

## Christophe Weber Letter to Shire Employees

### **SUBJECT LINE: A welcome message from Takeda CEO Christophe Weber**

Dear all,

On behalf of all of us at Takeda, please let me send a brief note to introduce our company and explain why today's news is so exciting for us and hopefully for you too, as we know that our success will be your success too.

Takeda is a global, R&D-driven pharmaceutical leader with strong values, headquartered in Japan with an R&D, oncology and vaccines hub in the Boston area. Founded in 1781 in Osaka, we have been unwavering in our commitment to bring better health and a brighter future to people worldwide.

While Takeda may be one of Japan's oldest pharmaceutical companies, it is also a company that has been rapidly evolving over the past decade. And since joining in 2014 as Chief Operating Officer and then becoming CEO in 2015, we've kept up the pace of change to become an even more science-driven, patient-centric organization.

Today's announcement represents an exciting opportunity – for Takeda and Shire – to have an even greater impact on the lives of patients around the world.

At Takeda, we take our values of integrity, fairness, honesty and perseverance seriously; and we always aim to put the patient at the center, build trust with society, reinforce our reputation and develop our business – in that order. These values will not change and I hope you'll find them appealing. Also, we focus very much on creating the best possible environment for employees, and aim to be among the best employers in all countries where we operate. Takeda, together with Shire, will become a formidable company where people will be able to develop to their full potential.

There are a number of reasons why we see this combination as an excellent opportunity for both of our companies:

#### **Our strategic fit is excellent**

By bringing together Takeda and Shire's complementary positions in GI and neuroscience, the acquisition will strengthen two of Takeda's three core therapeutic areas. It will provide our combined company leading positions in rare diseases and plasma-derived therapies, thanks to your outstanding work in these areas. This enhanced positioning complements our strength in oncology and focused efforts in vaccines.

#### **Our pipelines are highly complementary**

Shire has deep expertise in rare diseases, an attractive modality-diverse mid- and late-stage pipeline, enriched with large-molecule programs, as well as cutting-edge technologies in gene therapy and recombinant proteins. Combining this with Takeda's early development and research-oriented R&D program will result in a highly complementary, robust, modality-diverse pipeline and a strengthened R&D engine focused on breakthrough innovation.

#### **We will have the global scale to reach a new level**

Together, we'll have a leading position in two of the largest pharmaceutical markets globally – the United States and Japan – with the geographic footprint and scale to drive future development. Our strong international presence in emerging markets and Japan will benefit Shire's portfolio and we will in turn benefit from Shire's strong presence in the U.S. This will help us become a leader in the industry and allow us to deliver our enhanced product portfolio across a larger, more attractive geographic footprint, to meet the needs of even more patients across the globe.

#### **The financial benefits are compelling**

Our combined company will have greater scale and efficiency, and a stronger financial profile, enabling us to continue fueling the R&D engine.

I'd like to congratulate you on your hard work which has made Shire a global leader in rare diseases with a sound reputation of excellence and outstanding talent.

As with any transaction of this size, the closing will be subject to shareholder and regulatory approvals. While it will take some time to complete, I want to take this opportunity on behalf of all Takeda employees to say how much we're looking forward to welcoming you and to working together to make transformative care available to more patients around the world.

Best regards,

Christophe Weber