup>



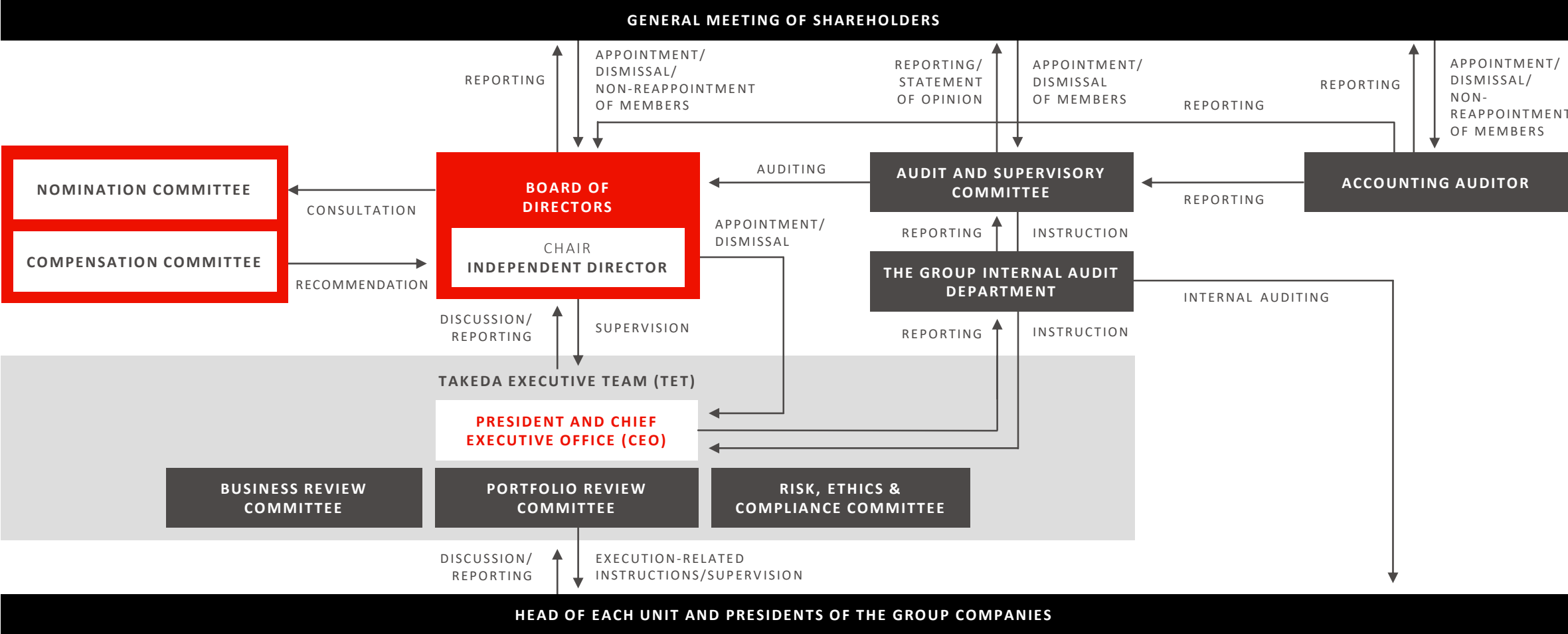
COMPENSATION COMMITTEE

1. As defined by Tokyo Stock Exchange listing rules  
2. Christophe Weber participates in the committee as an observer



# Corporate Governance Diagram

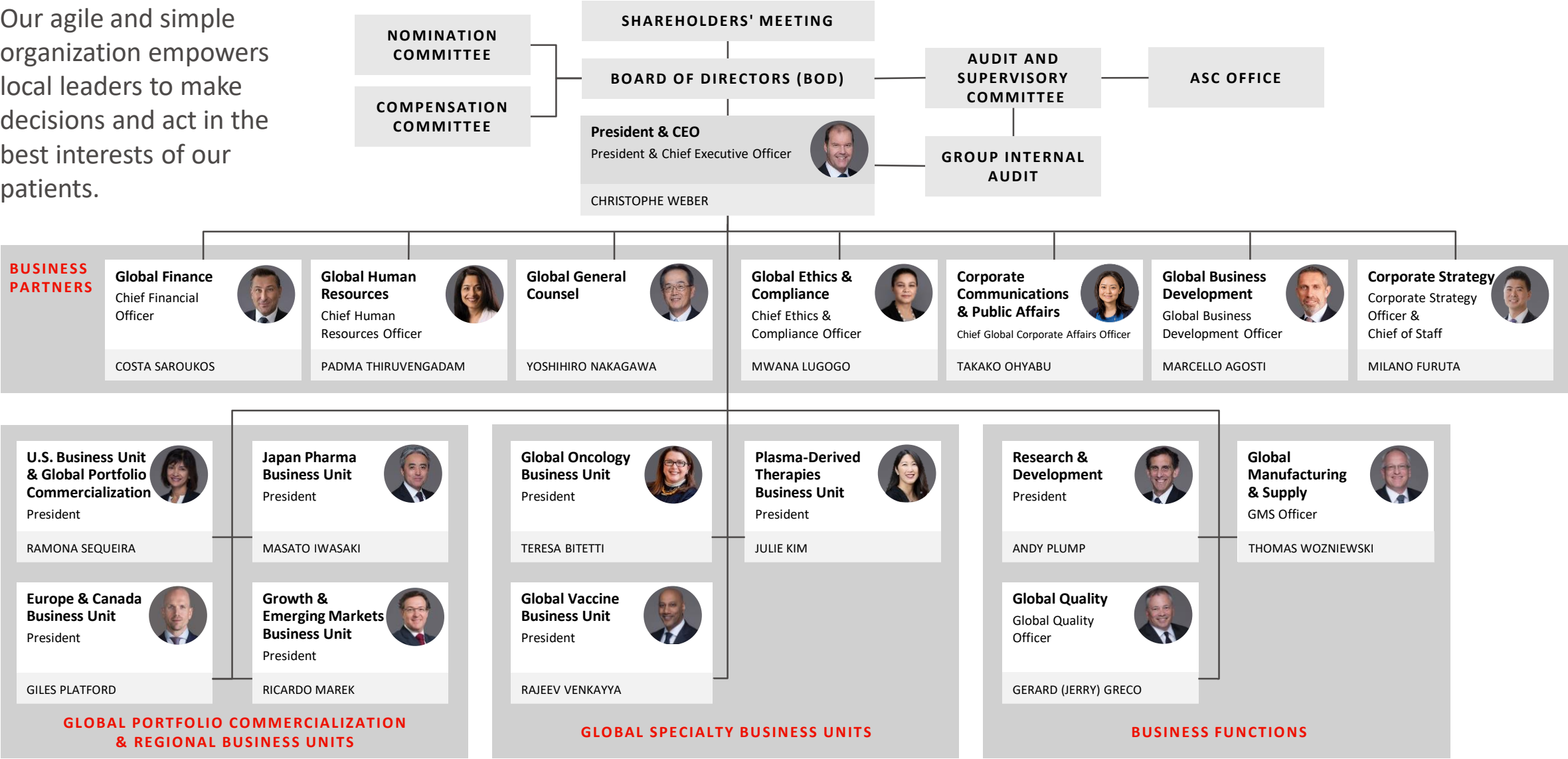
Our advanced and robust corporate governance model has been and will continue to be, critical to our success.



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

# Global Organization Chart

Our agile and simple organization empowers local leaders to make decisions and act in the best interests of our patients.

