

CORPORATE OVERVIEW 2020

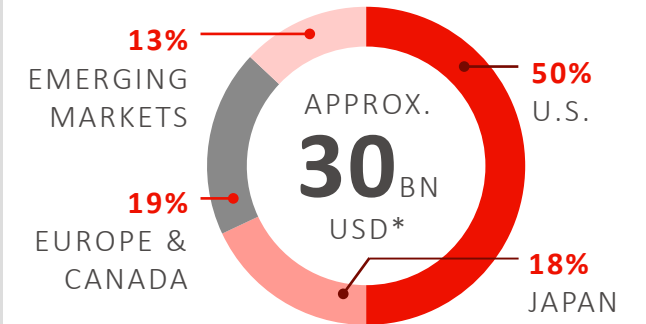


Better Health, Brighter Future

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

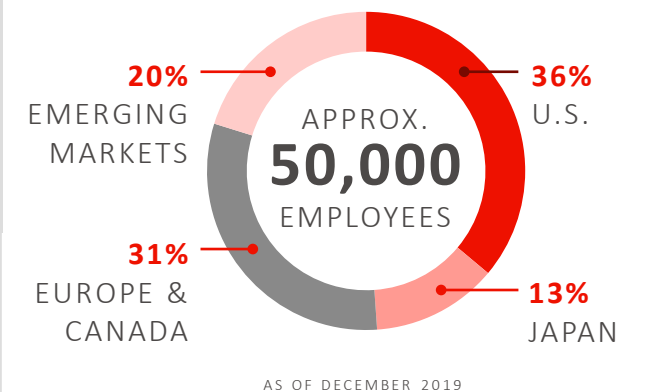


GLOBAL REVENUE



* Pro-forma April 2018-March 2019 combined revenue L-Takeda and L-Shire, converted at April 2018-March 2019 average exchange rate (US \$ = 111 yen)

EMPLOYEES



TOP EMPLOYER® IN

30+ COUNTRIES & REGIONS
AS OF FEBRUARY 2020



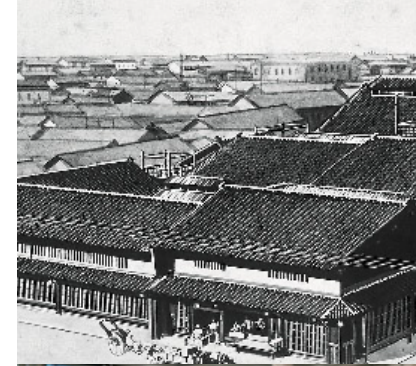
PRESENCE: APPROX. IN

80 COUNTRIES
AS OF FEBRUARY 2020

CAPITAL: APPROX.

