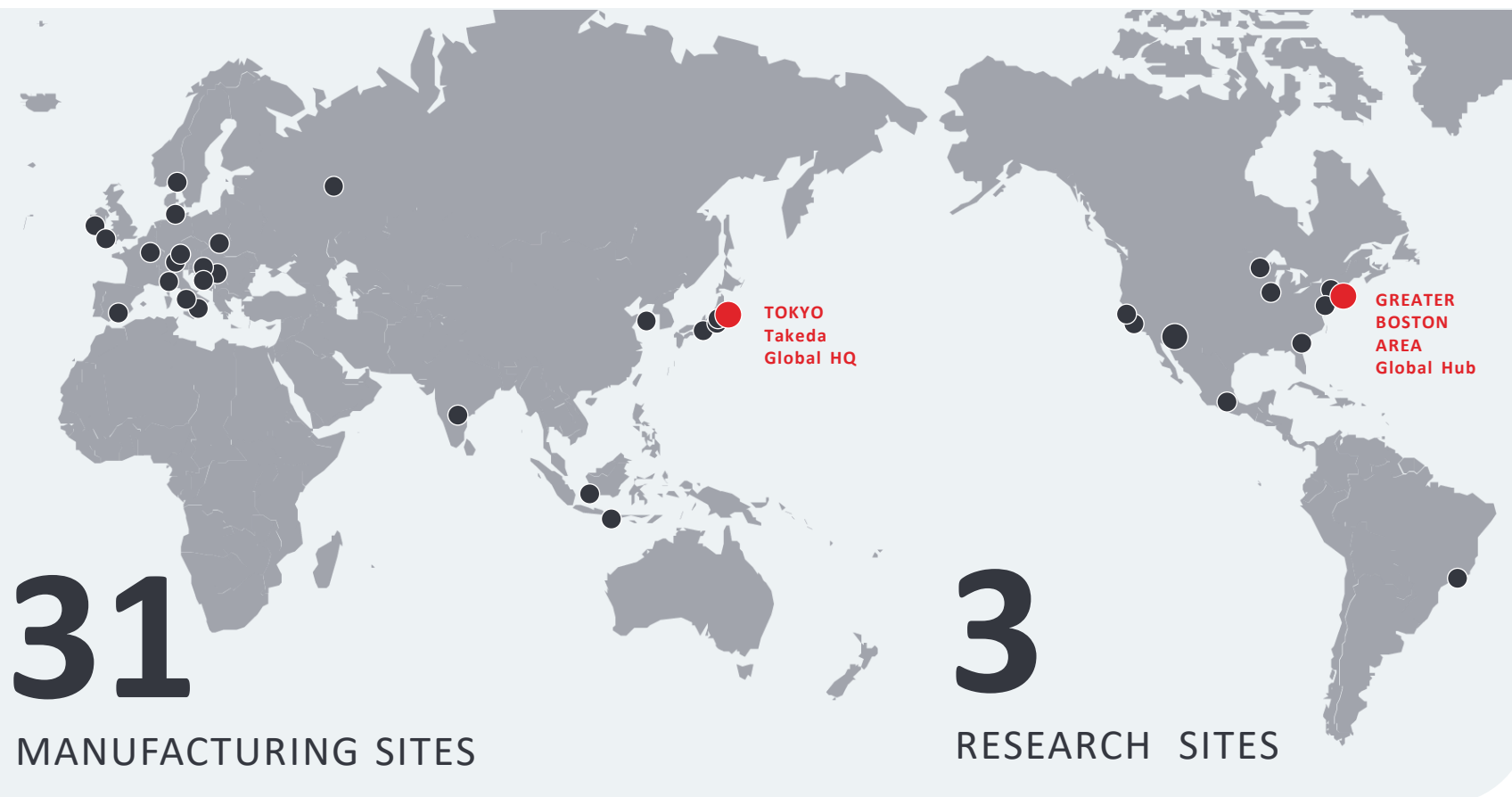




CORPORATE OVERVIEW 2021

Better Health, Brighter Future

A Global, Values-based, Biopharmaceutical Company with a Patient-centric and Science-driven R&D Engine



