



SUSTAINABILITY REPORT

APRIL 2021 - MARCH 2022

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01

CHAPTER Introduction

Message from the President

GRI 2-22



Recently, I had the opportunity to take over the presidency of Takeda Brazil and join the Brazilian team in a year marked by many achievements and many challenges.

Our history is built through decisions and actions, putting the **Patient** first, building trust with society, reinforcing our reputation and developing a sustainable business, in that order. We believe that these values form a solid foundation that underpins everything we do and how we do it.

Based on Takeda-ism values - Integrity, Justice, Honesty and Perseverance - we develop and enhance important projects to transform the lives of Patients, People and the Planet, driven and sustained by Data and Digital, enabling an increasingly sustainable operation.

In this sense, the publication of this Report, following the guidelines of the Global Reporting Initiative (GRI), is another way to reaffirm the company's compliance with the best international practices of corporate sustainability.

We continue investing in Research and Development in the areas of Oncology, Rare Diseases, Gastroenterology, Plasma Derived Therapies and Vaccines; supported by a solid policy of Access

to Health, and we have advanced in important works with the medical community and public and private health entities through strategic partnerships.

Beyond these topics, we believe that a diverse environment is important to achieving our purpose - to provide better health for people and a brighter future for the world. We have stepped forward on diversity, equity and inclusion by continuing with our career development trainings, promoting a unique and exceptional experience for each employee.

Under the management of the Diversity, Equity and Inclusion (DE&I) Program, we have seen the creation of new committees in the office and groups in the factory so that every **People** can be who they are to the fullest. We ask ourselves daily what to do to make everyone feel good and happy, after all, the work of each person directly impacts the lives of patients.

In fiscal year 2021, we formalized the flexible work model for administrative employees. With this, we provide a better balance between personal and professional life, and give greater meaning to the interactions that take place in person, since the experiences can be enhanced due to the exchange of experiences and synergy of the teams.



With regard to caring for the **Planet**, we celebrate the advances that reaffirm our commitment and path to achieve Takeda Global's goals still in 2035. Among the results, we highlight the projects and programs focused on the circularity of the production process, such as Zero Landfill, Zero Wastewater and Zero Carbon.

Additionally, we have evolved in waste disposal in the office, which has Fitwel 2022 and *LEED Gold*, certifications, which recognize sustainable buildings.

Last but not least, **Digital** was the pillar responsible for driving and supporting all the innovations implemented in the three pillars mentioned above, as we are focused on being a results-based and data-driven company. As scientific and digital innovations are increasingly latent, these offer great opportunities for us to add value to patients, our employees, and society.

Thus, we believe that the integration of these four pillars, combined with the success story of a global organization with more than 240

years of history, will lead us to fulfill our purpose of providing **better health for people and a brighter future for the world.**

I am deeply grateful to all of our employees, families, suppliers, healthcare professionals, patients, and other business partners for their responsiveness and hard work in this incredible year.

Understanding our responsibility to uphold the company's values, every day I challenge everyone at Takeda Brazil on how we can do our work better, seeking efficiency and innovation to deliver the best to our stakeholders.

Thus, we will continue with the commitment to discover, day after day, what we can do differently today to transform the history of people tomorrow, in order to positively impact the lives of Patients, People and the Planet.

Best regards, and I hope you enjoy reading this report.

José Manuel Caamaño Iglesias
PRESIDENT OF TAKEDA BRAZIL



About the Report

GRI 2-1 | 2-3

We are pleased to publish the fourth edition of Takeda Brazil's Sustainability Report!

In this annual publication, which gathers the main events and results of the company's fiscal year 2021 - from April 1st, 2021 to March 31st, 2022 - we show how we have been directing efforts to help create a sustainable health ecosystem.

Through solutions that add value to our chain and to society, we seek, together, to move towards better health for all. Not only that, we reaffirm our commitment to the best practices in Environmental, Social and Governance (ESG) aspects, encompassing the Takeda-ism values: Integrity, Justice, Honesty and Perseverance.

These values are put into practice daily through actions and decisions that put the Patient at the center of everything we do,

build Trust with society and reinforce our Reputation so that we can develop a sustainable Business, in this order.

Thus, this publication ratifies our corporate commitment to the quality of the relationships we establish; the work we do to enable access to our innovative medicines; the initiatives we support; as well as our ongoing commitment to Patients, People and the Planet.

This report has been developed in accordance with the GRI Standards guidelines, guided by the materiality process conducted in 2021. The aspects are integrated into our vision of sustainability, through the company's actions and decisions, as well as the work to make it effective and integrated with the Sustainable Development Goals (SDGs) of the United Nations (UN).



SUSTAINABLE DEVELOPMENT GOALS (SDG)

Throughout the Report, we indicate, in the form of icons, the SDGs promoted, defined based on the company's commitments to the demands of society. Starting on *page 19*, we also present a "Sustainability Vision Overview Chart", which describes our progress on the themes.

Reading Tools

GLOBAL REPORTING INITIATIVE (GRI)

Throughout the text, we point out each of the disclosures in this way: GRI XXX-X. On *page 91*, you can consult the complete GRI index.



To learn more about the disclosures, go to:


www.globalreporting.org

TAKEDA ACTIONS AND DECISIONS

You can also navigate the Report from our actions and decisions, which are represented in the chapters by PATIENT, TRUST, REPUTATION and BUSINESS:



QUICK INDEX

Throughout the text, the icon  will be available for our field team to have quick access to the relevant content, which can be found on *page 96*. These contents were listed as essential, as far as contact with stakeholders is concerned.



INTEGRATING OUR PURPOSE INTO THE BUSINESS

GRI 2-6

Takeda is a leading global biopharmaceutical company with a more than 240-year history, a values-based, Research & Development (R&D)-driven company with approximately 47,000 employees in 80 countries. We strive to address unmet medical needs by delivering life-transforming or life-saving medicines and vaccines around the world.

Our strong commitment to putting patients first is what drives our scientific discoveries and operational excellence, and helps us solve unmet medical needs.

Takeda-ism, in turn, has always been our unique compass on this journey. Its timeless values - Integrity, Fairness, Honesty and Perseverance - define who we are. We bring Takeda-ism to life through actions based on Patient-Trust-Reputation-Business, in that order, to form a philosophy that defines who we are, what we do and why it matters.

Also, it is through such conduct that we create an exceptional experience for **People** and protect our **Planet**. All these aspects are supported by **Digital and Data**, with the goal of transforming Takeda into the most trusted, data- driven, outcomes-based pharmaceutical company. In this context, we also developed a robust ESG strategy focused on Takeda's sustainability in environmental, social and governance aspects. ➡ See [page 36](#) for details.

OUR COMMITMENT TO THE PATIENT



We focus on diseases with the highest unmet need to bring medicines and vaccines of the highest quality to patients as quickly as possible.

OUR COMMITMENT TO THE PEOPLE



We aim to create a diverse and inclusive organization where people can thrive, grow and realize their own potential while enabling our purpose.

OUR COMMITMENT TO THE PLANET



We will harness our unique capabilities to deliver a high standard of environmental leadership that protects our planet's natural systems and human health.



CORPORATE PHILOSOPHY

GRI 2-1

Vision

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

Purpose

Better Health for People, Brighter Future for the World.

Values

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.



To learn more about Takeda's history, please visit: <https://bit.ly/37eA10x>

Values

Our values of Takeda-ism are brought to life through actions based on:



1. Putting the **patient** first;



2. Building **trust** with society;



3. Reinforcing our **reputation**;



4. Developing a sustainable **business**.

This vision has allowed us not only to reach more than two centuries of existence, but also to be present in 80 countries, positively impacting the lives of millions of people - all through innovation and science, which are reflected in the production of medicines and vaccines.

Imperatives



PATIENTS

Responsibly translate science into highly innovative, life-changing medicines and vaccines.

> We focus on diseases with the highest unmet need to bring medicines and vaccines of the highest quality to patients as quickly as possible.

Accelerate access to improve lives worldwide.

> We partner with diverse stakeholders to support the sustainability of health care systems.



PEOPLE

Create an exceptional people experience.

> We aim to create a diverse and inclusive organization where people can thrive, grow and realize their own potential while enabling our purpose.



PLANET

Protect our planet.

> We will harness our unique capabilities to deliver a high standard of environmental leadership that protects our planet's natural systems and human health.



DIGITAL AND DATA

Unleash the power of data and digital.

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

Globally, we operate in four geographic blocks: Japan - where our headquarters are located -, the United States, Europe & Canada (EUCAN) and Growth & Emerging Markets (GEM).

Thus, in order to achieve its purpose of promoting better health for people and a brighter future for the world, Takeda Brazil operates focused on innovation in medicines based on three fronts: Research and Development (R&D), products and patient services.

MATERIALITY

GRI 2-29 | 3-1 | 3-2

In order to increase our ability to generate value, identifying possible risks or opportunities for the business in advance, we conducted a materiality study in accordance with Takeda Global guidelines.

The methodology started with the identification of our main stakeholders, followed by a consultation of reference structures in the market. Finally, we defined the priority themes - called “materials” - based on the prioritization of the selected audiences.

As a result, we identified nine material themes that guide our sustainability strategy and guide the reporting of indicators in this document based on the commitments – **Patient, People** and **Planet** – with the addition of the fundamental **management**, projects, as described below:



Get to know the details of our Global Materiality, including the methodology used and the list of stakeholders engaged here: <https://bit.ly/3CijNzs>

¹ The topic “Water and waste management” is in the second quadrant of relevance of the global matrix, but was incorporated into Takeda Brazil’s matrix due to its local relevance in view of the plant’s operations.
² The theme “R&D to address unmet medical needs” is under the management of the Global headquarters.
³ The term “Best-in-Class” refers to the innovative capacity and agility of our staff, which allows us to achieve our goals.



PUBLIC RELATIONS (STAKEHOLDERS)

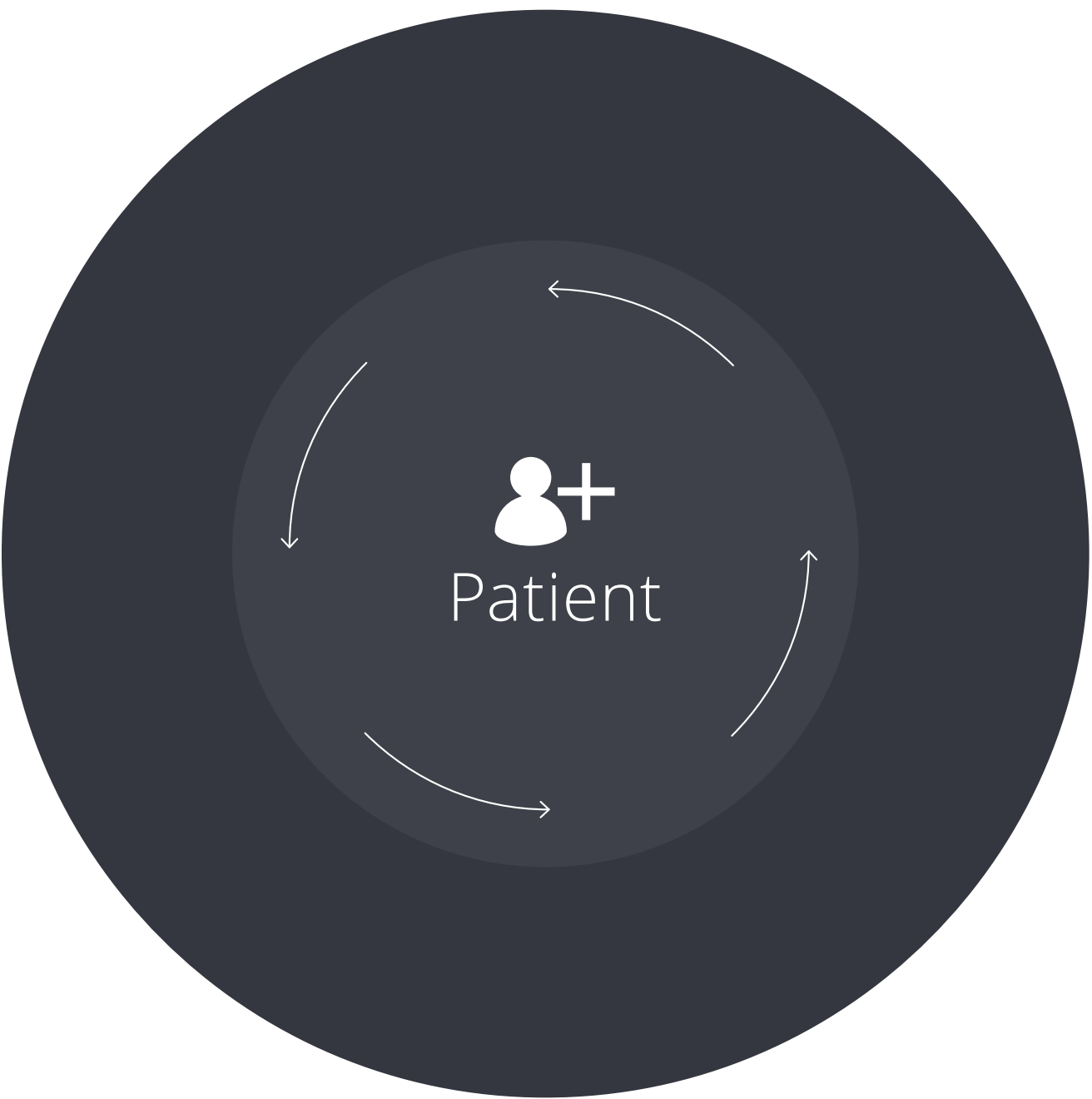
GRI 2-29

Our successful projects and actions involve more than planning, defining goals and pursuing results: they involve people!

Therefore, just as important as the mapping of the activities themselves is the relationship with our stakeholders.

The continuous, careful, ethical, and sustainable relationship represents an important initiative of the company, since we believe that this joint and active participation is a key element to expand the generation of value and, consequently, to achieve our commitments.

Get to know each of the publics that make up this relationship:





Our History

GRI 2-1

1781

CHOBEI TAKEDA started selling traditional Japanese and Chinese medicines in Doshomachi, Osaka. It was the beginning of today's Takeda.

1895

START OF OWN DRUG PRODUCTION, after purchase of a plant in Osaka, Japan.

1933

Opening of Takeda's Medicinal Plant Conservation Garden in Quito, Japan.

1960

ESTABLISHMENT OF THE SHOSHISHA FOUNDATION to support outstanding students with financial needs.

2008

ACQUISITION OF MILLENNIUM PHARMACEUTICALS, bringing innovation in oncology.

2011

ADHERENCE TO THE LEAD PROGRAM TO IMPLEMENT THE 10 PRINCIPLES OF THE GLOBAL COMPACT related to the areas of human rights, labor standards, environment, and anti-corruption.
NYCOMED ACQUISITION expands Takeda's global presence to more than 70 countries worldwide.

2018

Global acquisition of Shire Pharmaceuticals;
Takeda is listed on the New York Stock Exchange.

2019

Shire Integration.

FOR BUSINESS

1781 – 2022
(240 YEARS)



FOR SOCIETY

1871

Takeda begins importing Western medicines in a pioneering way.

1915

Implementation of research and development activities and the creation of new pharmaceutical products.

1940

The Nori principles are established, the basis of Takeda-ism, the belief that people are the foundation of the Company's success.

1963

CREATION OF THE TAKEDA SCIENCE FOUNDATION to encourage promising technologies in research and science in relevant fields.

2009

ADHERENCE TO THE UNITED NATIONS GLOBAL COMPACT and evolution of social responsibility activities.

2015

TAKEDA, KYOTO UNIVERSITY, AND CiRA (Center for iPS Cell Research and Application) team up to form T-CiRA, a joint venture focused on the future of regenerative medicine.

2016

Global launch of Takeda's Vision 2025.