1.6 TRILLION YEN
AS OF MARCH 2019

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



01
HERITAGE



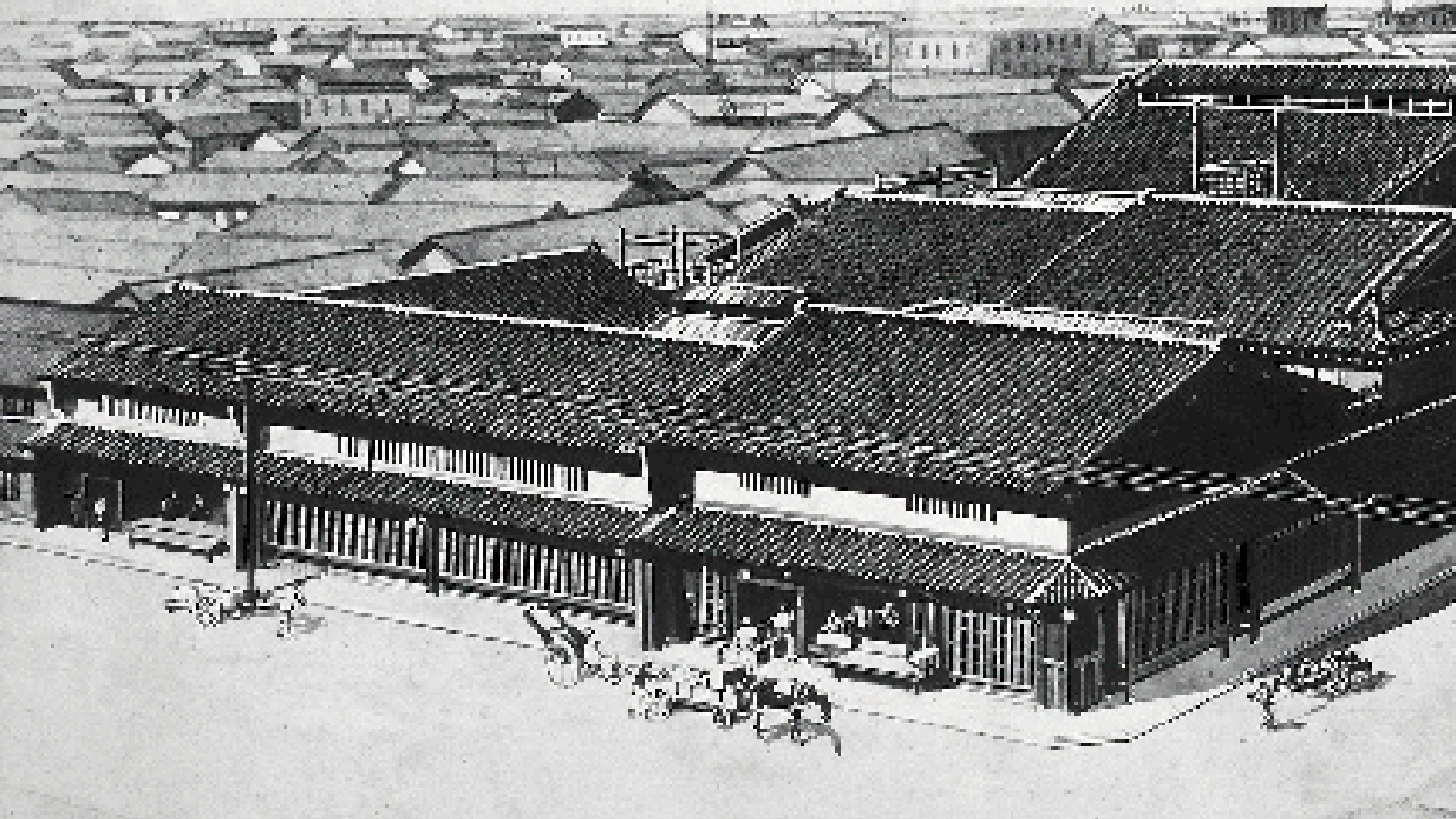
02
DIVERSITY

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 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

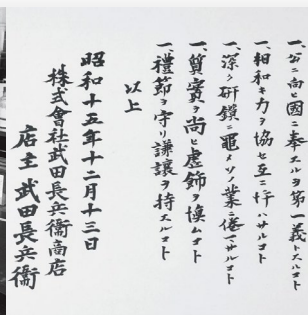
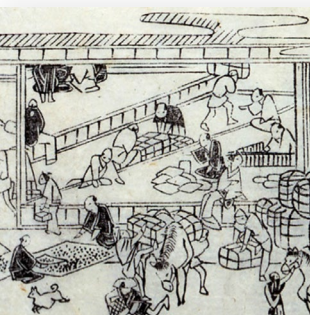
PANVITAN® & ALINAMIN®

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



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



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.

02




















DIVERSITY



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							
	CHRISTOPHE WEBER President & CEO	COSTA SAROUKOS Chief Financial Officer	MASATO IWASAKI President, Japan Pharma Business Unit	TAKAKO OHYABU Corporate Communications & Public Affairs Officer	YOSHIHIRO NAKAGAWA Global General Counsel	PADMA THIRUVENGADAM Chief Human Resources Officer	MILANO FURUTA Corporate Strategy Officer & Chief of Staff
	U.S.						
		ANDY PLUMP President, Research & Development	RAMONA SEQUEIRA President, U.S. Business Unit and Global Portfolio Commercialization	TERESA BITETTI President, Global Oncology Business Unit	RAJEEV VENKAYYA President, Global Vaccine Business Unit	GERARD (JERRY) GRECO Global Quality Officer	MARCELLO AGOSTI Global Business Development Officer
		SWITZERLAND					
			GILES PLATFORD President, Europe & Canada Business Unit	CAMILLA SOENDERBY Chief Patient Value & Product Strategy Officer	JULIE KIM President, Plasma-Derived Therapies Business Unit	THOMAS WOZNIOWSKI Global Manufacturing & Supply Officer	MWANA LUGOGO Chief Ethics & Compliance 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. 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)



YASUHIKO YAMANAKA
Director,
A&SC member

INDEPENDENT DIRECTORS¹



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



OLIVIER BOHUON
Independent Director



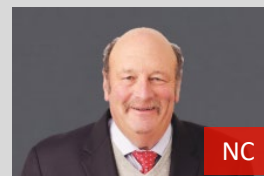
JEAN-LUC BUTEL
Independent Director



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
A&SC member
Chair of Compensation Committee