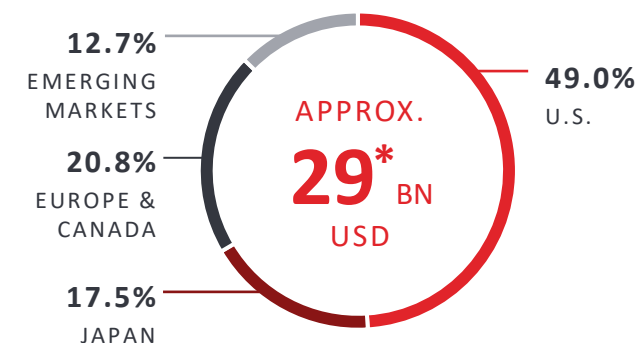
TOP EMPLOYER® IN
38 COUNTRIES
& 4 REGIONS
AS OF JANUARY 2021



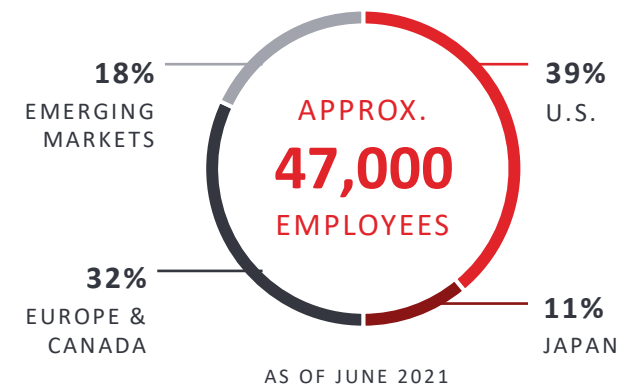
PRESENCE: APPROX. IN
80 COUNTRIES
AS OF MARCH 2021

R&D INVESTMENT APPROX.
\$4.5-5 BN PLANNED
FOR FY21

FY20 Global Revenue



Employees



* Convenience translation of reported JPY figures into USD at an average rate of 106 JPY/USD

Our Corporate Philosophy



Purpose

Better health for people, brighter future for the world

Vision

Discover and deliver life-transforming treatments, guided by our commitment to patients, our people and the planet

Values: Takeda-ism

We are guided by our values of Takeda-ism which incorporate **Integrity, Fairness, Honesty, and Perseverance**, with Integrity at the core. They are brought to life through actions based on **Patient-Trust-Reputation-Business**, in that order

Imperatives

PATIENT

- Responsibly translate science into highly innovative, life-changing medicines and vaccines
- Accelerate access to improve lives worldwide

PEOPLE

- Create an exceptional people experience

PLANET

- Protect our planet

UNLEASH THE POWER OF DATA AND DIGITAL

- We strive to transform Takeda into the most trusted, data-driven, outcomes-based biopharmaceutical company