2021

Divestment from the portfolio of over-the-counter (OTC) drugs and other non-essential assets.



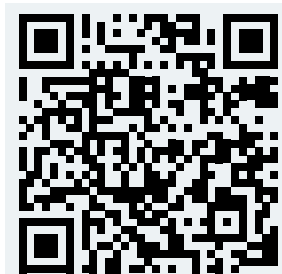
To learn more about Takeda's history, click [here](#).

Innovative Portfolio

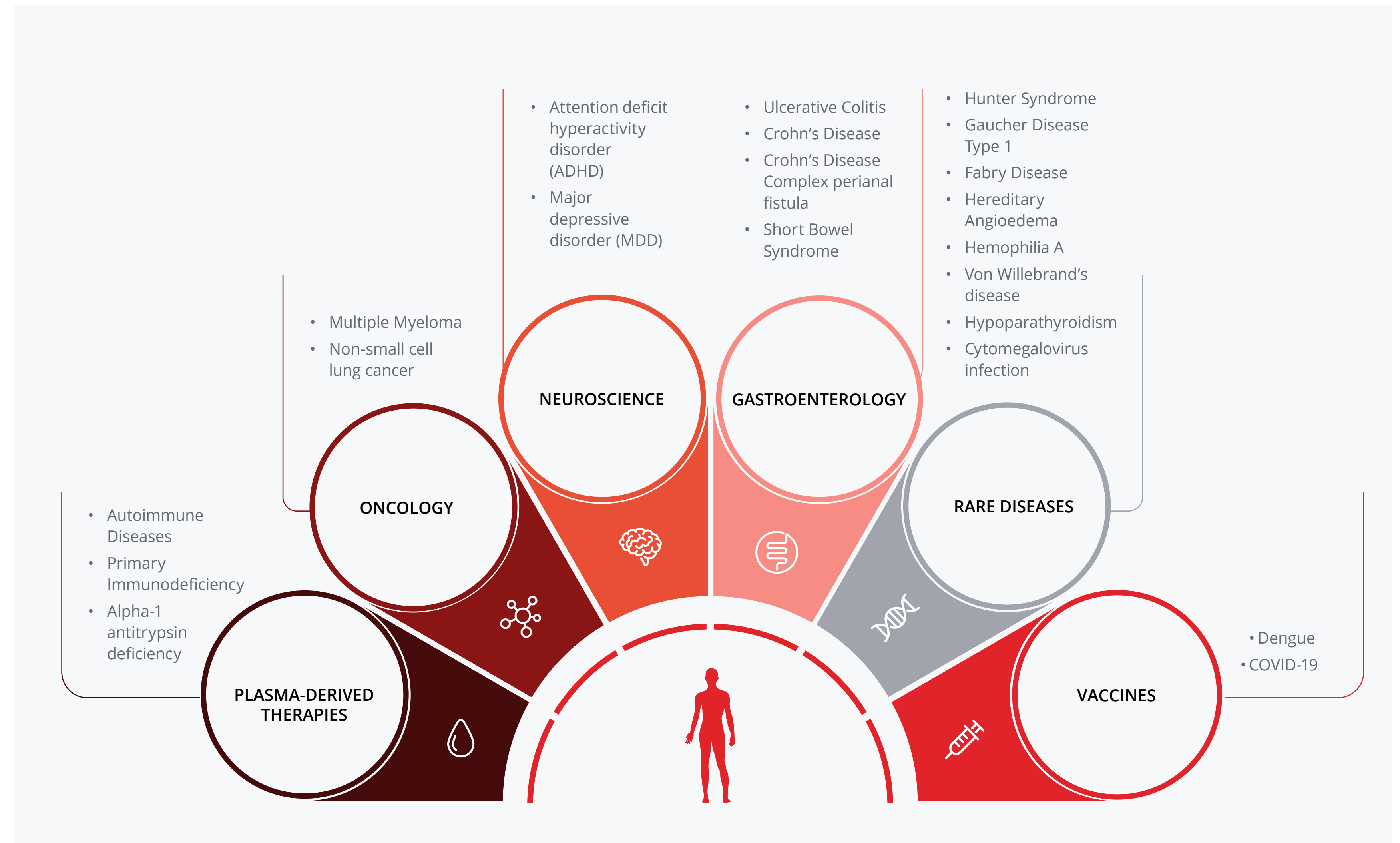
GRI 2-6

To continue transforming people's lives through health, we invest heavily in **Research & Development**, with the goal of developing solutions for unmet medical needs.

To address the complex challenges present in our healthcare ecosystems, we also work through **strategic external partnerships** and the development of a portfolio with **proprietary technology**. In this way, we broaden our purpose, focus on patient responsibility, and ensure the distribution of our products in the global marketplace.



➤ To learn more about Research & Development (R&D) at Takeda and our portfolio click [here](#).





Highlights and presence in Brazil

PROMOTING HEALTH

GRI 2-6

OUR PRESENCE IN BRAZIL

In Brazil since 1954

FY21
2 new indications and 3 products launched,

ONE OF THEM BEING INCLUDED IN THE LIST OF PRODUCTS SUPPLIED BY THE **MINISTRY OF HEALTH**

39
innovative
AND COMMERCIALY
AVAILABLE medicines

US\$ 4.5-5 billion
investment in
R&D globally

FOR THE NEXT THREE YEARS WE PLAN TO LAUNCH...

7 new products

9 new indications

2 new markets

1 new presentation

MILESTONES

GRI 2-1 | 2-6

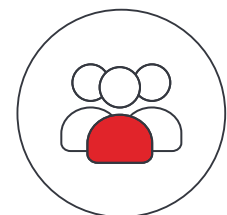


Factory located in Jaguariúna (SP).



Office in São Paulo (SP).

Takeda Brazil has one of the most significant global operations.



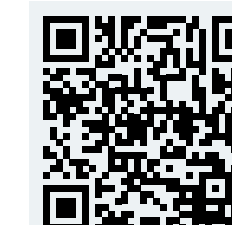
1,158 employees,

with the team present throughout Brazil



Warehouse


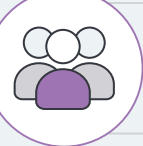


located in Itapevi (SP)




▶ Get to know our office.

Highlights

Here are the highlights of our performance in our last fiscal year:

-  **PATIENT**
-  **PEOPLE**
-  **PLANET**
-  **DIGITAL**



Learn more about Takeda Brazil and its history at our corporate website:

<https://bit.ly/3sh7Flo>

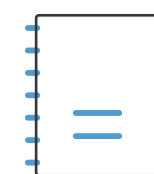


971

events held by the Continued Medical Education Program

+50 thousand

professionals impacted



27

published scientific studies



22,646

contacts from customers, clients, and healthcare professionals served by the SAC



71 thousand

people directly impacted and more than

83 thousand

people indirectly impacted by our social projects



9 thousand

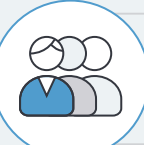



Patient Support Programs (PSPs)




8 thousand


basic-needs grocery packages

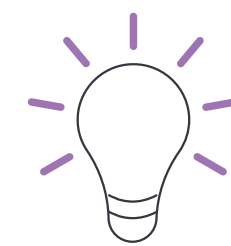
Highlights

-  *PATIENT*
-  *PEOPLE*
-  *PLANET*
-  *DIGITAL*



Learn more about Takeda Brazil and its history at our corporate website:

 <https://bit.ly/3sh7Flo>



Expansion of the Diversity Program, totaling

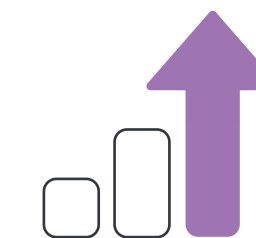
7 Committees, and

4 new groups at the factory






52%
of the employees are women.


They occupy
46%
of leadership positions



6
public commitments to Diversity, Equity and Inclusion fostered internally

Highlights

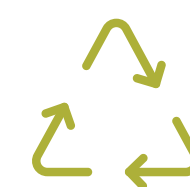
-  PATIENT
-  PEOPLE
-  **PLANET**
-  DIGITAL



Learn more about Takeda Brazil and its history at our corporate website:
<https://bit.ly/3sh7Flo>



CAPS project:
 achievement of
 environmental goals
 upgraded from 2040 to 2030



100%
 of energy acquired from
 renewable sources



Our office is LEED
certified for
 Neighborhood
 Development (LEED)
 level “Silver” and, in
 2022, won the Best
 in Building Health
 Leadership Award
 among all Fitwel-
 certified projects.



Our factory has been
ISO 14001:2015
certified
 since 2013.


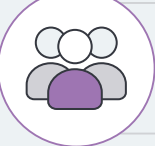





98%
 of the factory employees
 trained in environmental
 training




100%
 of residues treated
 internally with the Zero
 Landfill Project

Highlights

-  *PATIENT*
-  *PEOPLE*
-  *PLANET*
-  *DIGITAL*

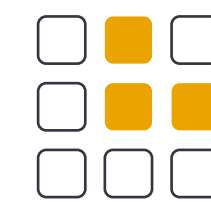


Learn more about Takeda Brazil and its history at our corporate website:

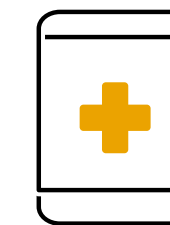
 <https://bit.ly/3sh7Flo>



Restructuring
and **automation** of
operational processes using
software that enables more
assertive decision making.



Implementation of the
Plataforma Verde
software to monitor the factory's
environmental KPI's.







In a survey carried out by
the Internal Division of
Digital Strategy, about

42%
of doctors would like to stay
in touch to Takeda virtually.

ACTIONS AGAINST COVID-19

When we talk about “promoting health” we could not forget to mention the public health emergency of international importance resulting from the **coronavirus**.

Thus, in fiscal year 2021, we consolidated our priority to enhance interactions with vulnerable populations and the health care network, because we knew that this was one of the main ways to contribute to the population in this difficult period. Among the main actions, we highlight:

















- 
 Aligned with the organization’s guidelines and guided by the employees’ wishes, we **formalized the flexible working model¹**, ensuring greater flexibility and autonomy for our people, who began to take advantage of face-to-face days in order to strengthen relationships and exchange experiences face-to-face.
- 
 Another evolution, a consequence of the high resilience of our people during the pandemic, was the **acceleration of digital initiatives**, allowing a true transformation and greater agility in the dynamics of the teams, on several areas.
- 
 We maintained the actions started in fiscal year 2020, such as the **donations of basic-needs grocery packages** for people in situations of social vulnerability and the **psychological support programs for employees**, for example.
- 
 All the **safety protocols inside the factory** were maintained to ensure the integrity of those who were present.

¹ Eligible to administrative employees
























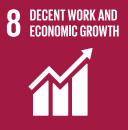







Sustainable Development Goals (SDGs)

We align our actions to achieve the 17 SDGs of the United Nations (UN) which, although ambitious, when interconnected, contribute to the achievement of the main development challenges faced by societies in Brazil and worldwide.

PATIENTS					
Material Topic	Project	Impact	SDG Goal	Prioritized SDG	Status
Access to medicines	39 innovative and commercially available medicines in the country, with two new indications and three products launched during fiscal year 2021	Making new treatments available, able to control symptoms, cure and prevent diseases	3.b 9.5 17.17	  	
	27 published scientific studies	Researching new treatments, able to control symptoms, cure and prevent diseases	3.b		
	"Real World Evidence for Health Care Decisions" event	Discussion about the existing barriers and opportunities in the process of using biosensors, artificial intelligence and statistical models to create medical databases to improve health decisions and interpretations	17.17		
	Incorporation of one medicine into the Brazilian National Health System (SUS) and two into the National Supplementary Health Agency (ANS)	Provide access to innovative medicines to treat unmet medical needs through the SUS and the private health system, which serve, respectively, 70% and 30% of the Brazilian population	3.4 3.8 17.17	 	
	Productive Development Partnership (PDP)	Ensuring the continuity of free treatment offered by SUS for hemophilia A patients.	3.8 3.b 17.17		
	Takeda Legislative Agenda	The document gathers 269 proposals to improve the business environment, attract investments and promote health policies	3.4.1 3.8 3.b 10.3 17.14 17.15 17.17	  	

PEOPLE					
Material Topic	Project	Impact	SDG Goal	Prioritized SDG	Status
Diversity, Equity & Inclusion	Creation of two new D,E&I committees in the office	Positive impact on our people's lives based on education and knowledge, sowing respect and acceptance to tackle the unconscious prejudices and biases that still exist	5.1 5.5 5.b 8.5 8.8 16.1 16.7 16.b		
	Creation of in-plant D,E&I groups		5.1 5.5 5.b 5.c 8.5 8.8 16.1 16.7 16.b		
	Inclusion of a D,E&I clause in all standard draft contracts	We are committed to embracing and celebrating differences and showing our stakeholders the company's commitment to the topic	5.1 5.5 5.b 5.c 8.5 8.8 16.1 16.7 16.b		
	Donations	We have improved access to health care, especially in geographic areas where unmet medical needs are most latent, and provided support for disease prevention, contributing to the health of communities	5.1 5.2 10.2 16.1 16.7		
	Making sure that people from minority groups are selected in all professional processes	66% of new hires from minority groups	8.5 8.8 10.2 16.7		
	Six public commitments fostered	By means of these partnerships, we reinforce the pillars of our commitment to D,E&I	8.5 8.8		
Best-in-Class Talent	Flexible working model	Better work-life balance for employees	8.5 8.8		
Employee health and well-being	Inclusion of medication allowance for transgender professionals undergoing gender adjustment	Based on the idea that employees are welcome and feel inspired to use their voices, to show their talents	10.2 16.7		

PLANET					
Material Topic	Project	Impact	SDG Goal	Prioritized SDG	Status
Climate, Carbon and Energy Water and waste management	Sustainability Journey	Employee engagement to achieve environmental protection goals	6.b 12.7 12.8	 	
	Zero Carbon Project	Target for identifying all carbon reduction projects achieved by 311%.	7.2 11.a 12.2 13.3	   	
	Zero Landfill Project	Zero Landfill plant operation for the second year in a row	11.6 11.a 12.5 13.3	  	
	Zero Effluent Project	We positively impact the boilers' gas and energy consumption	6.3 6.4 6.b 14.1 14.2 14.3	  	
	End-of-Life of Medications	1.2 tons of medicines were disposed of correctly	11.6 11.a 12.4 12.5 14.1	  	

MANAGEMENT					
Material Topic	Project	Impact	SDG Goal	Prioritized SDG	Status
Corporate Governance	Aspirational Plan	Speeding up our growth and expanding patient care over the next five years	3.b	   	
			8.2		
			9.5		
			17.17		
Ethical Business Practices	Global Code of Conduct Update	We have strengthened our commitment to relevant and Takedaism-aligned topics	16.5		
			16.6		
	Implementation of the new Third Party Risk Management process	Ensure that the company only engages with partners equally committed to fighting corruption	16.7		
			16.7		

Legend

PRIORITIZED SDGs




GOAL STATUS


 Achieved

 In progress

 Continuous



Learn more about the SDGs Goals:

 <https://www.pactoglobal.org.br/ods>



02

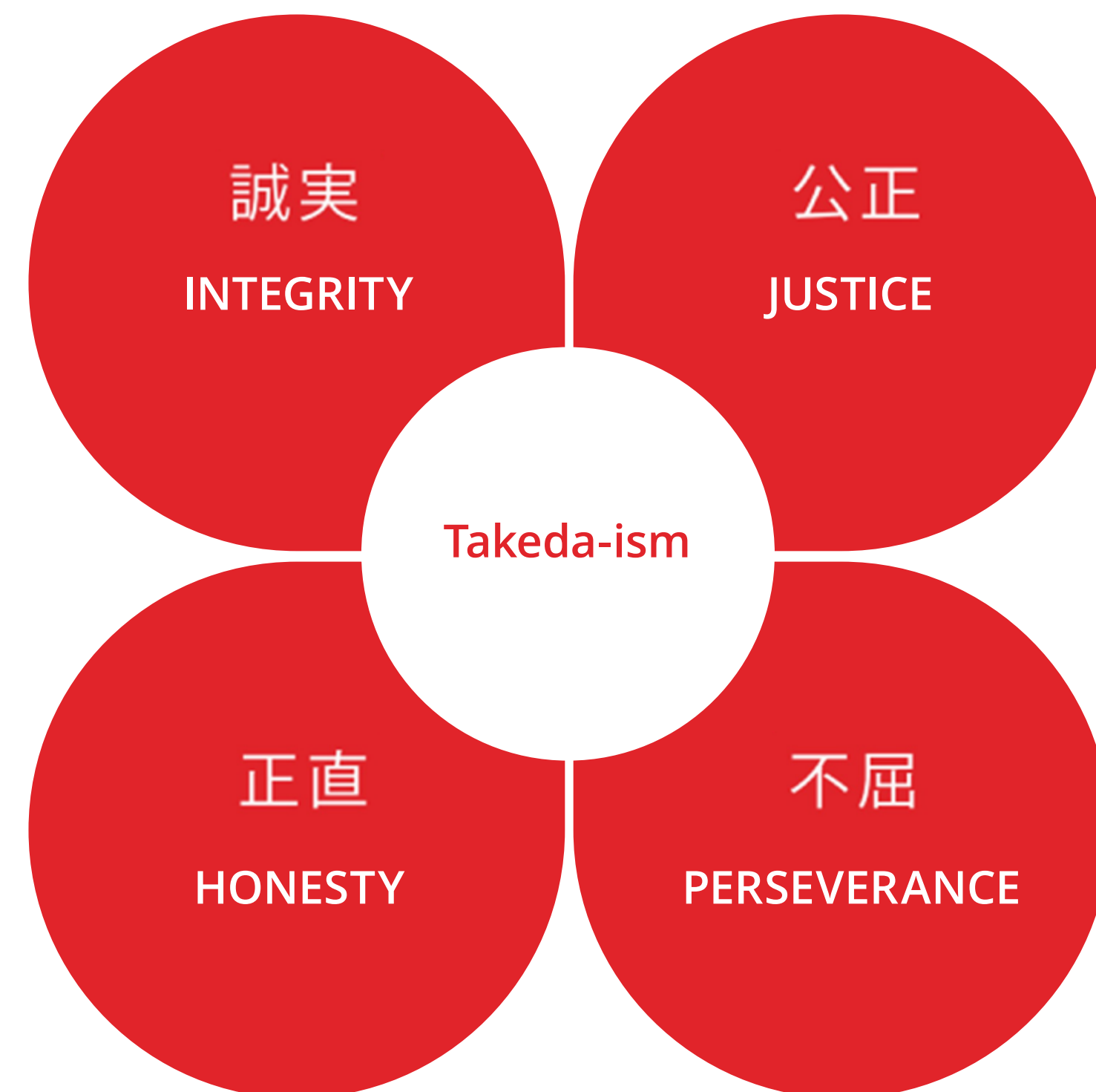
CHAPTER

Corporate Governance and Social Responsibility

Our corporate governance and social responsibility ensure a performance of excellence through actions and decisions structured around the Patient, Trust, Reputation and Business - in that order. We spare no efforts in the search for a more just and egalitarian world, of greater access to health.

Ethical Conduct

GRI 2-23 | 2-24 | 2-25 | 3-3 | 205-2



With a culture based on values, guided by Takeda-ism - Integrity, Fairness, Honesty and Perseverance -, we work to maintain the trust of patients, employees, healthcare partners and society.

We understand our responsibility to meet the highest standards of ethical behavior at all times, since everything we do impacts the most important aspect of people's lives: health.

In this context, our **Global Code of Conduct** is based on principles organized around Patient, Trust, Reputation and Business. The document embodies the spirit of Takeda, what we do and how we behave.

One of the examples of this performance is that, with the beginning of the flexible work model, we created alternatives for the maintenance of the company's ethical culture, reinforcing that the commitment to the Patients, People and Planet, must remain guiding our actions and purpose with enthusiasm, regardless of the work format.

Check out, in the next topics, the main policies and actions of this fiscal year:

CODE OF CONDUCT

GRI 2-23 | 2-24 | 205-2

Our Code of Conduct acts as a guideline for decision-making at Takeda. The behaviors and values present in Takeda-ism are experienced in everyone's daily life and, therefore, we have two versions of the document: an internal one focused on the conduct expected from employees and a second one applicable to suppliers and other external stakeholders. Both documents are [available on our website](#).

In fiscal year 2021, we updated the document based on a broad global debate, in such a way as to reinforce our commitment to relevant topics, such as respect for and protection of Human Rights in our business; Environmental Sustainability; and Diversity, Equity and Inclusion. The goal is to ensure an ethical and upright conduct when facing the challenges of society, anchored by Takeda-ism.

Therefore, internally, we constantly address the contents of the Code of Conduct with our employees through internal communications, training and qualification courses.

Regarding new employees, they all have access to and must read the document as soon as they join the company, ensuring that they start their journey in line with our culture and values.

In addition, they all go through training carried out by the Ethics & Compliance area, aimed at helping them understand the Values-based Decision Making guide, present in the Code of Conduct.

In addition, our 20 Ethics & Compliance (E&C) ambassadors, chosen from a project initiated in Brazil in mid-2016, work daily with their teams to disseminate ethical behavior, reaffirming our culture and serving as a reference for clarifications about policies, procedures and ethical decision-making.



ETHICS & COMPLIANCE

INTEGRITY PROGRAM

GRI 2-24

Our Integrity Program, also known as the **Ethics & Compliance Program**, is coordinated by the Ethics & Compliance (E&C) area and has as its main objective the prevention and mitigation of risks associated with the company's operations, as well as the dissemination of our ethical culture.

During fiscal year 2021, the activities that reinforce our culture and understanding of the area's topics expanded the number of people affected. In addition, the area revised procedures and training to ensure more **transparency** and agility in the teams' actions. Check out, below, the seven pillars into which the Program is divided:

- 1. Responsibility:** leadership is responsible for cascading ethical thinking to their teams through training and open, honest conversations.
- 2. Policies and Procedures:** development, maintenance and updating of policies and procedures.

3. Training: offered according to each department and function.

4. Communication: internal announcements to reinforce our ethical culture and values, informing and clarifying doubts, as well as releases in external channels to place Takeda among its main stakeholders.

5. Monitoring and Auditing: follow-up of the activities in the risk areas and coordination of internal and external audits.

6. Disciplinary Process: investigations of possible violations of the Code of Conduct and Ethics & Compliance Policies and procedures, carried out in partnership with the Global Investigations team.

7. Corrective Actions: capture of business trends to correct internal processes and mitigate risks in search of continuous improvement.

Next, we describe in detail the actions that are part of the Program:

CONFLICT OF INTEREST

In order to always avoid real or potential conflicts of interest, we annually raise awareness and review conflict of interest forms with employees. In addition, conflict assessment is also performed for external partners who go through our due diligence process.

THIRD PARTY RISK MANAGEMENT (TPRM)

Implemented as a new third party risk assessment process, Third Party Risk Management also assesses integrity issues, with the aim of ensuring that the company only works with partners who are equally committed to fighting corruption.

Therefore, according to the type of activity to be performed, each partner undergoes a customized due diligence process, which may be more simplified or robust depending on the risks involved.

ETHICS & COMPLIANCE WEEK

The 6th edition of the event took place in November and December, in a flexible format, which enabled the employees to participate remotely.

The program stimulated debate and opened new perspectives on the issues of Ethics & Compliance, especially with regard to updating the Code of Conduct, with an emphasis on Diversity, Equity and Inclusion, the commitment to environmental sustainability and Human Rights.

The gamification used in the activities set the tone of the Week, with several initiatives such as the Quizziz, the Code of Conduct Defenders Bingo, and the quiz game “The Wall”.

Additionally, during the Cine Compliance program, the Ethics & Compliance ambassadors showed scenes from movies and television series that dealt with ethical dilemmas and served as a basis for group discussions.

The “Ethical Talks” was responsible for providing experiences and tips related to ethical decision-making among employees.

To conclude the event, in December, on the Anti-Corruption Day, the Brazilian philosopher, writer, educator, lecturer, and university professor Mário Sérgio Cortella gave the lecture “The three big questions: Do I want? Should I? Can I?”.

TRAINING AND COMMUNICATION

GRI 2-24 | 205-2 | 404-2

During fiscal year 2021, through the E&C Training program, we conducted 11 Ethics & Compliance training sessions that were required by other internal areas, both online and in-person.

The main topics covered were related to interactions with healthcare professionals and entities, government representatives and entities, due diligence, conflicts of interest, sponsorships, interaction with patients and patient organizations, among others.



For internal communication of new procedures, updates, reminders and engagement in actions, we used e-mail, support materials and our newsletter.

It is worth noting that the entire engagement approach was revisited to ensure greater assertiveness and transparency to the processes and participants, which generated a considerable improvement in monitoring adherence rates compared to the previous fiscal year.

Speak Up for Integrity and Giving Voice to Values

GRI 2-25 | 2-29

One of our objectives is to build an environment where everyone can express their opinions in a transparent and comfortable manner. For this reason, in addition to the Ethics Line (mentioned below), we run the **Speak Up for Integrity** campaign: a global initiative to promote internal dialogue.

Through the campaign, experiences on various topics are exchanged between people from different sectors, as well as between leaders and subordinates. In this way, we increase the point of contact between everyone who is part of the company and cultivate a fair, diverse, and respectful environment, without any kind of retaliation.

Additionally, we had sessions of the workshop **Giving Voice to Values**, which helped cultivate our values internally. In total, there were more than 200 participants. See:

The workshop covered topics related to human behavior, ethical decision-making and actions concerning the Speak Up program, inspiring and empowering our employees to apply the Code of Conduct and speak up for Takeda's integrity and values.

TAKEDA ETHICS LINE

GRI 2-26

The Takeda Ethics Line is our primary channel for employee and partners to report situations that violate the standards and principles of our Code of Conduct or our policies in general.

Under the coordination of the E&C area, contact can be made anonymously, by telephone or through our portal, 24/7. Access is available on our institutional site or via the Intranet, and management is carried out by an independent company.



➤ Access the Ethics Line online or by phone: **0800 892 0681**

It is worth mentioning that all calls are answered and are treated with due attention, according to our Takeda-ism values.

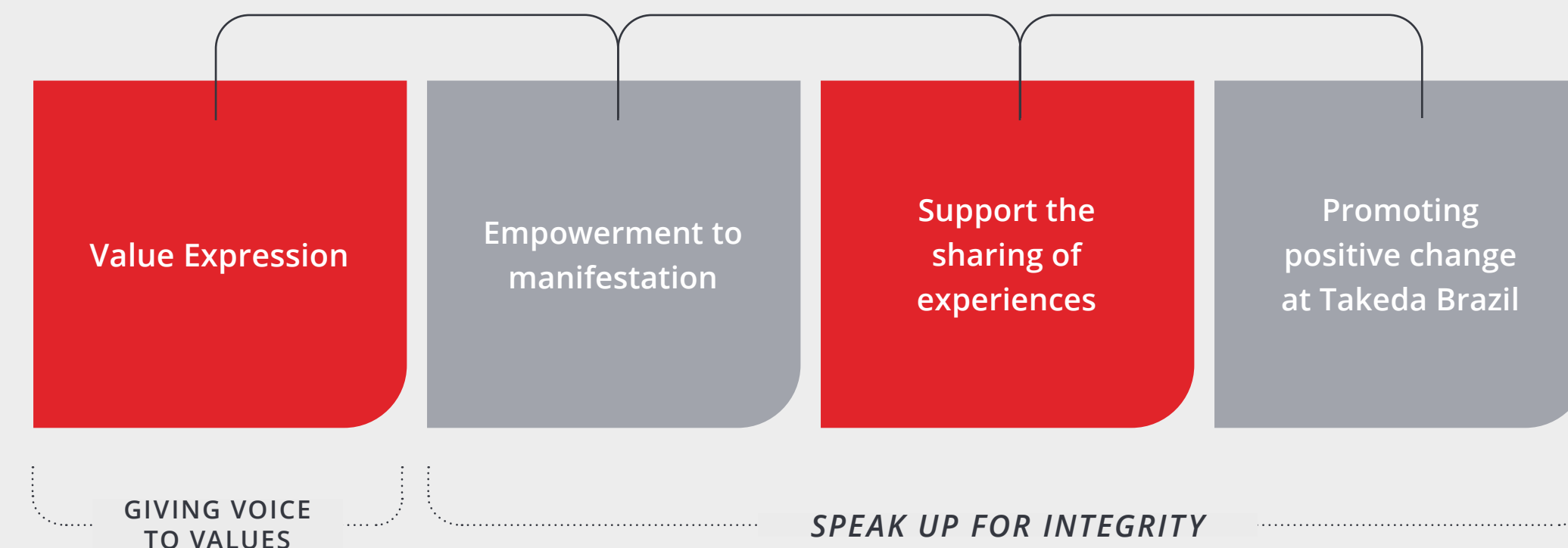
MONITORING

To assess the risk to our business, we monitor adherence to our policies, procedures and compliance with the Code of Conduct. This process is carried out every three months and the results are discussed with the directors of the areas, and it is also presented to the Leadership Team of Brazil and the Emerging and Developing Markets region.

If nonconformities are identified, the E&C area is prepared to offer solutions to the business units. In addition, we carry out reinforcement training, coaching sessions and, where appropriate, the application of sanctions.

Every year, we evaluate which risks will be monitored to ensure the continuous improvement of our processes and the mitigation of risks for the company.

Connection between the initiatives



SMART PROJECT

SMART is a global initiative dedicated to monitoring activities identified as a risk to the organization.

Throughout fiscal year 2021, we enhanced processes to ensure better reporting and increased data quality; all with a focus on transparency and speed.

Additionally, we expanded the use of technologies supported by Big Data and Power-BI. The use of machine learning - a data analysis method that automates the construction of analytical models - provided greater process automation. As a result, we generate and share new insights between areas, such as reporting for trend analysis of interactions with external business partners.



GENERAL DATA PROTECTION LAW (LGPD)

The LGPD, in force since 2020, represents a milestone in the company's management and relationship with the treatment of personal data.

We have dedicated effort and attention to the evolution of our internal processes, ensuring the treatment of data in line with the legislation. This was only possible thanks to the continuous training of our employees and to the BLT.

Currently, 100% of employment contracts have clauses referring to the LGPD and guaranteeing data privacy in our domain. In fiscal year 2021, we also updated our Privacy Notice, making it available on the corporate portal; and we made mandatory the completion of the online course "Privacy, Takeda and You".

In addition, the evolution of the company's management in "**Digital**" contributed not only with the process for compliance with LGPD, but also with all other internal processes, such as the new contract management system that, through a more friendly interface, provides direct interaction between the document and the digital signature. With this, we accelerated the decision making of the teams, which began to focus their attention on the development of their actions, leaving aside bureaucracies that were simplified and/or automated.

FIGHTING CORRUPTION

GRI 205-2

To prevent corruption cases, we conduct constant training on the subject, including employees and leadership. Whenever a policy or training is updated, we announce the need to review the training for the entire company on our global platform.

We have tools such as the risk assessment, which monitors our business units, especially for possible risks related to corruption in two factors: possibility of incidence and potential damage.

For this reason, during fiscal year 2021, we trained about 100 suppliers on the topic. Internally, 195 new employees participated in our **Global Anti-Corruption Policy** training. Additionally, a global policy for third-party management was launched, bringing greater security to the topic.

Finally, in order to give external visibility to our commitment, Takeda Brazil is a signatory of the **Business Pact for Integrity and Against Corruption**, promoted by the **Ethos Institute**.