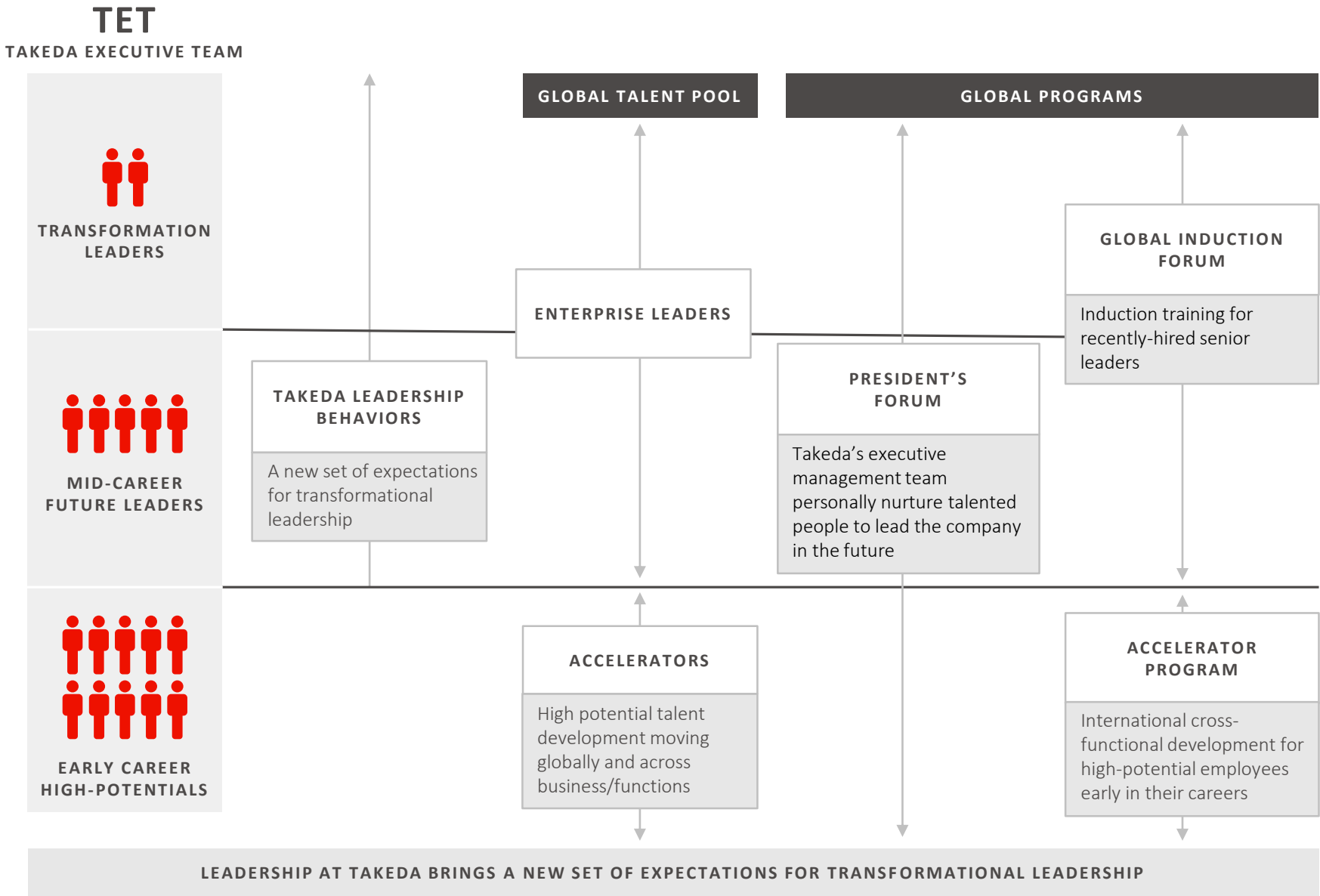




# Talent Development

Our employees are the cornerstone of our success.