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

01
HERITAGE



02
GOVERNANCE



03
INNOVATION



04
PURPOSE-LED
SUSTAINABILITY

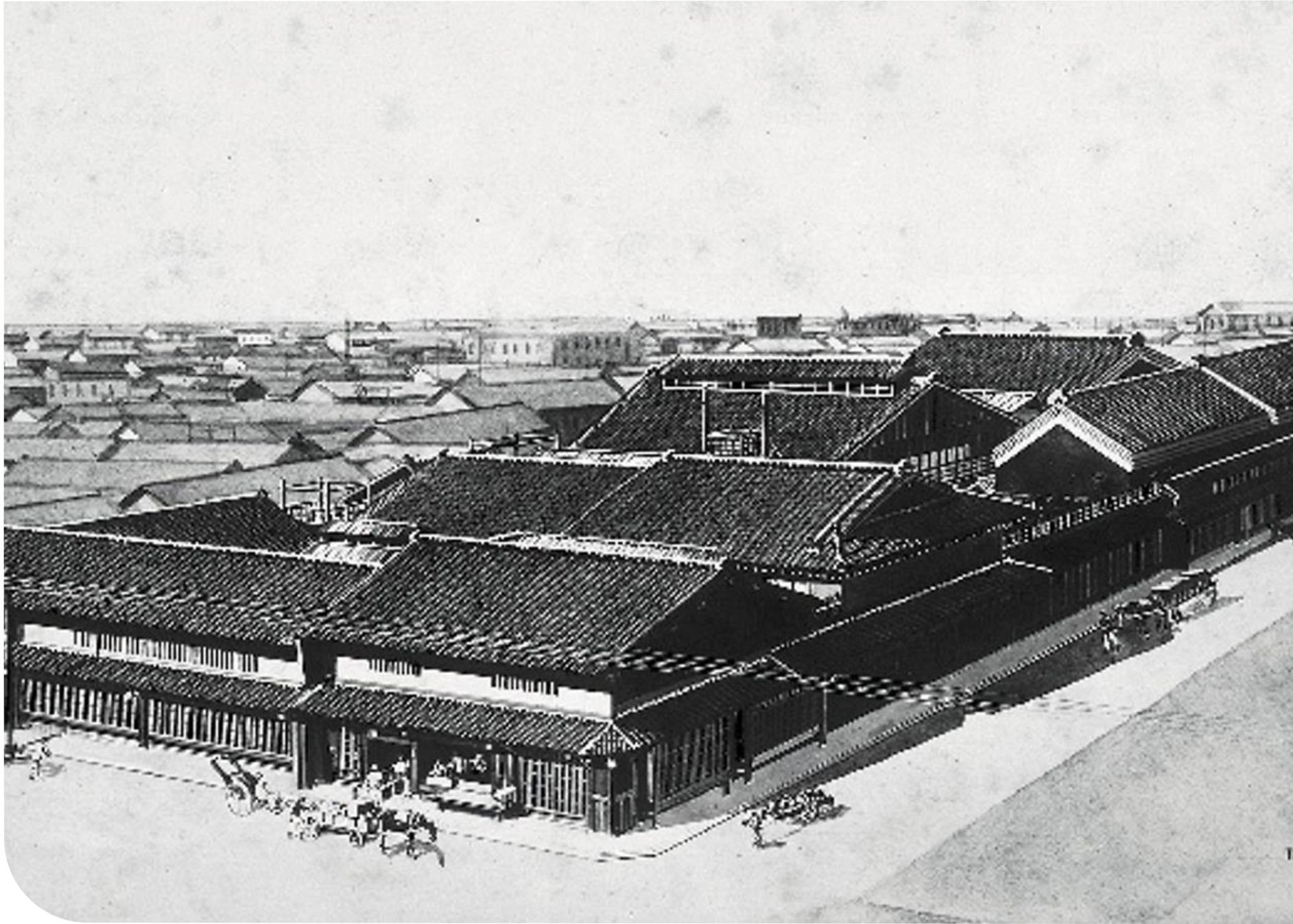


01

Heritage

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.”



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

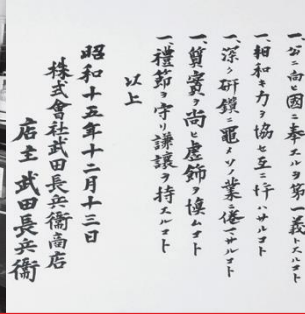
PANVITAN® & ALINAMIN®

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 AQUISITION

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

FOR SOCIETY

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



02

Governance

Clear governance is a prerequisite for innovation in health that meets the needs of patients, customers and communities.





































With a responsive governance model in place, our employees are empowered to strive for breakthroughs in their daily work.