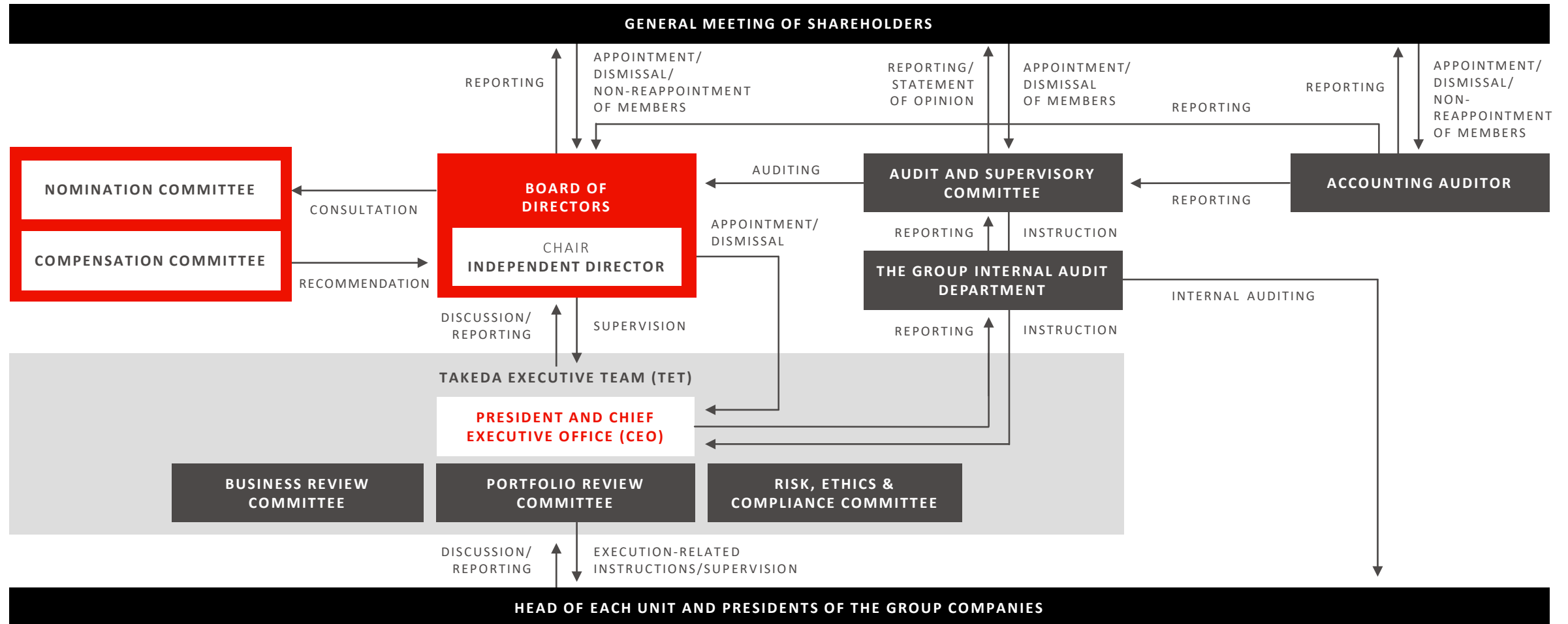
MICHEL ORSINGER
Independent Director
A&SC Member