“Fighting corruption is a journey made up of ethical, well-thought-out, and daily decision-making. The best practices adopted by Takeda corroborate to the company’s commitment to the issue, build trust with society and strengthen reputation with patients, partners and the general public.”

Roberta Modugno, Ethics and Compliance Specialist.



¹ Considering office and factory employees.



COMMITMENT TO HUMAN RIGHTS

GRI 412-3

When we talk about the incorporation of clauses that aim at protecting and promoting Human Rights in the contracts signed within the corporate scope, we should first of all understand the contract not only as an instrument of commitment, but also as a tool that allows the emancipation of the human being. In this sense, all Takeda Brasil contracts have standard clauses on Human Rights, reaffirming the commitment not to use child labor, degrading or slave-like labor conditions. These documents also formalize the commitment of the contractors to carry out internal Ethics and Compliance trainings, as applicable.

Additionally, in fiscal year 2021, **we included a Diversity, Equity & Inclusion clause in all standard draft contracts**, to demonstrate the company's commitment to the topic. Learn more on [page 44](#).



PHARMACEUTICAL INDUSTRY PERCEPTION SURVEY

In order to evaluate the public image of the sector, as well as of the laboratories, we carried out a study entitled “The public image of the pharmaceutical sector in Brazil”, conducted by IQVIA consultants.

We interviewed 255 health professionals, 150 of them physicians and 105 from other areas, as well as 2,018 people from society in general. As a result, we identified a positive perception in relation to the Pharmaceutical Industry.

The good results are also reflected among the specialized public: 85% of physicians and 90% of health professionals considered the reputation of the pharmaceutical industry “positive” or “extremely positive”. In addition, 82% of physicians and 88% of health professionals said that pharmaceutical companies contribute to the quality of healthcare and well-being of the population.

These indices reinforce the ethics, transparency, and credibility of our industry among professionals and society in general.

Of the **2,018 interviewees**:



86%

stated that laboratories **contribute to the health and well-being** of the population;



82%

rated the sector's **reputation level** between “good” and “very good”;



79%

considered the **image of the industry** “to be “positive” or “extremely positive”.

Corporate Governance

GRI 3-3

Our governance model is guided by transparency and ethics in order to promote the sustainability of Takeda Brazil as we are able to ensure long-term value creation for all stakeholders.

GOVERNANCE STRUCTURE

GRI 2-9 | 2-11 | 2-13 | 2-15

For us, corporate governance is the set of processes, practices, and laws that guide the way we operate. We seek to promote the development of solutions that add value to our chain and to society.

We believe that this is the only way we can benefit more patients with projects, results, services, and partnerships that will converge towards better health for people.

In 2021, our structure was composed of 11 decision-making committees, guided by the Local Executive Committee, the Brazilian Leadership Team (BLT). The latter is formed by 17 people, seven women and ten men, already considering the Presidency.

These committees are composed of executives, which ensures that they are competent in their areas of expertise, are able to develop strategies, propose agreements, and point out solutions in a clear manner on behalf of the patient, always taking into account our Corporate Philosophy.

Members do not accumulate functions and are not partners in companies of the same sector, thus avoiding conflicts of interest. In addition, we maintain a formal communication process for the topic, managed by the E&C area.

PERFORMANCE EVALUATION

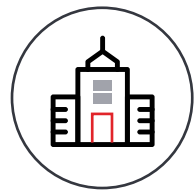
GRI 2-18

The evaluation of BLT's results is linked to the corporate performance of the members, whose KPIs - directly related to the Strategic Map - are previously agreed upon with the Regional Governance (GEM).

We carry out quarterly follow-ups, with a six-monthly review, concluded at the end of the fiscal year.



Get to know our structure¹:



OFFICE

41%

of employees
are women



JOSÉ MANUEL CAAMAÑO
President of Takeda Brazil



ANA PAULA SALAMA
Legal Executive Director



ARUANE ANDRADE
Executive Director of
Ethics & Compliance



EDUARDO ALMEIDA
Executive Director of
the BU of Oncology



EDUARDO HENRIQUES
Executive Director of
the BU Gastroenterology



ELIANE PEREIRA
Human Resources
Executive Director



FABIO SALATA
Executive Director of
the BU Hematology



FABIANO OZORIO
Executive Sales Director



FLAVIO PERROTTI
Executive Director of
the BU Vaccines



JONI JORGE
Finance Executive Director



RAFAEL FORTES
Executive Director of
Patient Value & Market Access



RENATA PIRES
Executive Director of
Regulatory Affairs



RODRIGO MARTINS
Executive Director of
Business Operations



THIAGO MAGALHÃES
Executive Director of
the BU Rare Diseases



VIVIAN LEE
Executive Director of
Medical Affairs

¹ Structure with the updated membership in April 2022 after the change in the company's Presidency.



FACTORY

45%
of employees
are women



LUIZ ROQUE NETO
Site Head Jaguariúna



ALEX BERNACCHI
Global Quality Director



ANDREA LEMBO
Environmental Health and
Safety (EHS) Manager



ANGELA SCHINGIRY
Associate Director of
Supply Chain



PAULO MISSAO
Human Resources Manager



EDUARDO TSURU
Associate Director of Industrial
Business Development and
Contract Manufacturing Business



FULVIA SHINTO
Manager of Finances



LIA GUIMARÃES
Director of Formulation &
Manufacturing Sciences



RENATO PEDROSO
Engineering Manager



NILSON KANASHIRO
Packaging Manufacturing
Manager



COMMITTEES

GRI 2-9 | 2-12 | 2-13 | 2-24 | 2-25

Below, we describe in detail the performance committees - separated by office and factory - as well as the frequency of the meetings, determined by the BLT:

COMMITTEE	SCOPE OF OPERATION	MEETINGS FREQUENCY	LOCATION
Brazil Leadership Team (BLT)	Company Strategy, Operations, and Performance.	Quarterly	Office
EBLT Extended Brazil Executive Leadership Team	Company Strategy, Operations, Performance and alignment among Takeda's entities.	Monthly	Office
Integrated Therapeutic Areas (TA's) Review (ITR)	Overview, strategy, performance, and cross-functional AT initiatives, including innovative access solution.	Quarterly	Office
Patients Advocacy Groups Committee (PAGC)	Approval of Patient Advocacy projects.	Quarterly	Office
Ethics Compliance and Risk Management Committee (ECO&RMC)	Management of the Ethics & Compliance theme, as well as monitoring Risk Management.	Quarterly	Office
Corporate Social Responsibility Committee (CSR)	Mapping the Company's social responsibilities and updating projects.	Quarterly	Office
Crisis Management Committee (CMC)	Responsible for crisis management and critical communications, and approval of the continuity plan.	Annually or as needed	Office
Sales Force Incentive Compensation Committee (COMPREM)	Alignment of the incentive strategy for the sales force.	Biannual	Office
Internal Biosafety Committee (CIBio)	It ensures compliance with Brazilian biosafety regulations in activities related to genetically modified organisms and derivatives.	Annually or as needed	Office
Diversity, Equity and Inclusion Committee (DE&I)	Provides different points of view to avoid possible unconscious biases, and includes DE&I strategies.	Quarterly	Office

COMMITTEE	SCOPE OF OPERATION	MEETINGS FREQUENCY	LOCATION
Tier 3 Agile	Discussion and sharing of potential risks of impacts on factory production/delivery.	Daily	Factory
CAPEX	Updating the progress of the investments in the factory, as well as the monthly spending and cash flow.	Monthly	Factory
Ethics & Compliance	Updating the themes, eventual discussions and decision making.	Monthly	Factory
Financial Review	Responsible for sharing the financial impacts of the factory.	Monthly	Factory
S&OP Plante (overview)	Alignment of volumes, issues and opportunities to achieve the fiscal year objectives with all operational areas.	Monthly	Factory
S&OP Executive	Alignment of sales volumes, launches, issues, and opportunities to guarantee service without disruption in the market.	Monthly	Factory
Quality Council	Presentation, discussion and generation of actions to maintain proper management of Takeda's quality system.	Monthly	Factory
Strategic SLT	Sharing and discussing the main strategic themes for the plant.	Weekly	Factory
Risk Management	Presentation and assessment of site risks identified biannually by multidisciplinary teams, with EHS leadership, for senior leadership decision making on priorities for action and reporting at the global level.	Biannual	Factory
EHS – Sustainability	Updating of the main EHS topics on the website, focusing on accident prevention, health promotion and environmental protection. In addition, proactive action in the pillars of legal and internal compliance, as well as best practices and greater leadership engagement on the topic.	Quarterly	Factory
PMO	Sharing of Project Portfolio data (assets, status, progress, etc).	Monthly	Factory
Diversity, Equity and Inclusion Committee (DE&I)	Monthly update of the themes, eventual discussions and decision making.	Monthly	Factory
People	Alignment and updating of human resources processes, and initiatives with an impact on people. Gathering feedbacks and perceptions to meet the site's needs.	Monthly	Factory



DELEGATION OF AUTHORITY

The activities linked to the management of our executives, guided by the internal policy of Delegation of Authority, are periodically reviewed. As far as financial decision-making is concerned, we have a management system that functions based on rules previously stipulated by the company.

All social issues are monitored by the Corporate Social Responsibility Committee (CSR). Focused on accident prevention and promoting the health of our employees, we have locally appointed **Environment, Health & Safety (EHS)** teams.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE MANAGEMENT (ESG)

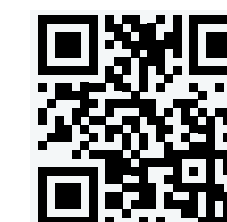
GRI 2-12

We consider transparent disclosure of our environmental, social and governance (ESG) impacts and efforts to be an important part of managing our business. In the face of the global scenario caused by climate change, natural resource scarcity, social volatility and rapidly and constantly changing technology, what was once considered a “non-financial risk” is now becoming a material, systemic risk.

In light of this, we are committed to transparency in the reporting of the positive and negative impacts of our operations, aiming to

achieve the United Nations’ Sustainable Development Goals (SDGs). Our management of Environmental, Social and Governance aspects is guided by Takeda’s global ESG strategy, which proposes global targets and, at local level, is translated into the form of projects and KPIs to be achieved by the areas.

The materiality details are described on [page 9](#) and the management of the material issues is detailed on the following pages.



Learn more about Takeda’s global ESG strategy on <https://bit.ly/3SvmffQ>

Strategic Map

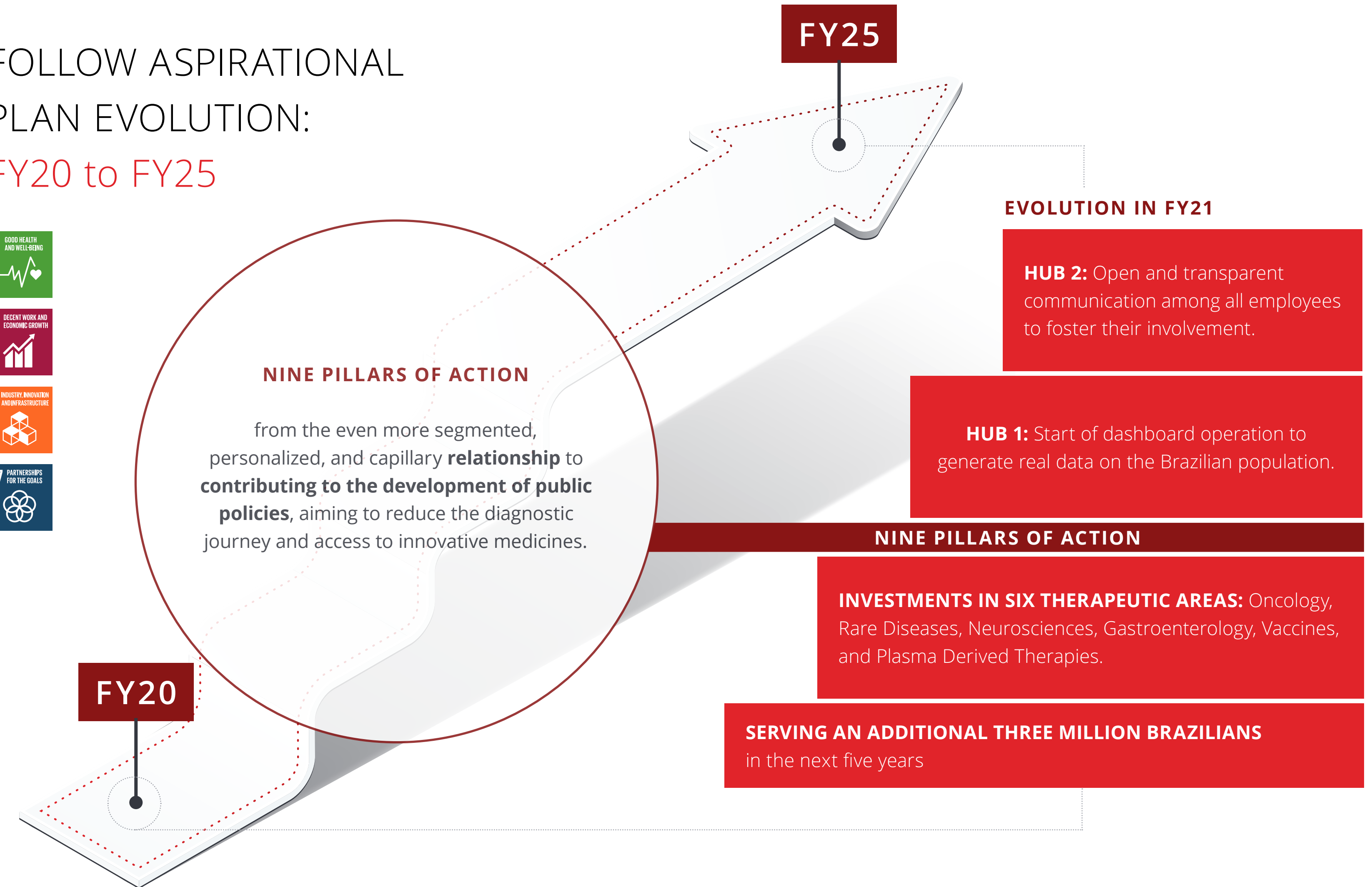
GRI 2-12

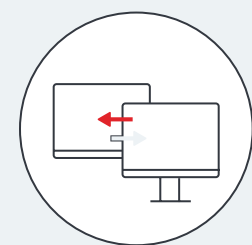
Approved locally by the BLT, the Strategic Map is a design of our global operations, aimed at developing solutions in the Brazilian market. Based on this guide, we set targets and monitor performance indicators in relation to our actions in the ESG pillars.

Every quarter, the KPIs are reported and discussed with the GEM Regional Office and are fully integrated to the annual performance evaluation process of the executives.

FOLLOW ASPIRATIONAL PLAN EVOLUTION:

FY20 to FY25





Our Aspirational Plan

consists of a living, organic structure, and focuses on an even more segmented, personalized, and connected relationship with critical stakeholders.

ASPIRATIONAL PLAN

Brazil represents one of the main markets in the world for the organization's strategy. For this reason, we were chosen to drive our strategy with the elaboration of an Aspirational Plan and thus accelerate Takeda's growth over the coming years.

One of the major objectives is to ensure a pioneering performance, capable of investing in the launch of new drugs and medical solutions that are still unmet, increasing, as a result, the Brazilian population's access to quality health care.

In addition to expanding access to treatment, we want to establish Brazil as one of Takeda's main operations, while continuing to be among the top ten companies in the sector locally.

In addition, we also intend to reduce the patient's journey, so that the search for medical help, the diagnosis, and the indication of the appropriate therapy are all done as quickly as possible.

Furthermore, the Aspirational Plan also created the internal Digital Strategy Division, an area focused on accelerating and supporting our processes for Patients, People and Planet (learn more on [page 88](#)).