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	 	 	 	 	 	 	 
	CHRISTOPHE WEBER Representative Director President & CEO	COSTA SAROUKOS Director Chief Financial Officer	MASATO IWASAKI Representative Director Japan General Affairs	MILANO FURUTA President, Japan Pharma Business Unit	YOSHIHIRO NAKAGAWA Global General Counsel	TAKAKO OHYABU Chief Global Corporate Affairs Officer	KOKI SATO Corporate Strategy Officer & Chief of Staff
	 	 	 	 	 	 	 
	ANDY PLUMP Director President, Research & Development	MARCELLO AGOSTI Global Business Development Officer	TERESA BITETTI President, Global Oncology Business Unit	LAUREN DUPREY Chief Human Resources Officer	JERRY GRECO Global Quality Officer	JULIE KIM President, Plasma-Derived Therapies Business Unit	RAMONA SEQUEIRA President, U.S. Business Unit and Global Portfolio Commercialization
	 	 	 				
	GILES PLATFORD President, Europe & Canada Business Unit	MWANA LUGOGO Chief Ethics & Compliance Officer	THOMAS WOZNIEWSKI Global Manufacturing & Supply Officer				
				SINGAPORE	 		
					RICARDO MAREK 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. Twelve of them are independent external directors.

INTERNAL DIRECTORS



CHRISTOPHE WEBER
Representative Director,
President & CEO



MASATO IWASAKI
Representative Director,
Japan General Affairs



ANDY PLUMP
Director, President,
Research & Development



COSTA SAROUKOS
Director,
Chief Financial Officer

CB

CHAIR OF THE
BOARD MEETING

A&SC

AUDIT & SUPERVISORY
COMMITTEE

NC

NOMINATION
COMMITTEE²

CC

COMPENSATION
COMMITTEE

INDEPENDENT EXTERNAL DIRECTORS¹



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
Chair of Compensation Committee



MICHEL ORSINGER
Independent Director



MASAMI IIJIMA
Independent Director

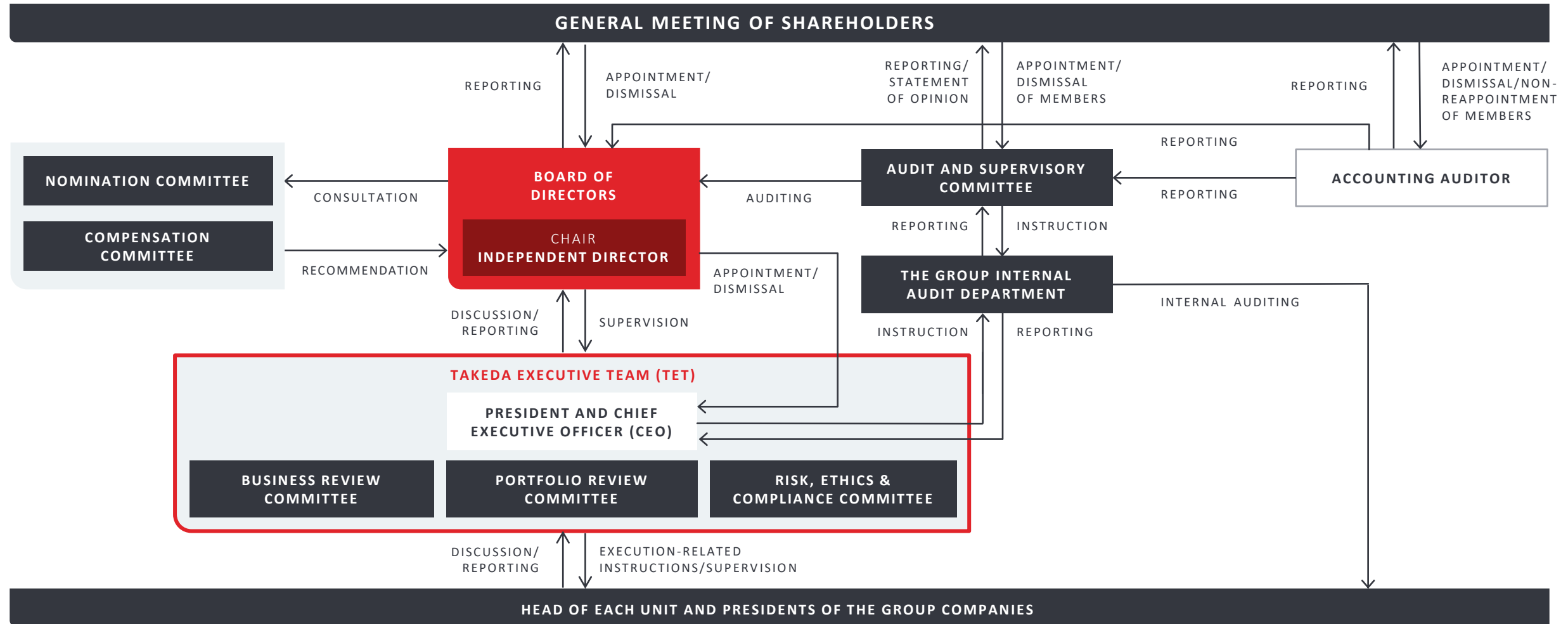
1. Meeting the requirement for Independent Directors based on the regulations of the financial instrument exchanges in Japan that the company is listed on