-  CHAIR OF THE BOARD MEETING
-  INDEPENDENT DIRECTOR
-  NOMINATION COMMITTEE²
-  COMPENSATION COMMITTEE

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

Corporate Governance Diagram

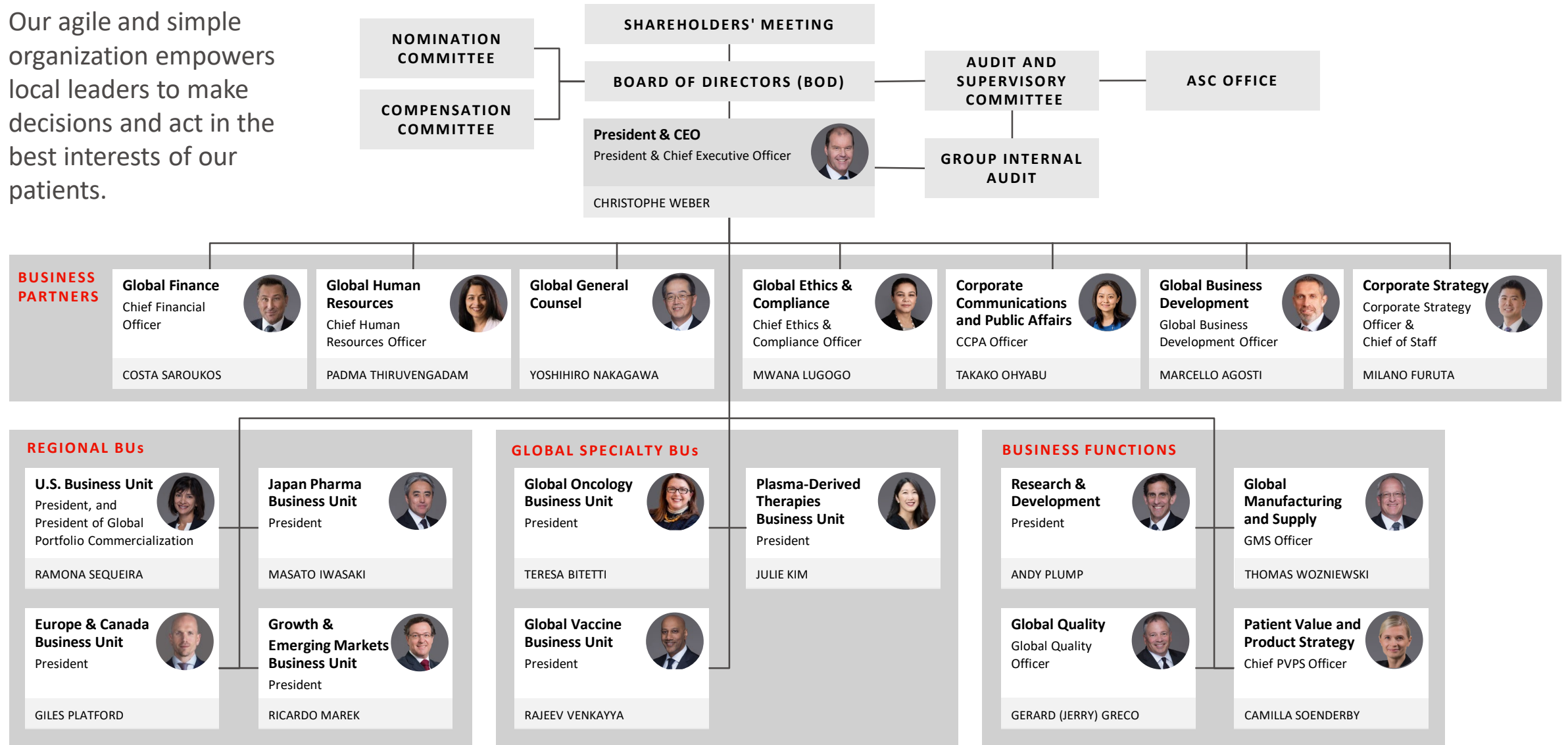
Our advanced and robust corporate governance model has been and will continue to be, critical to our success.