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

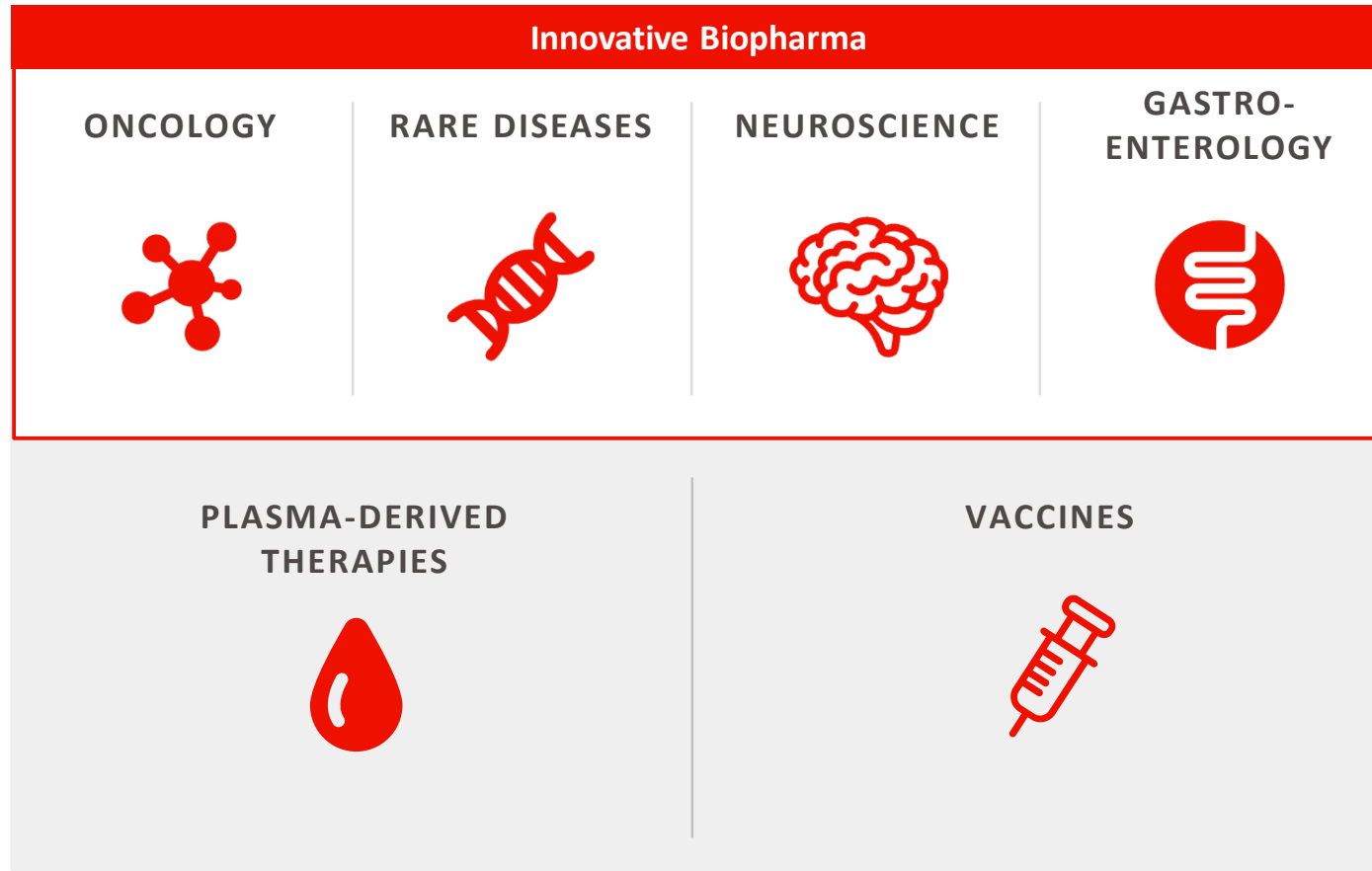
How our R&D translate science  
into highly innovative,  
life-changing medicines