2. Christophe Weber participates in the committee as an observer

Corporate Governance Structure



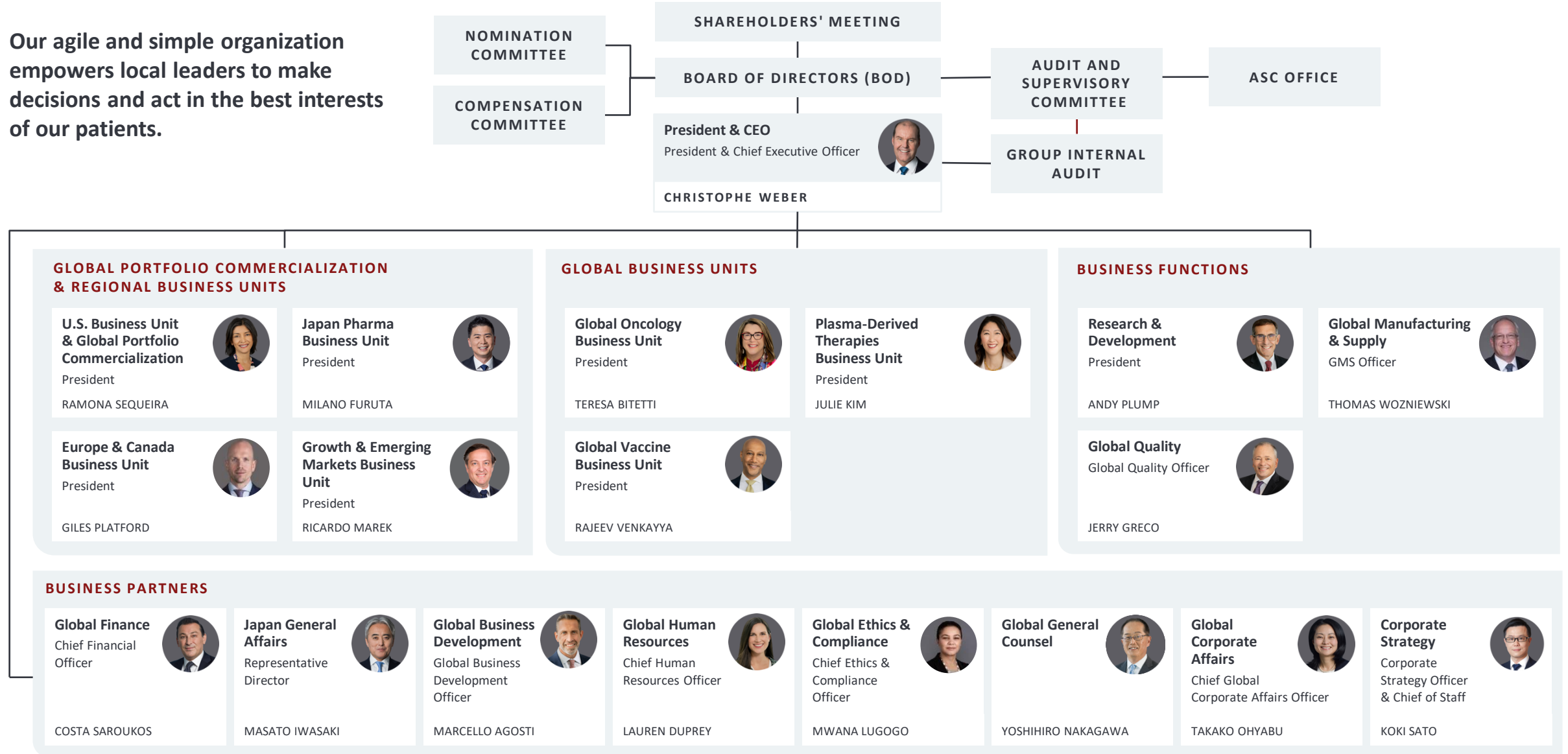
Our advanced and robust corporate governance model has been, and will continue to be, critical to our success.