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

Global Organization Chart

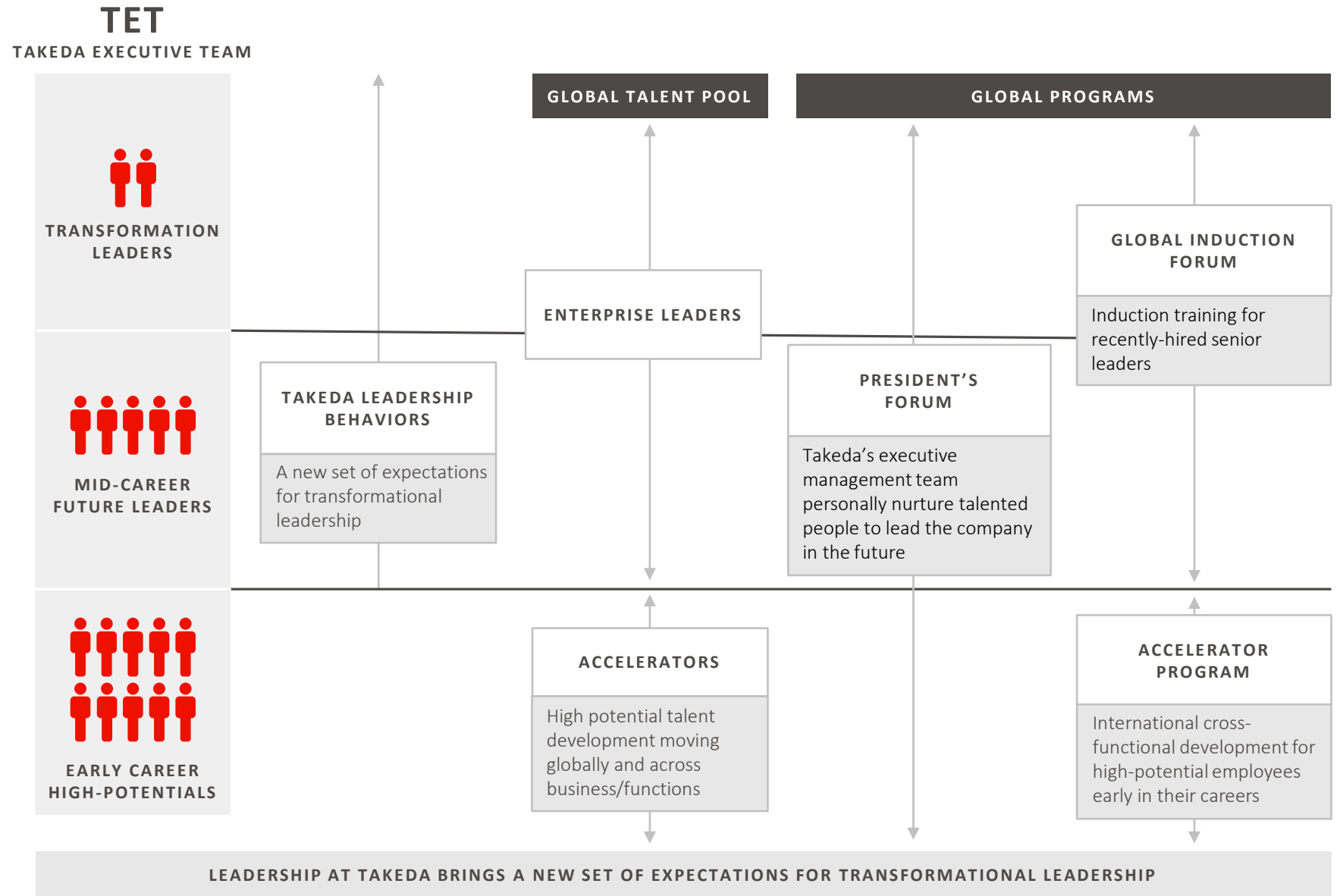
Our agile and simple organization empowers local leaders to make decisions and act in the best interests of our patients.