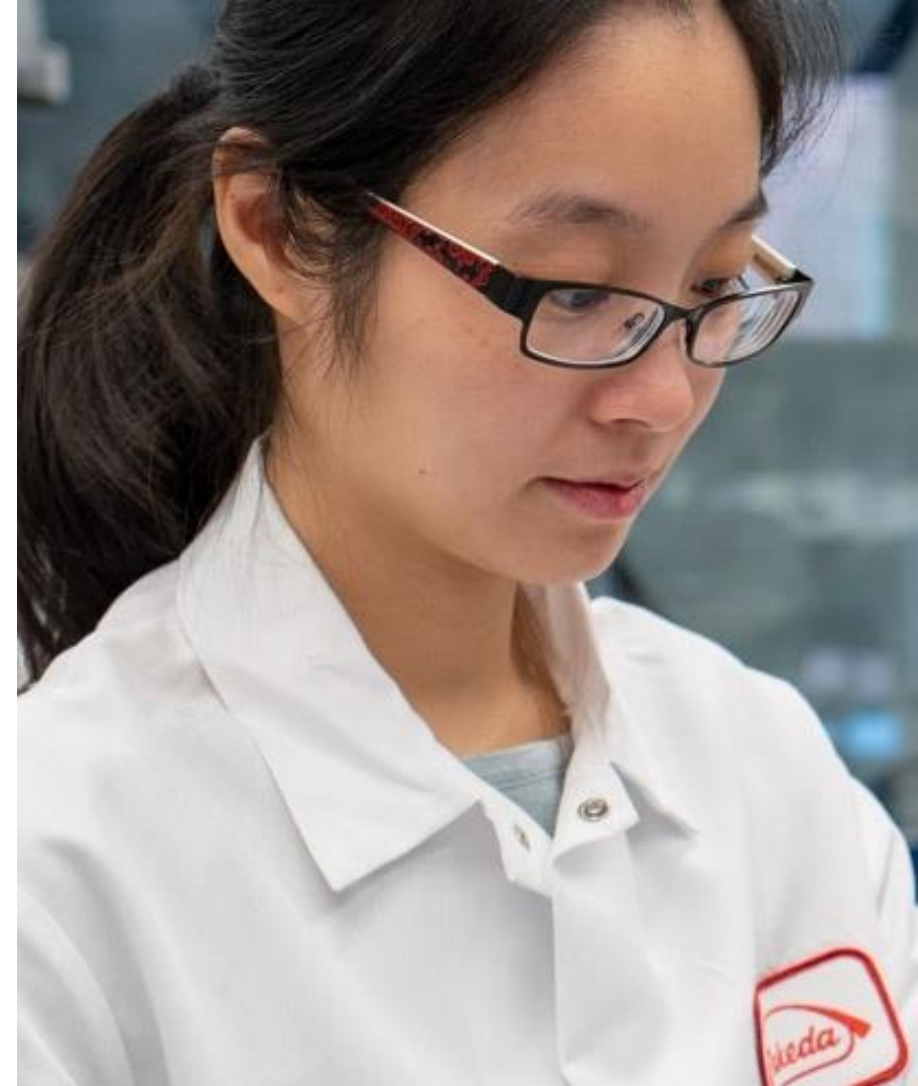
# Our R&D Focus

We are a patient-driven, science first R&D organization.

We combine our focus on core therapeutic areas with cutting-edge technologies.



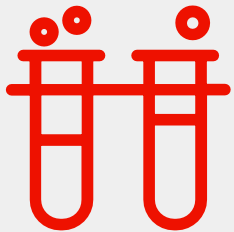
LEARN MORE ABOUT OUR PIPELINE ON [TAKEDA.COM](https://www.takeda.com) 



# Our Internal R&D Engine and External Collaborations

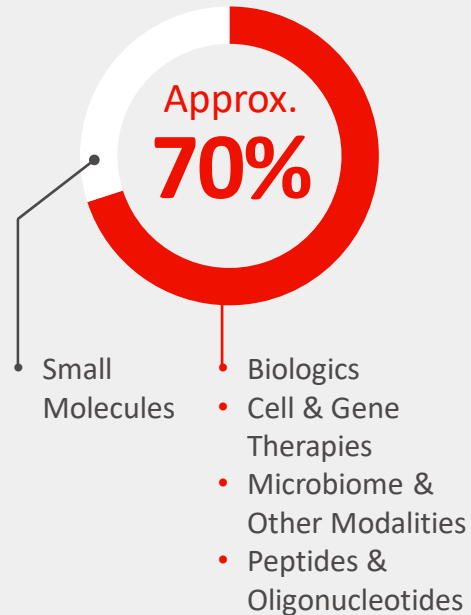
We leverage our own internal research capabilities, while also actively engaging with innovative ecosystems around the world to translate science into highly transformative or curative potential medicines for targeted populations with a high unmet need.