Global Organization Chart



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



03

Innovation

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.



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.

Innovative Biopharma



ONCOLOGY



RARE GENETIC &
HEMATOLOGY



NEUROSCIENCE



GASTRO-
ENTEROLOGY



PLASMA-DERIVED THERAPIES



VACCINES



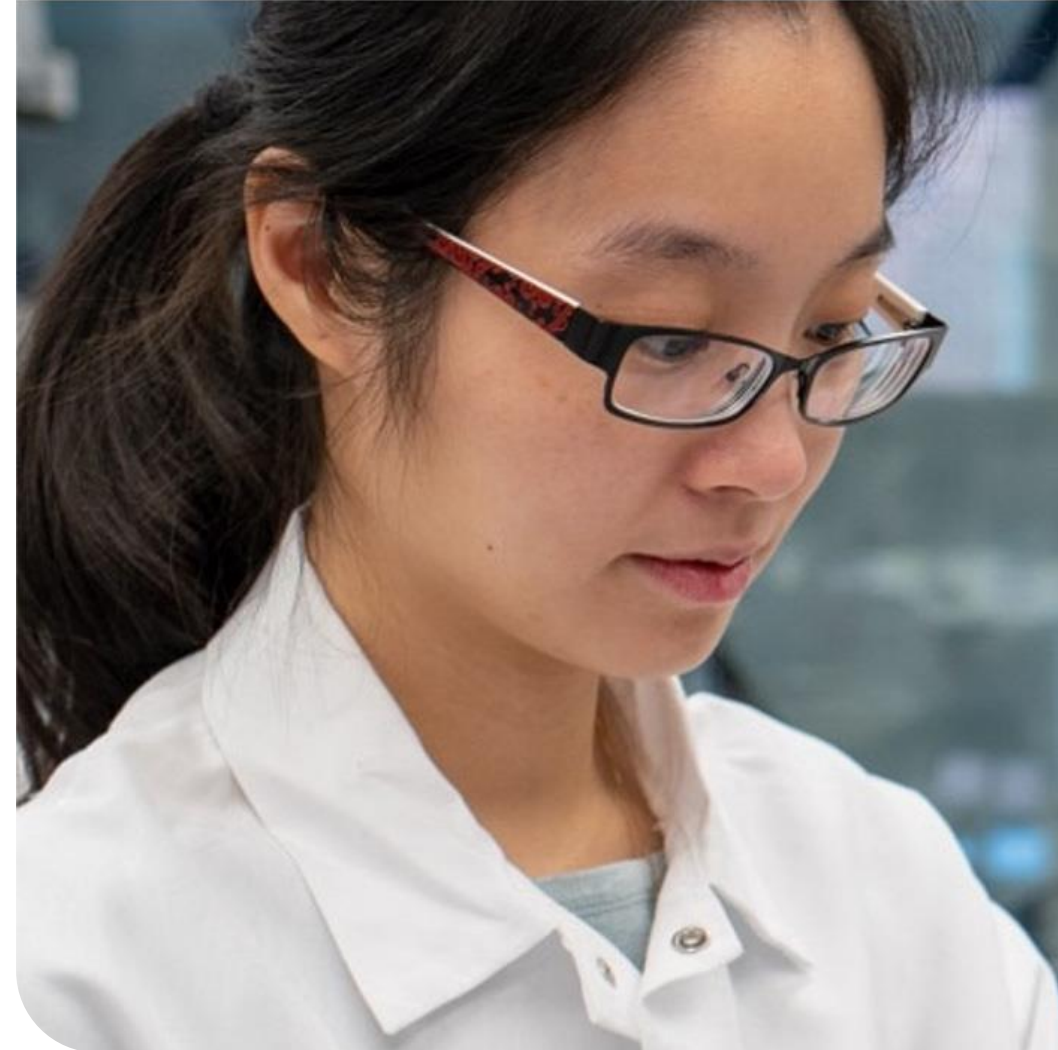
CELL THERAPY



GENE THERAPY



DATA SCIENCES



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.

\$4.5 – 5Bn

PLANNED FOR FY21