SECTORIAL PERFORMANCE

GRI 2-28

To ensure the existence of environments for dialogue and coordination with other companies and different participants in the pharmaceutical sector, we participate in the main entities in our segment, always respecting internal governance and applicable competition laws.

We are associated with the Pharmaceutical Research Industry Association (Interfarma) and the Pharmaceutical Products Industry Union (Sindusfarma), with active participation in projects and committees.

Together with our Integrity Program, we adhere to the Codes of Conduct of these entities, which aim to guide the sector's practices within the strictest criteria.

Committed to expanding access to health care for the Brazilian population, we also maintain constant dialogue with government representatives and entities, and have a partnership with the Brazilian Pharmaceutical Medicine Society.



Corporate Social Responsibility

GRI 3-3 | 413-1

We strive to be recognized as a best-in-class organization and a world leader in the industry. One of our main objectives in this regard is to raise social awareness about different alternatives for well-being and quality of life for people around the world.

In line with our strategic priorities, and aiming to achieve the 17 Sustainable Development Goals, especially with regard to the priority objective of **decent jobs and economic growth**, we have developed a series of actions and initiatives, always in a way that supports our long-term corporate values.

Through the Global Corporate Social Responsibility (CSR) Program, we help strengthen health systems by supporting activities in emerging and developing countries to prevent

diseases, train health professionals, strengthen supply chains, and improve access to quality diagnosis and treatment.

We partner with world-class organizations and NGOs with a proven track record of addressing global health issues in innovative and lasting ways.

Each year we empower all of our 50,000 employees to decide which new activities the Global CSR Program will support.

➤ Learn more about the Program [here](#).



Find out all the details of our Global Action in the organization's Integrated Report here

➤ <https://bit.ly/3CijNzs>



LOCAL PERFORMANCE

The CSR area in Brazil, which since March 2022 is part of the Corporate & Public Affairs area, where relationships with the government, class entities, and patient associations are also centralized, operates by understanding the particularities and needs of the country. This area assumes the role of mapping the social responsibilities in a national context, in addition to giving progress to the review and updating of current and future projects through the CSR Committee.

Projects are chosen based on two main pillars: **improving access to healthcare**, especially in geographic areas where unmet medical needs are most latent, and **providing support for disease prevention**, contributing to the health of communities.

During fiscal year 2021 we also support projects focused on Diversity, Equity, and Inclusion and also to combat the consequences caused by the pandemic of COVID-19.



FY2021 IN FIGURES

In addition to the projects that were already under development, we incorporated other initiatives during the fiscal year, due to local needs identified by the CSR area. **As a result, we totaled more than 71 thousand people impacted directly and more than 83 thousand people impacted indirectly.**



PRIVATE SOCIAL INVESTMENT

Among the initiatives carried out during the year, we highlight:

ACCESS TO HEALTH

Projeto Saúde & Alegria (PSA) – Health in the Forest

A non-profit civil initiative that operates in the Brazilian Amazon promoting and supporting participative processes of integrated and sustainable community development. The PSA team brings the communities to the center of decisions about the programs implemented, in order to generate real and lasting benefits in aspects such as social organization, environment, health, education, economy, culture and digital inclusion. With Takeda's support, the institution also supports the dissemination of the river family health model, based on its experience, accumulated since 1987, in primary care in riverside communities in the region.



DIVERSITY, EQUITY AND INCLUSION

Turma do Bem – Apolônias do Bem

The Turma do Bem has the mission to change society's perception about the oral health issue and the dental profession's perception about the social and environmental impact of its activity. The Apolonias do Bem, supported by us, is one of the institution's projects with the goal of providing free comprehensive dental treatment to women who have experienced situations of domestic violence.



SP Invisível – Menstru.ação Project

The project, a partnership between SP Invisível and Fluxo sem Tabu, aims to combat menstrual poverty in the city of São Paulo (SP). We donated hygiene kits with sanitary pads for socially vulnerable people living in the Paraisópolis region, totaling more than 1,000 young people assisted. SP Invisível is a movement to raise society's awareness about people living on the streets. Fluxo sem Tabu provides intimate hygiene items for people living in menstrual poverty and fights for the democratization of access to information on the subject.



FIGHTING THE SOCIAL CONSEQUENCES CAUSED BY COVID-19

Donation of basic-needs grocery packages

We donated more than 8,000 basic-needs grocery packages, impacting 19,138 people and families in situations of social vulnerability. The donations were made to the following institutions: Referência Negra Peregrum Institute, Saúde & Alegria Project, and Gerando Falcões.



Learn about the actions that were carried out:

GASTROMOTIVA – REFETTORIO GASTROMOTIVA

The Gastromotiva organization offers professional training for students to become entrepreneurs, assistants and chefs. The Refettorio Gastromotiva, supported by us in funding supplies, functions as a food bank and restaurant-school, transforming food that would otherwise be discarded into meals for homeless people.

GERANDO FALCÕES – CORONA NO PAREDÃO PROJECT

The Gerando Falcões network is a social development ecosystem that was born in the slums and seeks to transform the lives of children, young people, leaders, and slum dwellers through a combination of socio-environmental education, professional education, access to work, and technologies.

The Corona no Paredão project consists in the distribution of one food card (digital basic-needs grocery package) per family. In fiscal year 2021, we donated more than 600 cards for purchases in local stores.

CASA FLORESCER – DONATION OF BEDDING, TOILETRIES AND MAKE-UP KITS

Casa Florescer provides shelter for 30 transsexual and transvestite women in situations of social vulnerability. During the fiscal year 2021, our donations resulted in the purchase of 30 bedding, personal hygiene, and make-up kits, aiming to work on the self-care and self-esteem of these women.

SERVIÇO FRANCISCANO DE SOLIDARIEDADE (FRANCISCAN SOLIDARITY SERVICE) - DONATION OF PERSONAL HYGIENE ITEMS, CLOTHES AND FOOD

SEFRAS is an organization that works to combat hunger and human rights violations, as well as the economic and social insertion of extremely vulnerable populations, with a focus on people in refugee situations. In fiscal year 2021, we made donations for the purchase of personal hygiene items, diapers, cans of infant formula, and blankets.

GRAACC – INVESTOR COMPANY

GRAACC is a non-profit organization, created in 1991, with the mission of guaranteeing to children and adolescents with cancer, within the most advanced scientific standards, the right to achieve every chance of cure with quality of life.

In 2021, Takeda supported the project Investor Company, whose goal was the acquisition of concentrated leukoreduction filter for platelets, ensuring integral assistance to patients undergoing allogeneic blood component transfusion procedures.

APAE SALVADOR – EXPERIMENTAL KITCHEN

APAE Salvador has in the scope of its mission to assist people with disabilities, within the health area, aiming at the diagnostic prevention, follow-up, rehabilitation and treatment of these individuals. The project supported by us created an experimental kitchen for the elaboration of different recipes included in therapeutic diets with nutrient restriction, in order to make the act of eating more pleasurable.

TUCCA – HOSPICE

TUCCA's mission is to offer excellent multidisciplinary assistance to children and adolescents with cancer in situations of social vulnerability, always through comprehensive care. For this reason, in 2021, Takeda supported the cost of pump maintenance and the rental and supply of O₂ cylinders for Hospice, a 24-hour care, pain control and comfort clinic for cancer patients with no chance of cure.

CASA RONALD MOEMA E TUCCA – McHAPPY DAY

Coordinated by the Ronald McDonald Institute, McHappy Day is the largest campaign in the country in favor of teenagers and children with cancer. All the profits from the sale of sandwiches are donated to projects of institutions that work for the benefit of teenagers and children with cancer. Takeda sponsored TUCCA and Casa Ronald Moema with the purchase of more than 3,500 tickets.

INSTITUTO SONHE! – DONATION OF McHAPPY DAY TICKETS

The Sonhe! Institute supports children and teenagers who live in the Cracolândia region, located in downtown São Paulo (SP), through educational and sports activities during after-school hours. We donated 1,000 tickets that can be exchanged for McDonalds meals to the children and teenagers assisted by the institution.



PROJECTS SUPPORTED THROUGH TAX INCENTIVES

MUNICIPAL FUND FOR THE RIGHTS OF CHILDREN AND ADOLESCENTS (FUMCAD)

Dorina Nowill Foundation

We support the **Habilitation and Rehabilitation Program for Children and Adolescents with Visual Impairment**, an initiative that provides independence for children and adolescents from an environment that favors extra-familiar social interaction, expanding the possibilities and personal experiences.

STATE COUNCIL FOR THE RIGHTS OF CHILDREN AND ADOLESCENTS (CONDECA)

Ronald Moema House

By supporting the project **A Home Away From Home**, we help provide temporary accommodation for children and adolescents with cancer and their families being treated at partner public hospitals.

C Institute

The project **Family Strengthening of Children and Adolescents in Social Vulnerability**, supported by us, aims to contribute to the family strengthening of children and adolescents with serious illnesses, chronic diseases or disabilities, who live in situations of social vulnerability.

VOLUNTEER PROGRAM

At Takeda, we maintain a culture of volunteer work, because we believe in employee participation as a way to bring people together and improve interpersonal relationships, and because it is a vehicle to reaffirm the individual's role in building a brighter future for all.

Get to know, below, the actions taken:

WINTER CLOTHING CAMPAIGN - SP INVISÍVEL AND MISSÃO CENA

In partnership with SP Invisível, we donated 200 kits for homeless people, containing a sweatshirt, protective mask, condoms, sanitary pads, and personal hygiene items. As for CENA Mission, 176 winter items were donated.

TOY DONATION CAMPAIGN - FUNDAÇÃO CRIANÇA

In the month of Children's Day, Takeda encouraged its employees to write a message on the Yammer platform, which was reverted into the donation of a toy to the Fundação Criança (Children's Foundation), which maintains the Hospital ITACI. In total, more than 170 toys were donated.

BLOOD AND BONE MARROW DONATION CAMPAIGN - SALVO VIDAS AND AMEO

In partnership with SalvoVidas and the Bone Marrow Association - AMEO, we encouraged volunteers to register as donors on the SalvoVidas platform, which connects blood centers with donors of the needed blood type. Additionally, volunteers between the ages of 18 and 35 were also encouraged to register on the National Registry of Bone Marrow Donors (REDOME) platform).



CHRISTMAS DONATION CAMPAIGN - SONHE! INSTITUTE AND CASA RONALD

In December 2021, we donated 254 Christmas bags containing food, toys, clothes and personal hygiene items to the Sonhe! Institute, and another 29 to the Casa Ronald Moema.

CAMPAIGN FOR THE DONATION OF SCHOOL SUPPLIES - SONHE! INSTITUTE

In early 2022, we held the first in-person campaign in the office after the outbreak of the covid-19 pandemic. Volunteers organized and donated school supply kits to the children of the Sonhe! Institute. Through the match donation model, we doubled the donations from employees, totaling 483 kits delivered.

Sustainability in the Supply Chain

GRI 2-6 | 2-23 | 2-24

To ensure the **excellence and sustainability** of our operation, we maintain a relationship of trust and transparency with 1556 suppliers.



Main categories
of suppliers

(click on the colors to open the categories)



SUPPLY CHAIN SELECTION AND MONITORING:

- Due diligence processes;
- Choice of suppliers based on **environmental sustainability projects and practices**;
- Annual on-site audits (for waste suppliers, we require **ISO 14001 certification**);
- Development of specific contracts, ensuring reliability of information and containing a **specific clause for Diversity, Equity and Inclusion** (added during fiscal year 2021);
- Code of Conduct for suppliers that addresses the issue of Human Rights, in particular the **issue of Human Rights, in particular the non-use**.

Quality Assurance

In addition to careful selection and monitoring of suppliers and partners, our entire supply chain is traceable. Each batch of product has its own production order and can be tracked by the SAP system.

We validate the information according to the manufacturer's certificate of analysis and perform samplings to test any received materials.

Also, to increase security, we have included barcodes on the cartridges and inserts, sealed the drugs with glue, and incorporated a field on the outside of the cartridge (reactive ink), which certifies the originality of the material and shows our logo when rubbed against a metal item.



03

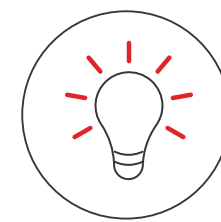
CHAPTER Patients

Our efforts are focused on providing help and hope to patients and their families through comprehensive access to healthcare. We are inspired by the strength and determination of our patients and aim to support them in their journeys.

Access to Healthcare

GRI 3-3

One of Takeda's key commitments is to promote access to quality healthcare to ensure our patients live better lives.



Innovative Access

Our access to health care is multiple. This means that, at the same time, it is **centralized and decentralized** – operating at a national and state level - according to the reality, needs, and specificities of each location.

Aiming to incorporate innovative solutions, we dialogue in both the public and private spheres. Additionally, our model relies on:

PATIENT SUPPORT PROGRAM

PATIENT ASSISTANCE PROGRAM (PAP)

INCORPORATION OF TECHNOLOGIES

PARTNERSHIPS FOR PRODUCTIVE DEVELOPMENT

Competence Development



To disseminate knowledge about diseases that are not well assisted due to the lack of diagnosis, we conduct training of health professionals with the prospection team.

Thus, we increase the number of early diagnoses and, consequently, the possibility of cure. Acting in our priority therapeutic areas.

Public Policy Modeling and Patient Advocacy

DEMOCRATIZATION OF ACCESS TO HEALTH CARE:

- We consult with diverse stakeholders;
- We understand the patient journey;
- We improve their quality of life.

We actively participate in health debates, promoting awareness and education in all spheres. Focus:

TAKEDA LEGISLATIVE AGENDA DEVELOPMENT

REPRESENTATION IN PROFESSIONAL ASSOCIATIONS

AGENDA FOR DIALOGUE WITH THE MINISTRY OF HEALTH AND SUPPLEMENTARY HEALTH

TAKEDA GLOBAL POLICY ON INTERACTIONS WITH PATIENTS AND PATIENT ASSOCIATIONS

The model is guided by the document, which sets high standards for the relationship between Takeda Brazil and its employees and patient organizations, in compliance with current laws, regulations and industry codes.

REAL-WORLD EVIDENCE FOR HEALTH CARE DECISIONS

Organized in October 2021, the unprecedented event brought together public and private sector officials and stakeholders to discuss the obstacles and opportunities that exist in the process of using biosensors, artificial intelligence, and statistical models in the creation of medical databases to improve healthcare decisions and interpretations.

“The event faithfully illustrates our commitment as a global biopharmaceutical company focused on R&D, centered on the patient and that increasingly takes the lead in fostering discussions aimed at a sustainable healthcare system that promotes access to innovative treatments.”

RAFAEL FORTES,
Executive Director of Patient
Value & Market Access



Over the years, we have adapted so that the access strategy is increasingly integrated with the UN Sustainable Development Goals, especially the priority areas of good health and well-

being and partnerships toward the goals. Such actions are connected to the other areas so that we can strengthen health systems through:



ACTIONS AND ACCESS PROJECTS

For us, providing better health for people goes beyond developing innovative treatments. It also involves the expansion and acceleration of their access through strategic partnerships and technological innovation.

Our performance is based on supporting advances in the public and private health system, encouraging the participation of public managers, patient associations, medical societies, entities, and those interested in the topic.

For example, the Corporate & Public Affairs area, restructured in September 2021, actively participates in business and brand discussions and, among other functions, is responsible for helping patients by building public health policies.

The team works with synergy focused on the activities of government relations, social and environmental responsibility, reputation management, and involvement of patient associations and civil society trends.

Thus, the area has made efforts to be perceived as an important tool for the exercise of citizenship, because,

together with the government entities, it can culminate in the construction of public policies with the potential to impact society as a whole.

In fiscal year 2021, the area launched the Takeda Legislative Agenda, a document that brings together projects in progress in the National Congress, which, in turn, are important for health in Brazil.