## R&D INVESTMENT



APPROX.  
**\$4.5bn**  
PER YEAR

## DIVERSIFIED MODALITIES IN RESEARCH

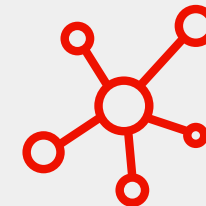


## ACTIVE PARTNERSHIPS



OVER  
**200**

## ROBUST CLINICAL PIPELINE OF NOVEL MECHANISMS



APPROX.  
**40**  
New molecular  
entity clinical  
stage assets



Pipeline with  
orphan drug  
designation\*

\*31 Orphan Drug Designations in at least one indication for assets in Phase 1 through LCM in 2019 versus 15 in 2018

# Business Portfolio

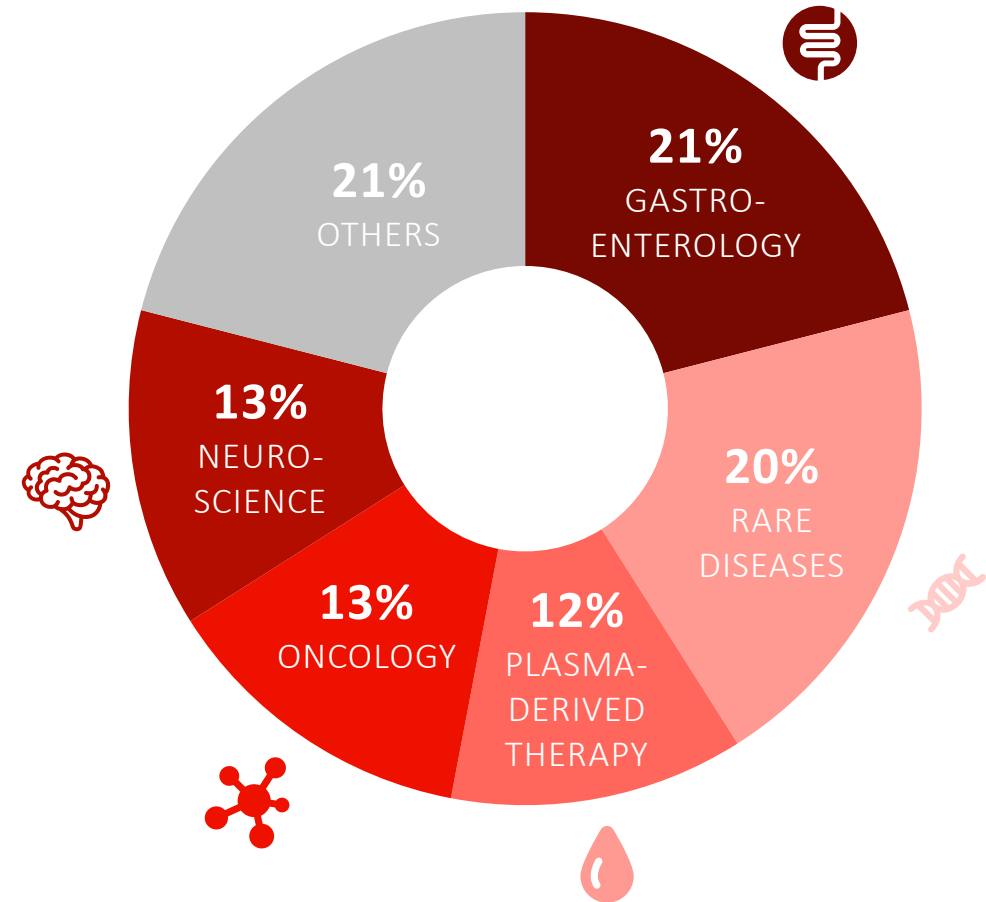
Our balanced business portfolio which is composed of life-transforming, highly innovative medicines in our key business areas, drives our growth.