Diversified Modalities in Research



- Small Molecules
- Biologics
- Cell & Gene Therapies
- Microbiome & Other Modalities
- Peptides & Oligonucleotides

Active Partnerships



OVER

200

Robust Clinical Pipelines of Novel Mechanisms



40+ Molecular entity
clinical stage assets

Approx. **50%** of 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



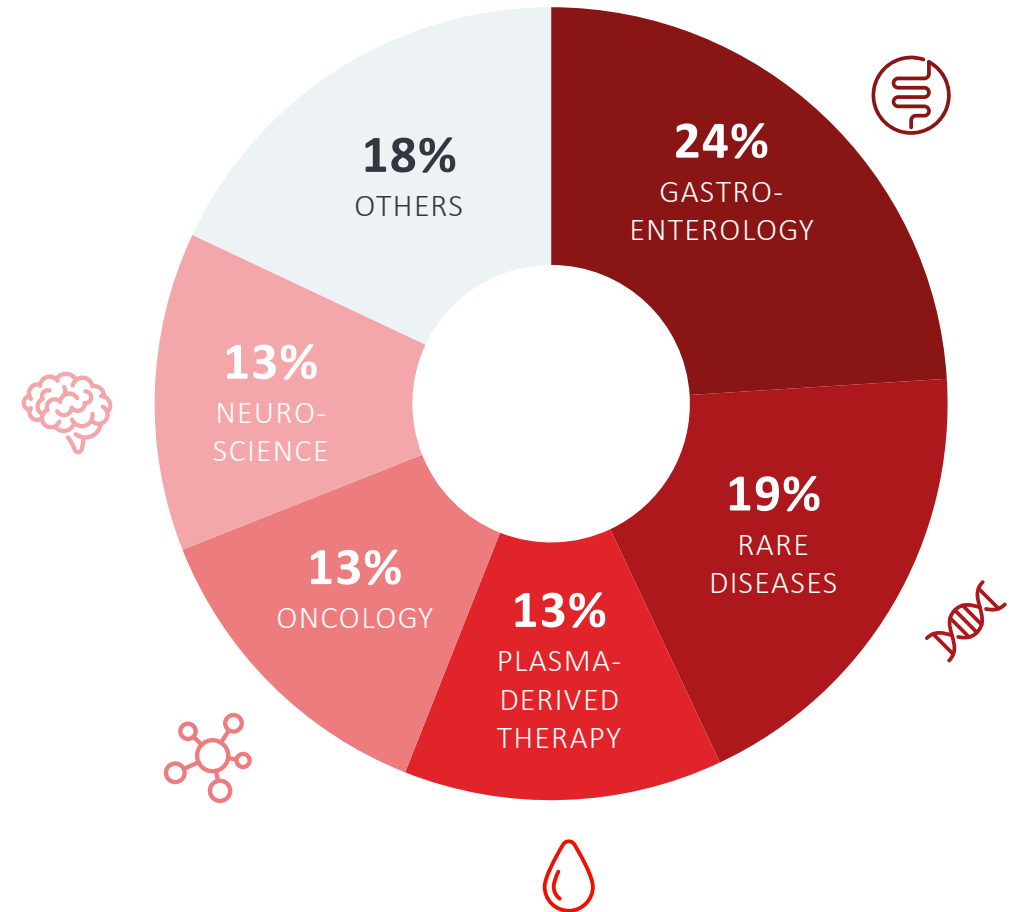
Our balanced business portfolio which is composed of life-transforming, highly innovative medicines is our key business areas, drives our growth.