The document brings together 269 proposals to improve the business environment, attract investment, and promote health policies. In a collective decision, the BLT approved the minimum agenda, a set of ten legislative proposals, which are worked on with priority by the team in a transparent and ethical way.

When we talk about the private health system, we work closely with health operators and hospital networks, so that they can make innovative treatments available to their beneficiaries.

In addition to expanding access to medicines, the relationship with the main health agents in Brazil provides an exchange of knowledge. Check out, below, our main projects that work at the front of access policies:



PATIENT ASSISTANCE PROGRAM (PAP)

The Program is another innovative and sustainable strategy from Takeda Brazil focused on expanding access to medication for patients without private health insurance.

Through this initiative, we identify patients who have medical indications to use our medicines, but who, due to socioeconomic conditions, would not be able to afford the treatment.

Currently, the program is available in two public centers of excellence in the treatment of Inflammatory Bowel Disease, one in Rio de Janeiro and the other in Piauí.

PARTNERSHIPS FOR PRODUCTIVE DEVELOPMENT (PDP)

Since 2012, we have had a PDP signed with the Brazilian Company of Hemoderivatives and Biotechnology (Hemobrás) that provides for the transfer of technology to produce recombinant factor VIII.

We believe that the Partnerships for Productive Development (PDP) aim to expand access to medicines and health products considered strategic to the Unified Health System (SUS), always by strengthening the country's industrial complex.

The main objective is to foster national development in order to reduce the acquisition costs of medicines and health products that are currently imported or that represent a high cost for SUS.

Through this PDP, we are providing training and collaborating with Hemobrás' autonomy to manufacture a biotechnology and genetic engineering drug for hemophilia A, which does not require human plasma, thus ensuring the continuity of free treatment offered by SUS.

CENTRALIZED INCORPORATION OF TECHNOLOGIES IN THE PUBLIC AND PRIVATE HEALTH SYSTEMS

Accelerating access to health care is crucial to improving lives around the world. Among our goals, we want to expand the number of people who have access to our medicines and, for this to happen, we are guided by a corporate philosophy.

This dynamic involves the incorporation and diffusion of the new technologies developed internally, both in the public system (SUS) as well as in the private health system.

In this sense, our strategy in the public sector occurs with the submission of our products to the incorporation process by the National Committee for Technology Incorporation in SUS (CONITEC), and, in the private system, with the National Agency for Supplementary Health (ANS).

We strive to generate solid reports that prove the pharmacoeconomic parameters of our technologies and, as a result, we improve the patient's journey, raising health standards for complex and rare diseases.

In fiscal year 2021, we had one incorporation in SUS and two in ANS:

Oncology:

- Ninlaro¹ was submitted in May 2019 and approved at ANS in April 2021;
- Evobrig² was submitted in October 2021 and approved in May 2022.

Rare Diseases:

- Adynovate³ was submitted to CONITEC in December 2020 and incorporated into SUS in February 2022.

¹ Indicated for the treatment of patients with multiple myeloma.

² Indicated for patients with locally advanced or metastatic small cell lung cancer (SCLC) who are positive for anaplastic lymphoma kinase (ALK).

³ Human anti-hemophilic factor indicated for children and adults with hemophilia A (congenital factor VIII deficiency).





RELATIONSHIP WITH PATIENT ASSOCIATIONS

The patient is at the center of our decisions and of all the work we do. We continuously invest in innovation and in the development of the best solutions in healthcare with a focus on offering quality of life and collaborating effectively to increase access to the best treatments. This work is based on respect, privacy, and empathy for the needs of patients, caregivers, and families.

With the objective of integrating the patients' perspective in the discussions and promotion of health policies, we have an area dedicated to the relationship with Patient Associations that, since March 2022, integrates the Corporate & Public Affairs structure, and works focused on the patient's needs through the relationship with formally constituted patient associations.

Our partnerships are guided by organizations that work to improve the conditions and the access of patients to information about diagnosis, treatment, and quality of life in the therapeutic areas in which we operate. The actions are guided by:

- Putting the patient at the center of all our activities, through our values and actions;
- Ensure authentic, ethical and transparent relationships with patient communities;
- Continuously work with integrity and empathy;

- Develop sustainable solutions and programs to meet the changing needs of patients.

Throughout fiscal year 2021, we supported 46 new projects.

Of these, 20 were focused on disease awareness for patients, caregivers, families, and civil society. At the same time, 11 projects worked directly on supporting patients and their families to face the disease in a conscious manner.

Another area supported by Takeda is related to the ten projects in Advocacy, which seek social participation in the creation of public health policies. Finally, we encourage five projects focused on diagnosis and prevention.

Additionally, we are concerned about representing the voice of the patient internally, deeply understanding their needs at each step of the journey, generating insights, innovative and sustainable solutions to improve their experience.

In this sense, throughout the year, 25 patients were invited to participate in Takeda's workshops and working groups and, on that occasion, had the opportunity to share their experiences and challenges. Among the actions, we highlight:

Patient Expert Council (PECs)

Strategy of involvement among patients and patient associations. It includes representatives from different countries to exchange information aimed at creating innovative solutions at Takeda according to local needs.

Throughout fiscal year 21, we held PEC IBD, with discussion on Chron's Disease and Ulcerative Recocolitis; PEC HAE, with discussion on Hereditary Angeodema; and PEC HL, with discussion on Hodgkin's Lymphoma.

Advisory Board

The Advisory Board is the strategy developed to bring together and give voice to patients in order to hear the challenges they face since diagnosis, passing through the initiation of treatment and, finally, ensuring access to medication.

The process is conducted by a physician in conjunction with the Patient Advocacy area. At the end, a detailed report is generated, thus allowing the mapping and identification of unmet needs. In fiscal year 21, the process focused on Lung Cancer discussions.

Associations' participation helps us understand what the unmet needs are so that we can move in that direction and propose innovative and sustainable solutions that transform peoples' lives and the course of the disease.

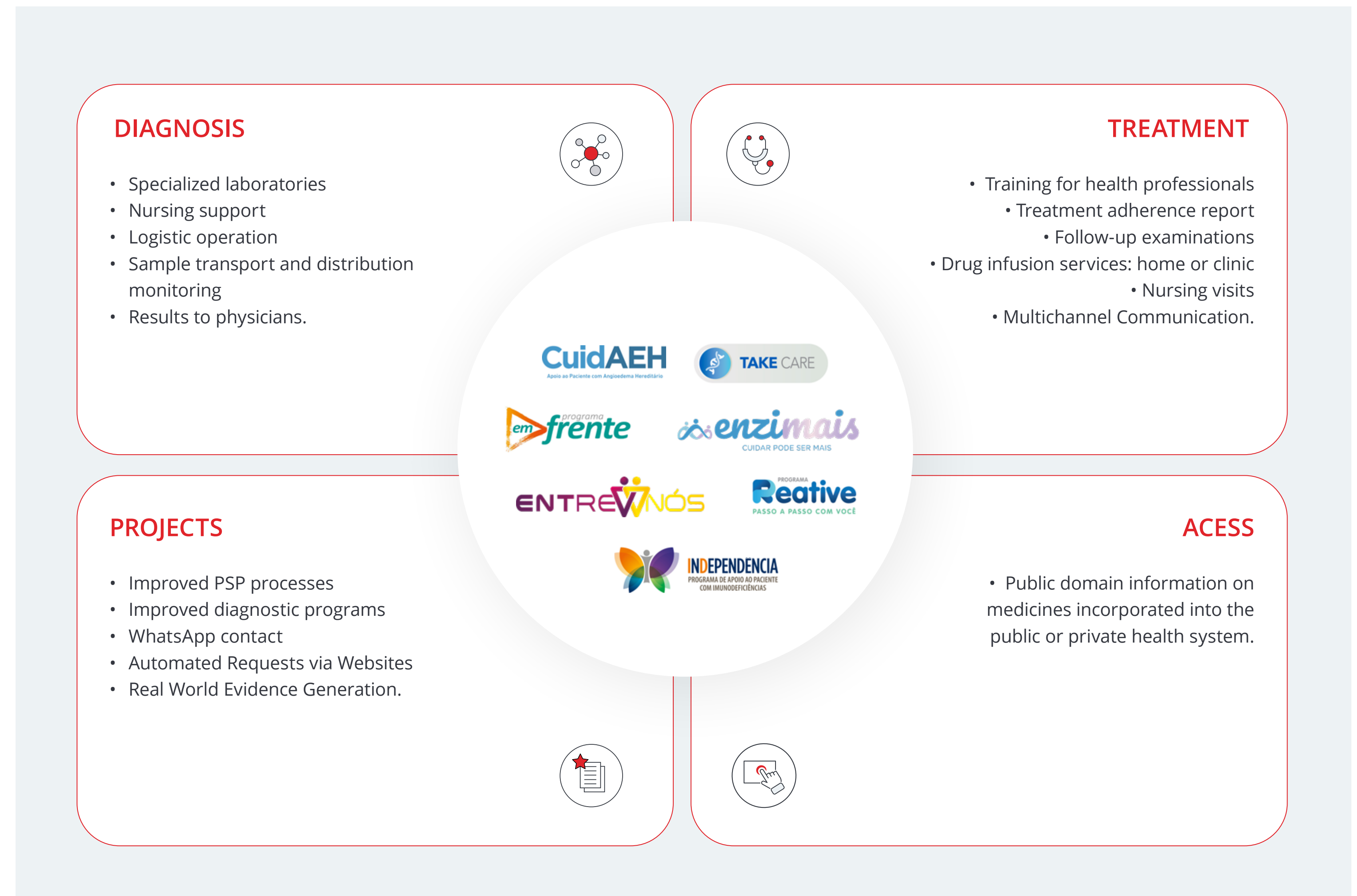
PATIENT SUPPORT PROGRAM (PSP)

The patient's journey is individual and each illness is particularly conducted with teams experienced in the subject matter. Understanding the condition and answering the different questions patients have helps to improve their behavior. There are diseases that require behavioral changes in addition to the use of medication. That's why we have a dedicated area to support our patient.

Our Patient Support Program impacts approximately 9,000 patients and 500 healthcare professionals, has seven project initiatives, and is divided into two pillars: **Diagnostic Support** and **Treatment Support**. This is because we want to positively impact not only patients, but also caregivers and family members, ensuring a well-established support network throughout treatment.

 **9,000** patients

 **500** healthcare professionals



Health Professionals: Medical Information, Local Scientific Evidence Generation, and Continued Medical Education



We know that health professionals play a fundamental role in providing care and in the accessibility to quality health care; after all, they are the ones responsible for the main contact with the patient.

Therefore, we value an ethical, transparent, and quality relationship, in order to support them in the scientific update through continued medical education programs; in supporting the diagnosis and/or access to innovative treatments for their patients; as well as responding to spontaneous scientific medical requests.

We have a department of **Medical Information**, responsible exclusively for making available materials and answers to the doubts of professionals, always with scientific data and clear and balanced bibliographic references, according to the Brazilian norms.

We highlight that this department was totally restructured in fiscal year 2021, aiming to accompany the portfolio shift to the specialty drugs segment (Specialty Care).

At the same time, the **Medical Affairs** area brings together specialized professionals who interact with researchers and other opinion leaders, discussing and sharing scientific updates, and developing study protocols in accordance with the company's medical strategy.

In this way, we are able to fill scientific knowledge gaps about diseases and treatments, by generating evidence and local data in a joint work with the Health Access area.

In 2021, we released 27 scientific publications, and another seven, originating from Researcher Initiative Studies, were supported by us.

Finally, we emphasize that all interactions with health professionals are guided by an internal policy with local requirements, aiming for an increasingly solid, transparent, and long-term relationship.

CONTINUED MEDICAL EDUCATION

The Program holds several customized events to meet the specific demands of each group of health professionals, always in a close and humanized manner.

The fiscal year 2021 was marked by adaptations in the way the **971 events** were presented, both virtual and in-person, and impacted more than **50 thousand healthcare professionals** with high-level technical-scientific updates.





Pharmacovigilance and Customer Service

PHARMACOVIGILANCE

One of our main pillars is the focus on the Patient and, in order to ensure the necessary safety to this public with regard to our products, we have an area responsible for Pharmacovigilance (PV).

The area is responsible for the detection, evaluation, understanding, and prevention of adverse events or any other drug-related problems and has its good practices described in Anvisa's regulation RDC No. 406/2020. However, this department does not act alone: each person who works on behalf of Takeda has the key role to ensure this goal as well.

Not by chance, the trainings in the Pharmacovigilance area are mandatory and repeated every year for all our employees, and the contracted suppliers must have their responsibilities related to the topic detailed in a contract, with their personnel training completed before the start of the service.

IMPACT ASSESSMENT

GRI 416-1

All of our products are evaluated regarding the impacts on patient health in relation to possible adverse events. This analysis begins in the clinical research phase, aiming to ensure efficacy and safety for the people who will use these products.

We have standardized practices for routine activities of Pharmacovigilance that involve the collection of spontaneous reports of adverse events and any other safety information after the beginning of commercialization, such as exposure to the drug during pregnancy and lactation, overdose, abuse, medication error, lack of efficacy, occupational exposure, off-label use, or any other situation that could be a risk to the patient, and that can be identified when a larger group of patients is exposed to the drug.

All individual safety reports that come to our attention are included in the safety database, assessed for severity and causality, and submitted to the Health Authority according to the criteria and requirements of local legislation.

This same safety data is also evaluated together with data from post-marketing clinical studies, review of scientific literature, current knowledge of the product, and other relevant sources of information, acting as the basis for periodic evaluation. The outcome is documented in Periodic Risk-Benefit Assessment Reports (RPBR) and submitted to the Health Authority as requested.

This information allows us to keep up-to-date information in package leaflets. Thus, health professionals can prescribe drugs based on the latest information, and patients have safe and effective treatment.

CUSTOMER SERVICE (SAC)

SAC is the acronym that stands for "Customer Service. It is a channel that serves the patient, family member or interested party to ask questions, make suggestions, obtain information, receive complaints and solve problems related to Takeda. The SAC is regulated by Decree 6523/2008, which also determines which companies are required to offer a SAC channel and also the main rules for this center to work.

Migrating the portfolio to the specialty drugs segment (Specialty Care) means a change in the groups of patients and other audiences with whom we maintain relationships. As a consequence, the demand for our Customer Service (SAC) has also changed in recent years, culminating in the restructuring of the area in fiscal year 2021.

Contacts received through our official channels (DDG, e-mail, chat and official social media pages) are handled in compliance with Standard Operating Procedures (SOP). Responses are provided according to the information pre-

approved in package leaflets available on Anvisa's website and internally reviewed documents. They are then forwarded via specific requests to the support areas.

Moreover, in order to ensure the best service and technical support, we monitor key indicators and customer satisfaction, such as the abandonment rate, average service time, average waiting time, first contact resolution, quality monitoring, among others.

The area also works to improve Takeda's dialogue with our distributors, pharmacies, hospitals and clinics, aiming at an excellent service; which reflects the customers' satisfaction.

In compliance with the applicable legislation and our Code of Conduct, our SAC is regularly audited by the Quality areas of Takeda Brazil and Global.



In fiscal year 2021, the SAC answered 22,646 requests from consumers, customers and healthcare professionals. Of these, 85% were solved in the first contact and we achieved 94% of customer satisfaction.



04

CHAPTER People

Our people are the foundation of what we do. That is why we recognize the importance of encouraging a plural space that is able to welcome everyone. We train our employees to live our purpose and values deeply, always putting the patient at the center of everything.

Profile

GRI 2-7 | 2-8 | 3-3

Our people make us unique.

A company is a group of people, resources and technologies that aims to achieve a common goal. Collectivity and teamwork are, therefore, the main characteristics of an organization. At Takeda, we believe that companies exist and function through people.