**5** KEY BUSINESS AREAS

**14** STRATEGIC GLOBAL BRANDS

CORE BUSINESS APPROX. **80%** OF REVENUE

## PERCENTAGE OF SALES\*



\*Based on April 2019 – March 2020 revenue.





Our employees worldwide decide which activities and partners our Global CSR program supports. Selected employees visit sites supported by those partners through our Employee Participation Program.

# 04

## SUSTAINABILITY






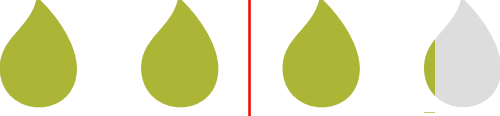

Our long-term commitment along with Sustainable Development Goals (SDGs)



# Environmental Reduction Goals

Achievements by the end of FY2018

Takeda is committed to ambitious action to prevent and mitigate the effects of a changing climate and has set a goal of becoming a carbon neutral organization, inclusive of all greenhouse gas emissions throughout our value chain by 2040.

	GOAL FOR 2020 (BASELINE 2005)	AS OF END FY2018	TARGET
CO <sub>2</sub>	25%	33.7%	
NO <sub>x</sub>	20%	59%	
SO <sub>x</sub>	75%	99.1%	
FRESH WATER USE	30%	48%	
WASTE TO LANDFILL JAPAN ONLY	60%	68.3%	

1. Sulfur Oxides (SO<sub>x</sub>) and Nitrogen Oxides (NO<sub>x</sub>) resulting from various on-site combustion processes  
2. Performance against goals excludes contribution from Shire acquisition

LEARN MORE ABOUT OUR COMMITMENT TO CARBON NEUTRALITY ON [TAKEDA.COM](https://www.takeda.com) 



# Strategic Engagement for Sustainability

Our Global CSR Program & Partnerships play a vital role in disease prevention and strengthening health care systems through long-term commitments in developing and emerging countries.

## GLOBAL CSR PROGRAM

14

Global CSR Programs



Programs selected by employee votes each year

¥10.5 Bn

Total amount donated from FY2016-2019

GLOBAL CSR PARTNERSHIPS:  
WORKING TOGETHER WITH GAME-CHANGING MULTILATERAL AND ACADEMIC INSTITUTIONS WORLDWIDE



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



©City Cancer Challenge



©DNDi/Fabio Nascimento



©UNICEF/UN0265456/Chute



# Improving Access to Medicines for patients worldwide

In 2016 we launched a new Access to Medicines strategy focused on geographies and therapeutic areas with high unmet medical needs to tackle the many barriers that prevent patients from accessing the care and treatment they need for complex and rare diseases.

Our approach to improving access is sustainable and targeted, to strengthen and transform healthcare systems, at every stage of the patient journey - from awareness and diagnosis, to treatment and ongoing patient support.



Supported more than 125,000 patients with treatment they need



Supported healthcare providers in screening over 1.1 million patients for cancer, hypertension and diabetes



Trained over 4,000 healthcare providers and community health workers to provide improved patient care



Implemented patient-focused access programs in 52 countries and territories



In 2018 the Access to Medicine Index recognized our strategy and the progress we are making in improving access, with Takeda climbing 10 places to rank number five

[LEARN MORE ABOUT OUR ACCESS TO MEDICINES STRATEGY ON TAKEDA.COM](#) 





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Corporate Communications and Public Affairs

#### IMPORTANT NOTE

This Corporate Overview 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 drug including the ones under development. Any information on the products contained herein is not intended to provide medical advice nor should be used as a substitute for the advice provided by your physician or other healthcare provider. PANVITAN® and ALINAMIN® are either registered trademarks or trademarks of Takeda Pharmaceutical Company Limited and/or its affiliates in Japan and/or other countries.



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

#### 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 instillation art throughout the building.