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

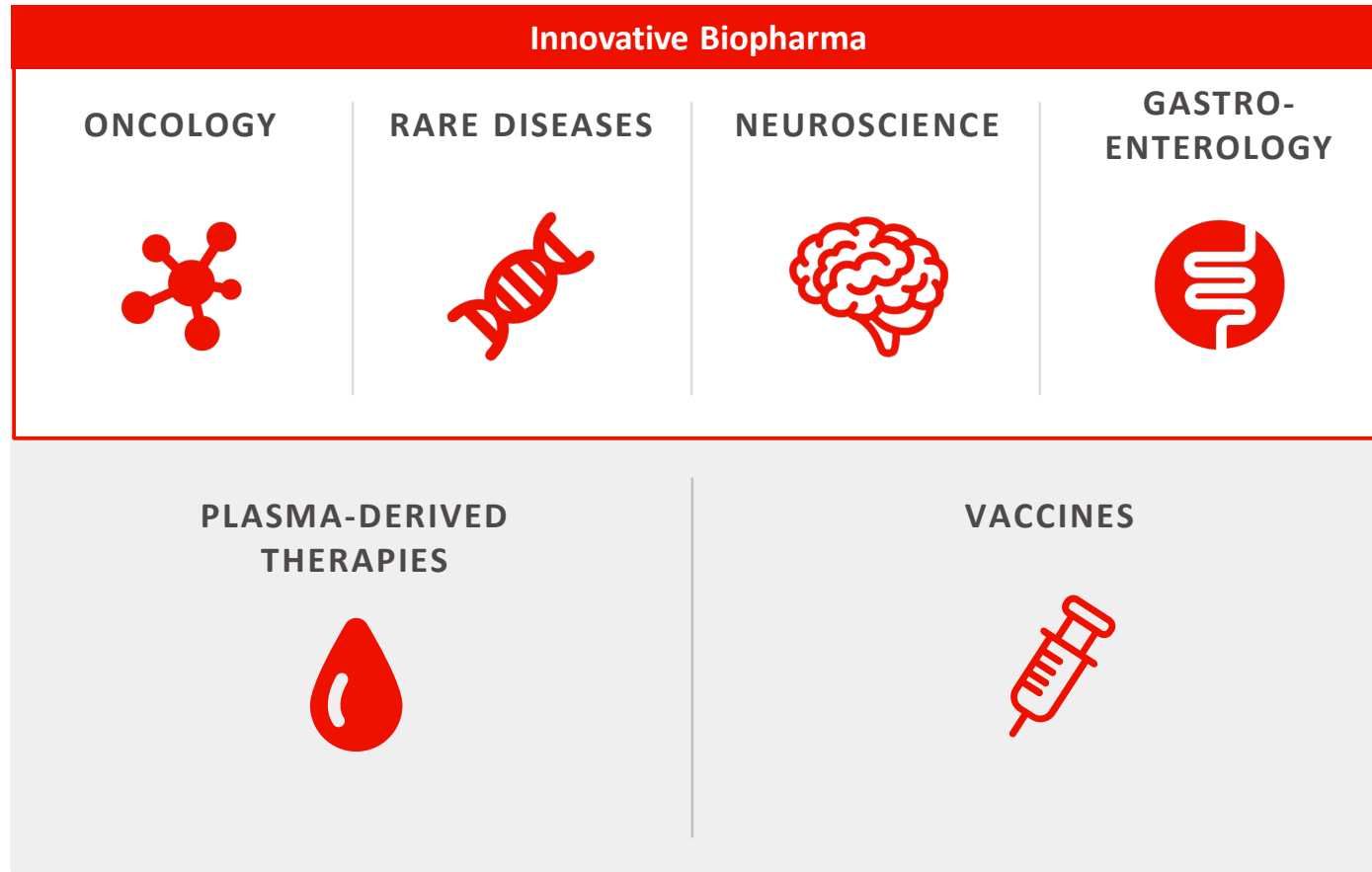
INNOVATION

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

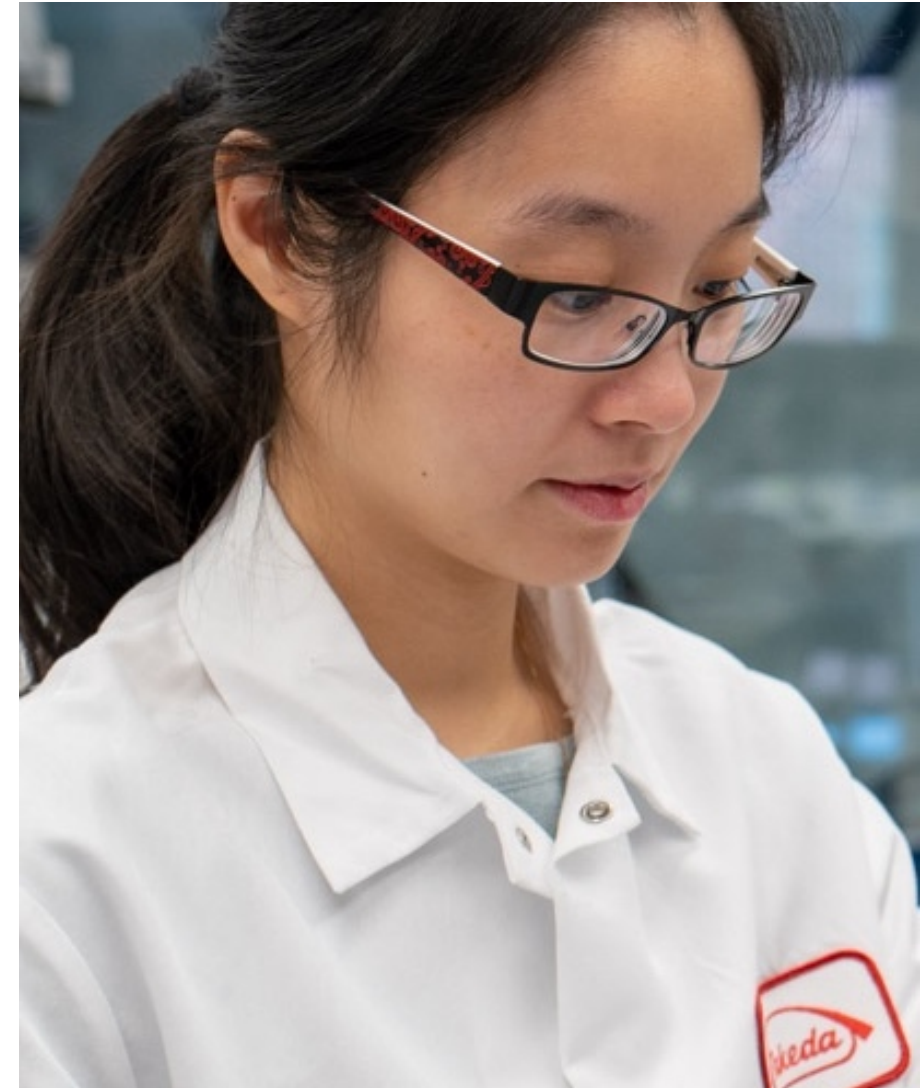
Our R&D Focus

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

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



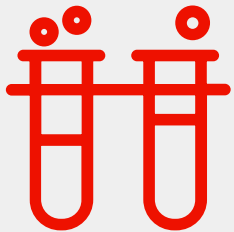
LEARN MORE ABOUT OUR PIPELINE ON [TAKEDA.COM](https://www.takeda.com) 