5 KEY BUSINESS AREAS

14 STRATEGIC GLOBAL BRANDS

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

PERCENTAGE OF SALES*



*Based on April 2020 – March 2021 revenue.

04

Purpose-led Sustainability

Sustainability underpins all we do at Takeda to help solve key societal challenges and create value for society.



Purpose-led Sustainability



We are committed to creating value for society by putting our core strengths and capabilities to work. By addressing unmet medical needs, supporting sustainable healthcare systems, mitigating climate change and striving to create a diverse and inclusive organization where people can thrive, we aim to help solve key societal challenges.

With our purpose, vision and values as a foundation — and through the collective efforts of each and every one of our employees — we are fully engaged in realizing this approach to sustainability, which we call **purpose-led sustainability**.

Our long-term commitment is aligned with the sustainable development goals



External recognition



Commitment to Patients

Improving Access to Medicines for Patients Worldwide



Takeda's Access to Medicines (AtM) programs continue to positively impact the lives of patients, particularly those with rare and complex diseases in underserved communities around the world.

Our approach to improving access is sustainable and targeted, aiming to help strengthen health systems, working with strategic partners, at every stage of the healthcare journey - from awareness and diagnosis, to treatment and ongoing patient support.



Our flagship *Blueprint for Innovative Healthcare Access* program, piloted in Meru County, Kenya, resulted in more than **46,000 screenings** for cancer, diabetes and hypertension provided to almost **13,000 patients**



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**



Continued to secure external recognition and industry-leading positions in the 2021 Access to Medicine Index: Takeda was ranked **6th overall** and **leads the industry** in Governance of Access

Commitment to People

People join Takeda because they share our purpose of bringing Better health for people, brighter future for the world. To continuously bring our purpose to life, we attract, develop and retain diverse people who are the best at what they do.

Our colleagues, in about 80 countries around the world, expect and deserve exceptional experiences and opportunities to pursue their own ambitions. An inclusive, safe and empowering work environment, rooted in our commitment to health and well-being, is critical to thrive, grow and share in realizing Takeda's vision.



In 2021, Takeda was named a Global Top Employer for the Fourth Consecutive Year



Commitment to the Planet



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.

BY 2020



Achieve and maintain **Carbon Neutrality** across our value chain

BY 2024



67% of suppliers by emissions will establish science-based climate goals

BY 2025



40% reduction of greenhouse gas emissions from our operations (from 2016 baseline)



15% reduction in supplier emissions (from 2018 baseline)

BY 2040



100% reduction of greenhouse gas emissions from our operations

That's zero carbon emitted from company operations that we control




50% reduction in supplier emissions (from 2018 baseline)

Our Global CSR Program & Partnerships

Our Global CSR strives for better health for people and a brighter future for the world, where prevention measures are exponentially advanced, the health workforce is empowered, systems are prepared against emergency shocks, and people are freed from the burden of disease, with reliable access to quality care.

GLOBAL CSR PROGRAM

A total of	Selected annually by	Active in	FY2016-2021
20		72	¥16.5 Bn
GLOBAL CSR PROGRAMS	EMPLOYEE VOTES	COUNTRIES	TOTAL DONATION AMOUNT COMMITTED

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



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



©City Cancer Challenge



©WFP/Jama Hassan



©John Rae/ UNOPS-Access to Health Fund



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Global Corporate Affairs

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Visit us online at
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.