1,158
employees¹

554
48%

604
52%

**Permanent and
Full-Time**

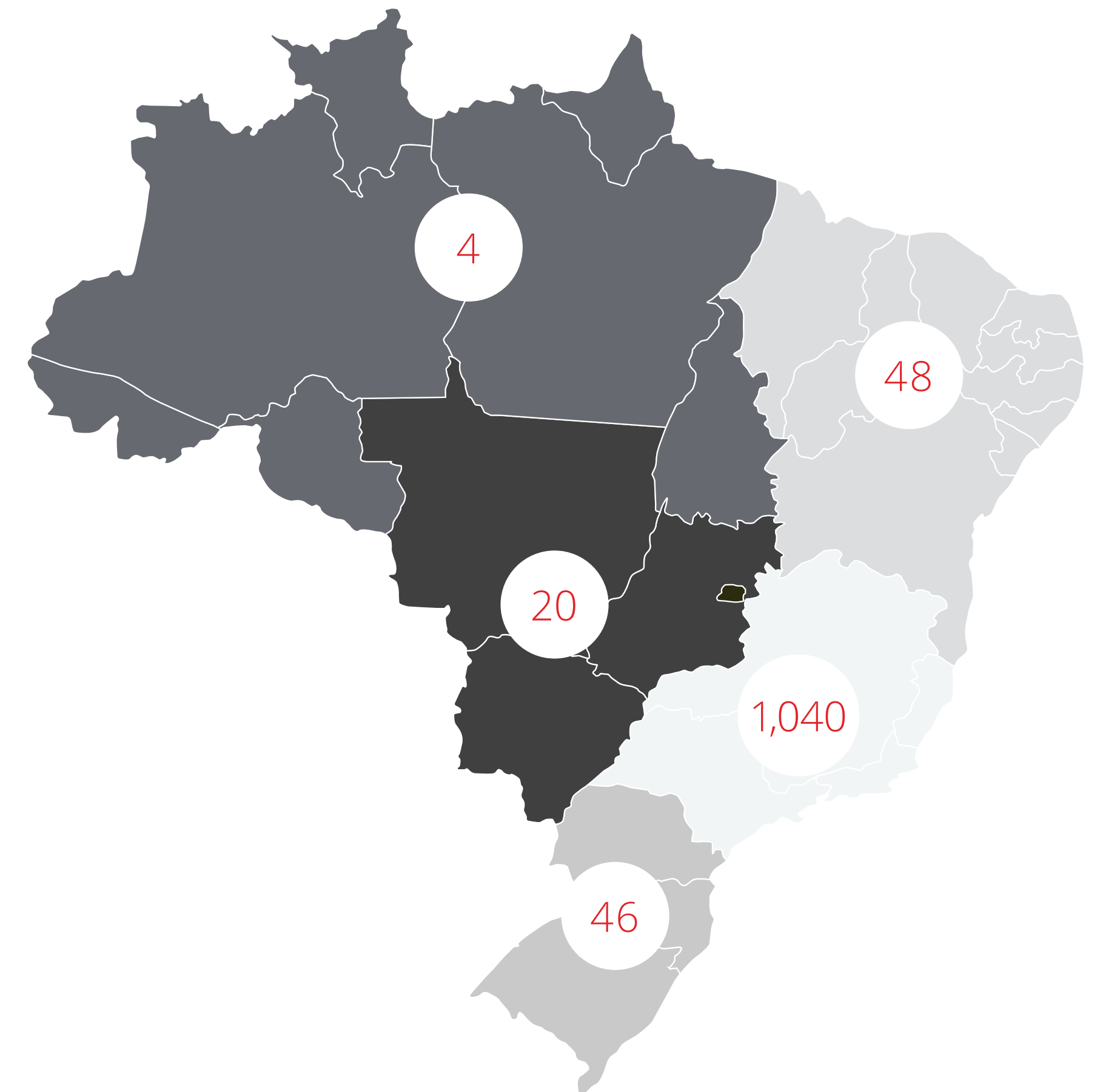
527
49%

550
51%

**Temporary and
Part-Time²**

27
33%

54
67%



¹ This number refers to consolidated office and factory employees.

² Temporary and part-time employees correspond to the interns and young apprentices located in the office and the factory, in the Southeast region. In the case of the factory, these are outsourced (the contract and management is done via the School-Company Integration Center (CIEE)).



We work to ensure a safe, trusting and caring environment that promotes a sense of belonging and pride for our employees and their families and a culture of open dialogue, mutual respect and diversity, in which everyone is encouraged to suggest, discuss, share and consider new ideas. To this end, our initiatives on the topic are connected with the Sustainable Development Goals, prioritizing the area of **decent work and economic growth**.

When we talk about people management, our efforts are divided into four major priority areas:

- **Talent Acquisition:** carried out carefully and aligned to our competencies and values;
- **Performance Management:** privileges differentiated contributions;
- **Training and Development Actions:** supports the continuous evolution of the employees;
- **Recognition and Rewards:** celebrates achievements and values those who stand out.

As a result of our actions and initiatives, we were recognized and certified in the GPTW survey, for another consecutive year, as a Great Place to Work company, according to the opinion of the employees of Takeda Brazil themselves.

TALENT ACQUISITION

GRI 401-1

Fiscal year 2021 was marked by the expansion and improvement of internal processes in order to make them even more inclusive. One of our main initiatives in this regard was to ensure, in **all professional processes**, the selection of people from minority¹ in our list of candidates selected in the selection process.

Once we measure the intentionality of this search, we use the best means of communication to advertise the open positions, in addition to preparing our talent acquisition team to conduct such processes under a Diversity, Equity and Inclusion (DE&I) perspective.

Additionally, 100% of the managers, responsible for leading the most advanced interviews, also received training on the subject.

For the next cycles, our goal is to continue working on the selection of professionals belonging to minority groups, as well as to ensure increasingly inclusive interviews that meet the candidate's needs.

In 2021, 66% of new hires were from minority groups.

HIRED IN FISCAL YEAR 21				
Hiring rate by category	Gender		Age Group	Region
Office	13%	20%	<div><div></div>38%<div></div>14%<div></div>7%</div>	<div><div></div>10%<div></div>13%<div></div>9%<div></div>18%</div>
Factory	12%	10%	<div><div></div>30%<div></div>61%<div></div>5%</div>	<div><div></div>11%</div>
ROTATION IN FISCAL YEAR 21				
Rotation rate by category	Gender		Age Group	Region
Office	24%	25%	<div><div></div>41%<div></div>18%<div></div>13%</div>	<div><div></div>25%<div></div>15%<div></div>17%<div></div>26%</div>
Factory	42%	58%	<div><div></div>31%<div></div>61%<div></div>8%</div>	<div><div></div>50%</div>

Less than 30 years old Between 30 and 50 years old Over 50 years old Midwest North Northeast South Southeast

¹ Professionals who are black, LGBTI+, women over 50, and people with disabilities.



Diversity, Equity and Inclusion

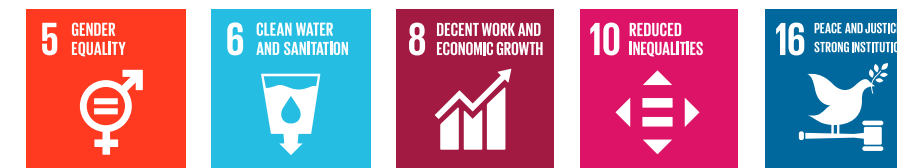
GRI 3-3 | 405-1

At Takeda Brazil, we celebrate our differences and are proud of the efficient and pluralistic team that works with us.

EMPLOYEE DIVERSITY AND LEADERSHIP									
Office	Women	Men	Under 30 years old	Between 30 and 50 years old	More than 50 years old	Yellow	White	Black and mixed race	Not informed
BLT	23%	77%	0%	62%	38%	0%	92%	8%	0%
Directors	43%	57%	0%	57%	43%	5%	90%	5%	0%
Monthly Workers	61%	39%	16%	69%	15%	4%	81%	13%	2%
Monthly Worker Sales Force	42%	58%	5%	79%	16%	2%	86%	12%	0%
Trainees	52%	48%	92%	4%	4%	0%	74%	26%	0%
Young Apprentices	100%	0%	100%	0%	0%	0%	0%	100%	0%
Factory	Women	Men	Under 30 years old	Between 30 and 50 years old	More than 50 years old	Yellow	White	Black and mixed race	Not informed
Directors	60%	40%	0%	40%	60%	0%	100%	0%	0%
Monthly Workers ¹	50%	50%	9%	85%	6%	2%	85%	13%	0%

¹ Data do not include interns and apprentices because they have outsourced work contracts through the Company-School Integration Center (CIEE).

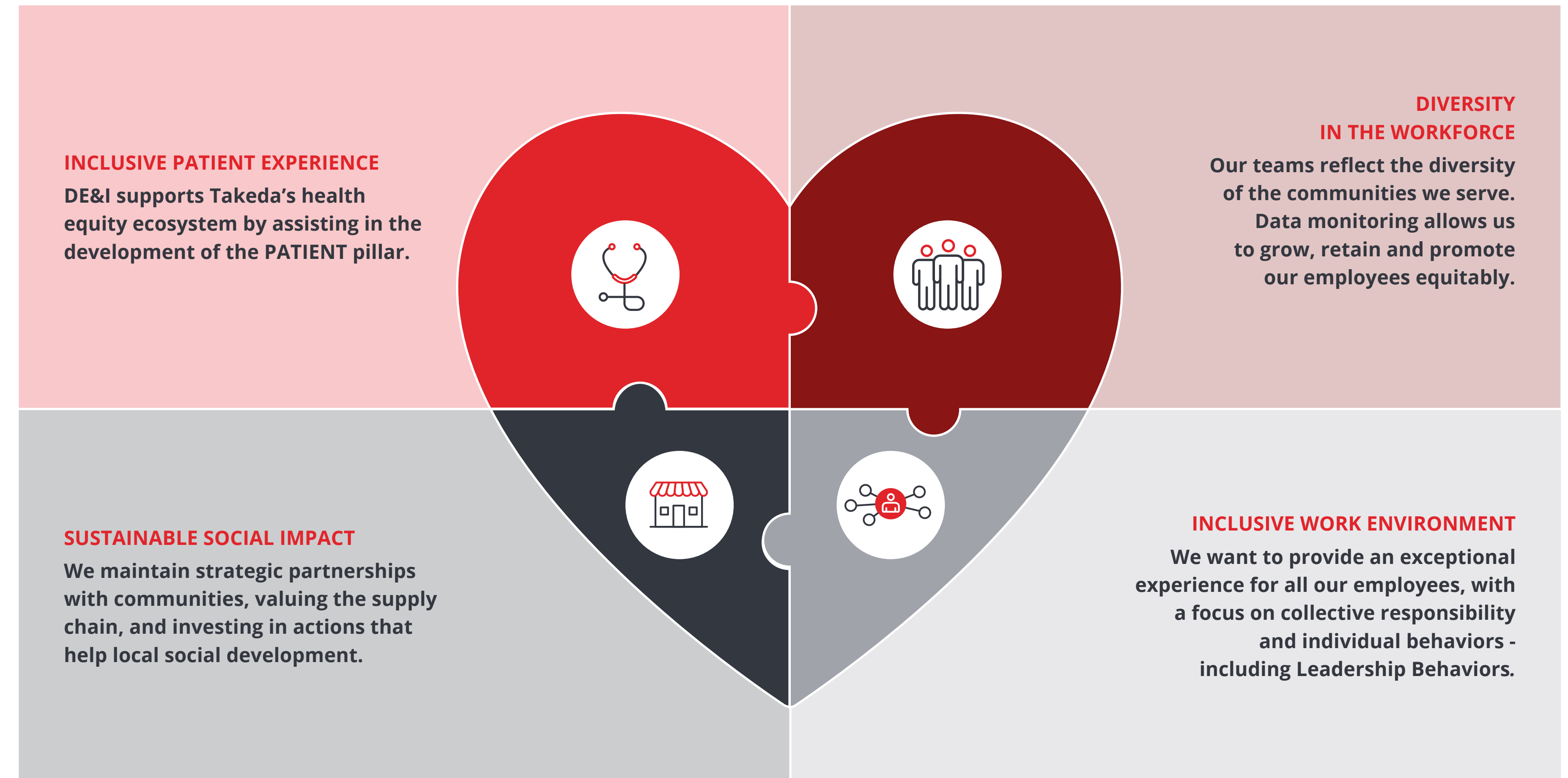
DE&I Commitment



We strive to be an inclusive, diverse, and equitable company whose values are non-negotiable and underpinned by an organizational culture of respect and honesty. After all, as a global organization, we focus our efforts on having a workforce that is as diverse as the communities in which we operate and the patients we serve.

Due to this constant advancement, we created the DE&I area, responsible for ensuring the care and attention that the topic is managed internally. Also, we participated in the Global DE&I Week - an initiative that included the participation of some of our executives to represent Brazil and share our actions with the participants.

See, below, our Commitment to the theme:



DIVERSITY, EQUITY & INCLUSION PROGRAM (DE&I)

GRI 2-23

Our Diversity, Equity and Inclusion Program was launched in 2019 with the goal of building an environment where all employees are welcome and feel inspired to use their voices and to show their talents.

Our actions are based on seven priority themes: **LGBTI+; Racial; Generations; People with Disabilities (PcD); Gender, Religiosities and Spirituality; and Takeda Parents and Caregivers**, with the last two started in 2021.

The discussions for each of the themes are dealt with in specific committees, which have BLT members as Ambassadors.

We do this because we believe that a brighter future starts with a better world for everyone.

Membership is voluntary, and in fiscal year 2021, we had 135 volunteer participants who supported the strengthening of the Program on a daily basis.

See below some initiatives focused on the theme through the work of our committees, as well as the commitments to which we are signatories and the awards we have received:

WE HIGHLIGHT THE COMMITMENTS ADHERED TO IN FISCAL YEAR 2021:



Signed in fiscal year 2021, the Commitment aims to promote the exchange of experiences between companies with a focus on the inclusion of refugees in the workplace.



A private, collaborative initiative that unites efforts and resources to generate social impact through awareness raising and constant, daily mobilization in favor of a common cause: the end of violence against women and girls.

COMMITMENTS



ACKNOWLEDGEMENTS



2017 - 2021



1st time



1st time



2020 - 2021



2020 - 2021



2019 - 2021
1st time



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES



Committee for Diversity, Equity and Ethnic-Racial Inclusion

Previously called only Racial, this committee now includes new groups during fiscal year 2021, such as refugees, for example. In this sense, we work to promote awareness actions to Takeda employees, always based on an equal and anti-racist conduct.



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES










Committee for Diversity, Equity and LGBTI+ Inclusion

Responsible for ensuring the dissemination of increasingly diverse and inclusive initiatives, one of the results of our efforts is the exclusive aid for trans people in the transition period.

We accompany the employee (or his or her dependent) throughout the process, paying for all hormone replacements, as well as the mastectomy.



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES










Committee for Diversity, Equity and Generation Inclusion








One of the major initiatives in fiscal year 2021 was the **Reverse Mentorship Program**. Learn the details:

We know that there is a natural tendency to believe that those who hold a position of greater responsibility should teach the younger ones. However, in order to provide new exchanges and experiences, the Reverse Mentoring Program came up in a different format, whereby the mentors are younger, while the mentees are older.

In addition to the meetings, which allow both to understand the challenges of each generation, the company develops a series of trainings between mentors and mentees to explore communication and contribute with new work directions.



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES

Committee for Diversity, Equity and Gender Inclusion


In fiscal year 2021 the committee was responsible for projects of great importance:

Women’s Mentorship Program

Mentoring focused exclusively on the development of our internal female strength, from the transfer of knowledge and experience between mentors and mentees in the corporate environment.

Extended parental allowance

Valid for births and adoptions, this aid provides that for all types of couples - hetero-affective or homo-affective - in which the partner is unable to take six months of maternity leave, the father (Takeda employee) may do so.