Our Internal R&D Engine and External Collaborations

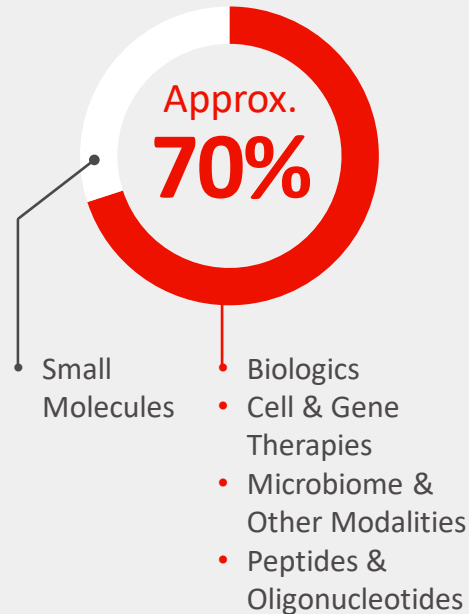
We leverage our own internal research capabilities, while also actively engaging with innovative ecosystems around the world to translate science into highly transformative or curative potential medicines for targeted populations with a high unmet need.

R&D INVESTMENT



APPROX.
\$4.5bn
PER YEAR

DIVERSIFIED MODALITIES IN RESEARCH

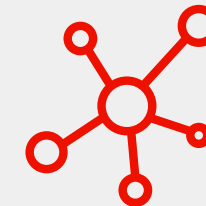


ACTIVE PARTNERSHIPS



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

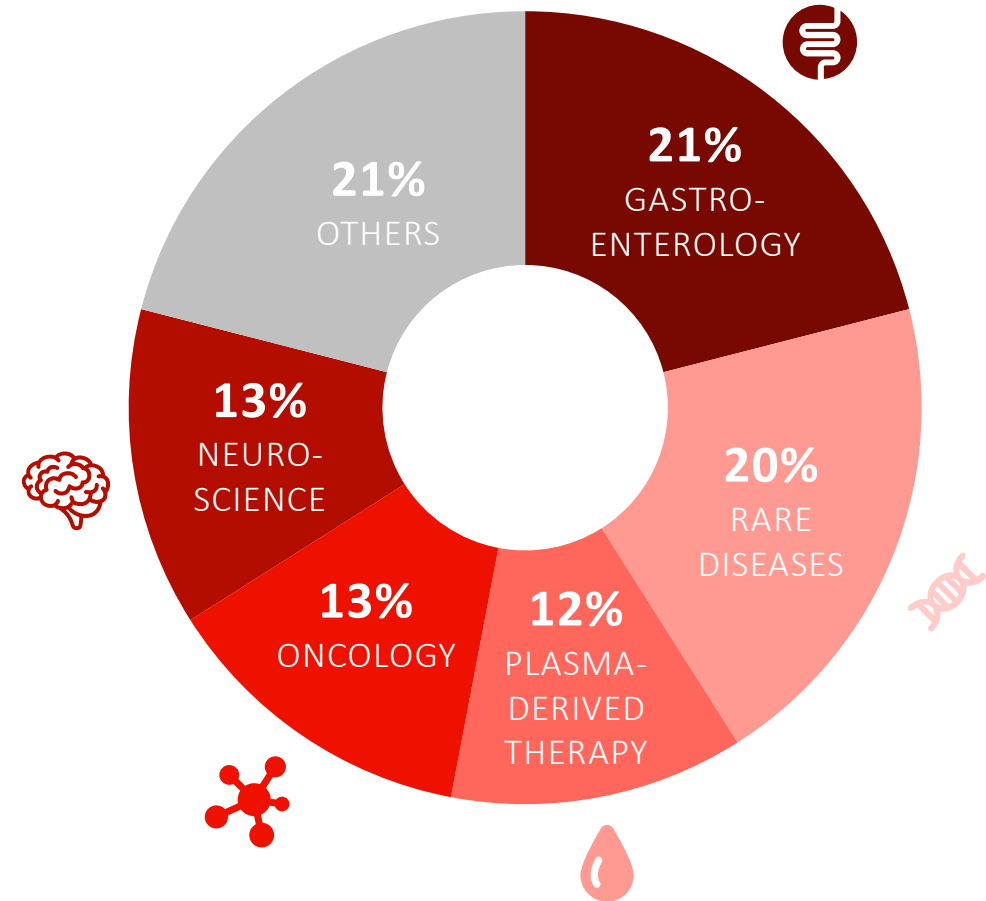
Our balanced business portfolio which is composed of life-transforming, highly innovative medicines in our key business areas, drives our growth.

5 KEY BUSINESS AREAS

14 STRATEGIC GLOBAL BRANDS

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

PERCENTAGE OF SALES*



* Percentage of sales refers to April 2019 – December 2019 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



FTSE4Good



In collaboration with



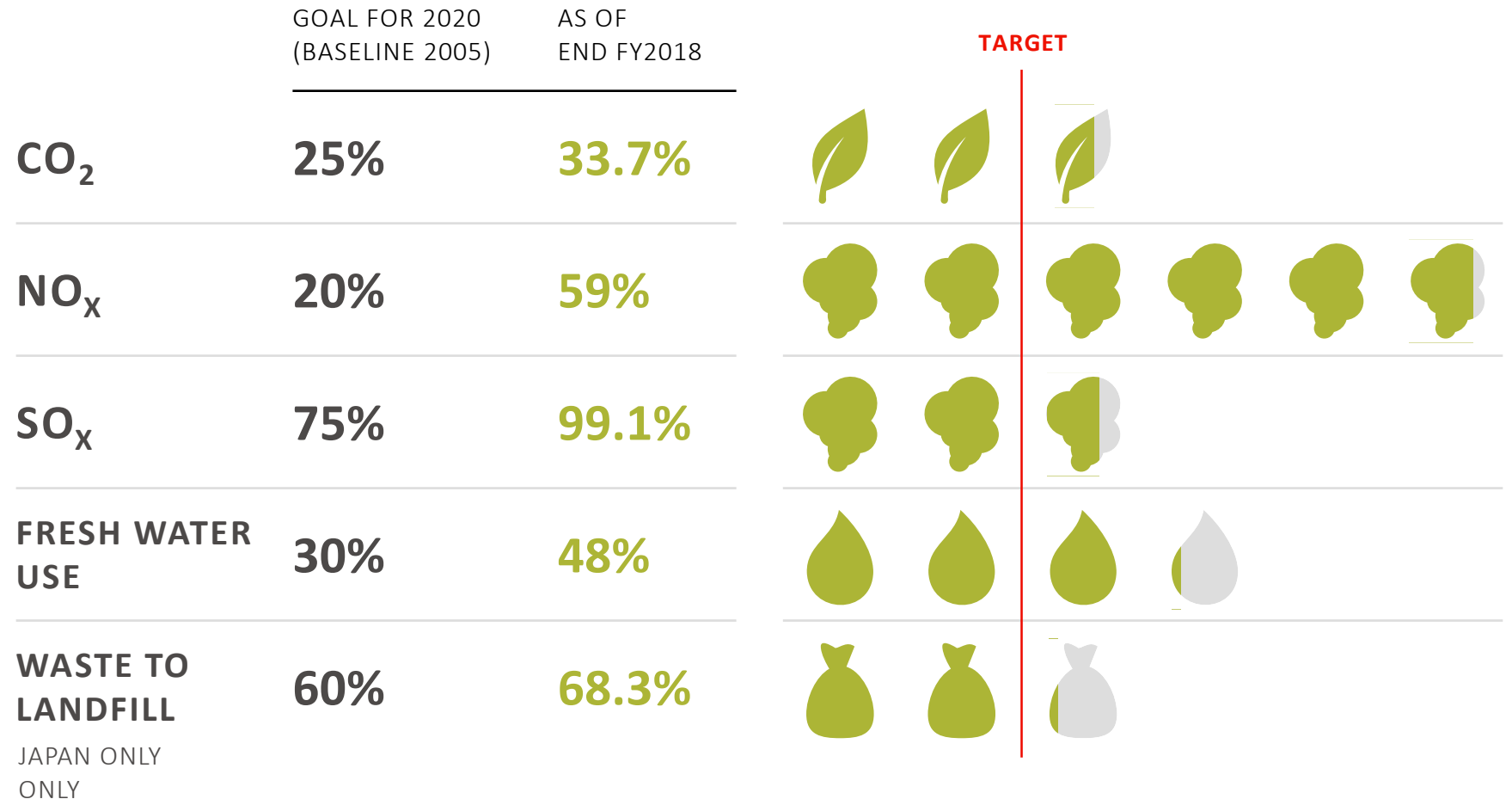
Our long-term commitment along with Sustainable Development Goals (SDGs)



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.



1. Sulfur Oxides (SO_x) and Nitrogen Oxides (NO_x) 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](https://www.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

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, as instillation art throughout the building.