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES



Committee for Diversity, Equity and Inclusion of People with Disabilities

We work to promote the full inclusion of all our professionals by implementing the necessary tools. In addition, the committee's actions are also guided by awareness-raising campaigns.



COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES










Committee on Diversity, Equity and Inclusion of Religiosities and Spiritualities

Created in fiscal year 2021, the committee is focused on the topic of religiosities and spiritualities. In this way, we hope that our employees can find a safe, open, and tolerant space to express their beliefs.




COMMITTEE FOR DIVERSITY, EQUITY AND INCLUSION COMMITTEES

Committee for Diversity, Equity and Inclusion of Parents and Caregivers

Another result of the expansion of the Diversity, Equity and Inclusion Program during fiscal year 2021, the committee seeks to foster a support network for the company's employees who are mothers, fathers and caregivers. In the meetings, the discussions focus, among other issues, on the physical, emotional, and socioeconomic burden faced by this group, in addition to the need for initiatives designed to generate greater security with the commitments and responsibilities in the care of the dependent family member.





RACE GROUP



DISABLED PEOPLE GROUP



GENDER EQUITY GROUP



LGBTQIA+ GROUP

DE&I Groups Created In The Factory

During fiscal year 2021, the DE&I Program expanded its activities, so that diversity groups were also created in our factory in Jaguariúna (SP).

Since then, we have already been able to notice high employee engagement, as well as important actions and initiatives, such as:

- Distribution of 600 copies of the book Pequeno Manual Antirracista (Little Antiracist Handbook) during the Black Consciousness Week; and creation of a library with several titles on the theme;
- Organization of conversation groups;
- Distribution of an educational booklet on the theme;
- Pedestrian crosswalk with the colors of the LGBTQIA+ flag and the LGBTQIA+ flag hoisted at the factory's entrance.

Mentor Volunteer Program

A RESULT OF THE PARTNERSHIP BETWEEN THE AREAS OF CORPORATE SOCIAL RESPONSIBILITY AND DIVERSITY, EQUITY AND INCLUSION.

The Program enabled mentoring between Takeda employees and professionals from minority groups (Generations 50+, Gender, Ethnic-Racial, LGBTI+ and People with Disabilities) from several regions in Brazil, selected by four partner institutions: Grupo Mulheres do Brasil, which

works with gender and LGBTI+ issues; Instituto Identidades do Brasil (ID-BR), which works with racial equality; Ilgual, which supports people with disabilities; and Maturi, focused on people aged 50+.

The program aims to share knowledge and experience of its employees with professionals in different career moments. The action reinforces the company's commitment to build an increasingly inclusive, egalitarian, and diverse environment outside the company as well, and to contribute to social transformation.

WHAT THE MENTOR SAYS

"It was an incredible experience. Contributing to the recognition of the talents of my two mentees was crucial in raising their self-confidence, as professionals and as human beings, and it also strengthened my own self-confidence"

Juliana Walmrath,
Product Manager
in Immunology



WHAT THE MENTEE SAYS

"With mentoring, I was able to get to know myself and use my best qualities to my advantage. I started to believe in myself more and, consequently, to take up positions that I thought were not for me."

Hemelly, mentored by
Juliana Walmrath



We believe that it is through a solid program and with actions thought out as a team that we have gotten this far. In the same way, we will continue to track our history in DE&I. For the next cycles, the area already has well established goals:

- ensure the improvement of mandatory lectures and trainings in the DE&I guidelines, including for suppliers;
- revisit our policies;
- develop key indicators for monitoring project performance.

Here, it is also worth mentioning the connection of the Program with the development and recognition actions (detailed below).

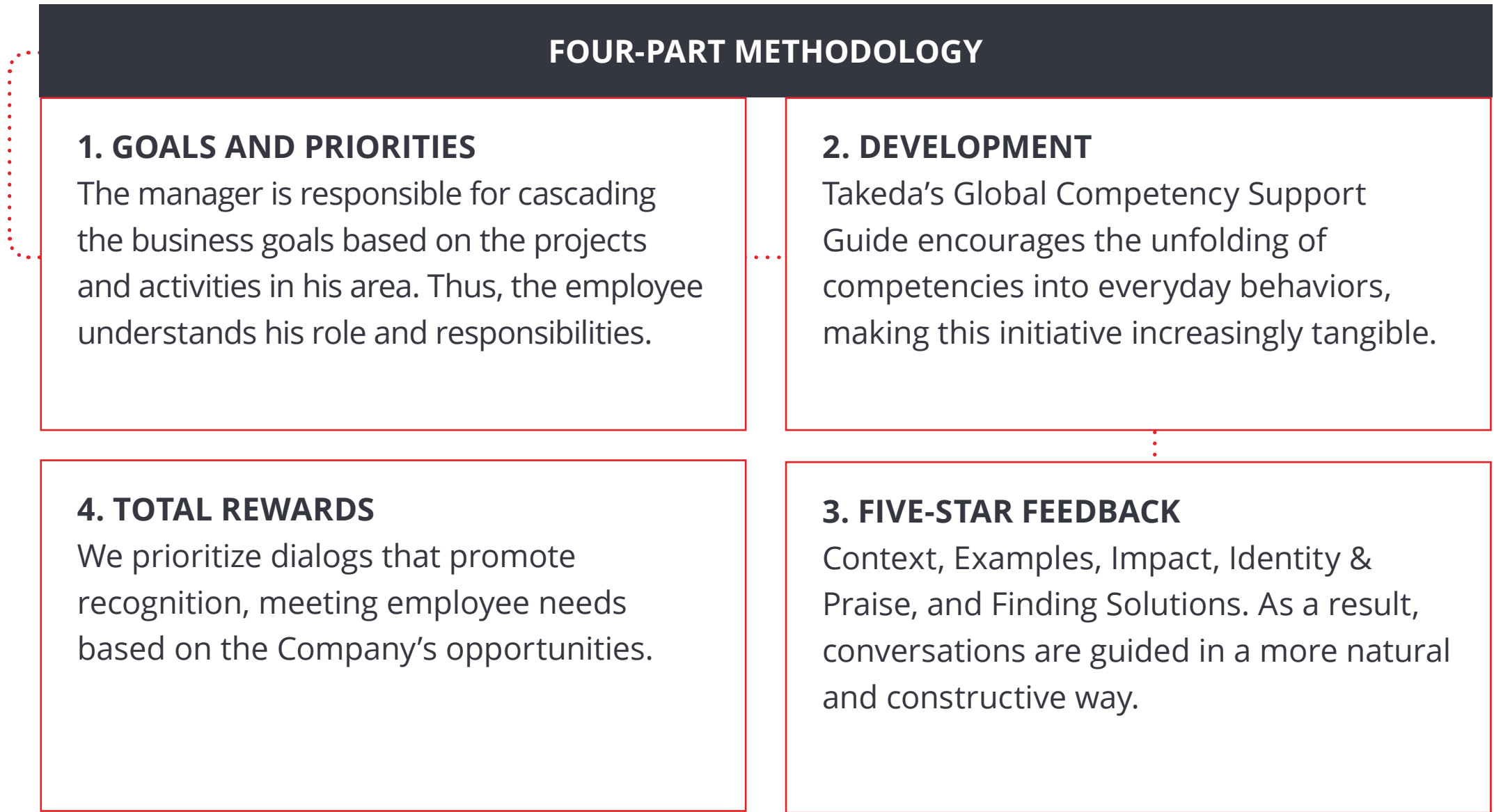
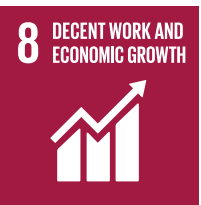
Our language policy ensures fairness, as employees in entry-level positions receive a higher reimbursement amount, and lower proficiency employees receive the allowance for longer.

Additionally, once an employee is elected by the DE&I Committee, they will receive a DE&I Outstanding Recognition, considering their active participation and engagement in building a more diverse, safe, and inclusive work environment.

Development and Recognition

To help foster the professional growth of our employees, we promote Career Development Programs, whose main objective is to create an exceptional experience for people based on well-being and career development.

To this end, we make available a Career Map, where it is possible to visualize the alternatives for movement within the company.



Performance Management

Takeda Brazil's process is based on the Quality Conversation methodology, promoting constant dialogue between leaders and subordinates and replacing the traditional feedback.

This way, we build relationships of mutual trust, in which everyone feels that they are seen and heard.

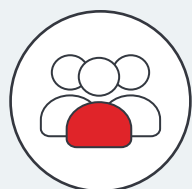
In this sense, the performance of the employees is evaluated annually by means of a summary of all the quality conversations held. These are focused not only on "what we do", but also on "how we do it".

TRAINING ACTIONS

GRI 2-17 | 404-2

100% of new employees received training on Takeda’s DE&I guidelines.

We know that the journey to obtain new knowledge includes training and new experiences. With this, the individual is able to change his or her behavior and have agility in decision making. This process transforms lives and, when properly directed, contributes to building a better world.



We have totaled
280 hours
of training in
fiscal year 2021.



MANDATORY COURSES	
Title	Goal
ONBOARDING/ INTEGRATION	To support and orient new employees, introducing them to the work model.
OPEN THE BLACK BOX	To introduce Takeda’s compensation principles and concepts.
QUALITY CONVERSATIONS	To encourage conversations between leaders and subordinates by changing the mindset.
LEADERSHIP BEHAVIORS	To introduce the behaviors expected of leadership to implement the strategies and transformations.
PRACTICAL LEADERSHIP PROGRAMME (PLP) – LEADERSHIP	To develop people management skills, personalized leadership, and bottom-up influence.
PROJECT MANAGEMENT	To experience the practical aspects of project management, from the beginning to the end.
FINANCE FOR NON-FINANCIALS	To know and apply the tools necessary for business evaluation and decision making.
HIGH PERFORMANCE ACADEMY	To reflect on behavior, decision making, and problem solving; and shift to innovation mindset.
STRATEGIC LEADERSHIP ACADEMY	To present the impacts of ESG aspects on decision making, as well as opportunities for innovation.
POCKET TRAINING LEADERSHIP ACADEMY	To compact versions of the trainings offered in the Leadership Academy.

Therefore, in 2019, we implemented the **Training Matrix** at Takeda Brasil, allowing employees to have visibility of the courses and training available, according to their levels and positions. As a result, they are better prepared to perform their daily activities with excellence and enhance the development of upcoming challenges.

In this sense, 280 hours of training were dedicated in 2021, which contributed to a systemic vision about the main business challenges for the participants, enabling the filling of gaps and greater knowledge management through a learning journey.

Among these trainings, available both remotely and in-person, we highlight:

Leadership Academy

The Leadership Academy was expanded and accelerated throughout fiscal year 2021, focusing especially on the Digital pillar.

With it, we guarantee support for top and middle management, as well as for those professionals who are joining the company. Thus, everyone enjoys the same level of knowledge to maximize their results.

The Academy is divided into two programs, the results of which were:

Strategic Leadership Academy

- Classes focused on innovation
- 36 participating leaders
- NPS 88%

High Performance Leadership Academy

- Classes focused on Strategic Thinking
- 37 participating leaders
- NPS 81%

Pocket Trainings

15 
participants

NPS 100%

Accelerator Program

NPS 98.8%

We carried out the second cycle of the Program, which has the mission of accelerating the careers of our young talents. In fiscal year 2021, 15 people considered top performers and true promises for the future of the company, in different areas, participated. We totaled 16 hours of training, as well as lectures, discussions and conversations with top executives of Takeda, through the Accelerator Journey.

As a result, our young people had the opportunity to develop innovative projects based on our Strategic Map. The evaluation, in turn, was at the discretion of a panel, with the participation of the CEO and other executives.

Finally, all the accelerators received and provided feedback, and measured the results of the KPIs throughout the Program.

Talent Mapping

During fiscal year 2021, we conducted a talent mapping for all hierarchical levels. From this, we have progressed in the development of Takeda Brasil's job succession map.

It is worth mentioning that this achievement is the result of a formal and structured process to develop our talents, since in previous years we still had some gaps concerning the topic.

Training For The Sales Force

Continuing the efforts initiated in fiscal year 2020, we continued with our training for the Sales Force, that is, our Field Team.

Since these professionals have contact with the company's various stakeholders, we concentrated our training in soft skills, as well as in technical training, reaching a total of 98 hours of training per employee (among the various training programs offered), with a 91.3% engagement rate.

The training framework has been named the Patient Centricity Model (PACE Model) and enables the sales force to deliver solutions centered on the needs of our patients. No wonder, during fiscal year 2021, we launched two high-quality products and kept serving the population, even in the midst of the covid-19 pandemic.



Besides the Training Matrix, we also have other programs, such as coaching and mentoring tools, post-graduation and MBA subsidies, as well as language study, according to the hierarchical levels.

RECOGNITION AND REWARDS

We understand that one of the aspects that contributes to the career growth and development of our employees is to recognize and reward good results, thus expanding the company's culture of involvement, appreciation, and motivation. Among our initiatives, we highlight:

In 2021, we have totaled 10,884 recognitions, divided into 10,558 peer-to-peer nominations and 326 exceptional recognitions.

WeCelebrate

On Takeda's global platform, we have WeCelebrate, where employees have the opportunity to recognize each other. These recognitions, in turn, can be exchanged for products, experiences, gift vouchers or charitable donations.

PEER-TO-PEER RECOGNITION

Program related to actions and behaviors that reinforce the values of Takeda-ism. The recognition is done in the following categories: Commitment to colleagues and patients; Innovation; Results achieved; Teamwork; and Leadership with people first.

EXCEPTIONAL RECOGNITION

Conducted by BLT, the program is linked to exceptional employee performance. Recognition is measured by the development of high-impact projects, actions, and ideas that have helped execute our competitive strategy implemented in the last 12 months, counting from the opening date for registration.

CERTIFICATIONS

The act of caring for the people who are part of our history has guaranteed us, during fiscal year 2021, the achievement of certifications and awards, described below:

QUALITY AT WORK



10x Top Employer stamp



6x Top Employer stamp

4TH PLACE; 1ST AMONG PHARMACEUTICAL COMPANIES



2014 – 2021



2014 – 2021



2018 – 2021

TOP 10: 7TH PLACE



2017 – 2021

3RD PLACE AMONG 20 PHARMACEUTICAL COMPANIES

Health, Safety and Wellness



GRI 3-3 | 403-1 | 403-7

OCCUPATIONAL HEALTH AND SAFETY (OHS)

The act of caring is part of who we are.

We maintain a broad commitment to the Health, Safety and Wellness of all our employees, in order to ensure the physical and emotional integrity of those who make our history.

We spare no efforts to develop projects and tools that ensure this commitment. Whether in the office, mitigating impacts related to ergonomic and fall risks, or with the field team, mitigating exposure to traffic accidents through safe driving training, or in the factory, especially for those jobs that require greater care.

Thus, one of the main measures taken in fiscal year 2021 was the implementation of the Occupational Risk Management, present in Regulatory Standard (NR) 1, which, following the approach adopted in the Plan, Do, Check and Act (PDCA) cycle, gives greater internal control of risks, as well as extensive process improvement, covering all employees and service providers¹. Our approach has become more proactive and less reactive, anticipating serious occurrences through constant analysis of events with minor consequences.

PROCEDURE

GRI 403-2 | 403-3

All of our Occupational Health and Safety procedures are based on current legislation and global guidelines, with the objective of preventing accidents and ensuring the necessary protection for employees and service providers . We have some institutional programs, such as:

- Conducting environmental assessment reports;
- Respiratory Protection Program - PPR;
- Hearing Conservation Program - PCA;
- Medical Control and Occupational Health Program - NR 7 (PCMSO);
- Psif Program - Potential Serious Injury, Impact or Fatalities;
- EHS Event Reporting System - Beacon;
- Environment, Health & Safety (EHS) Committees - especially focused on electricity and machinery;
- Workplace Accident Prevention Committee (CIPA);
- Defensive Driving Committee;
- Crisis Management Committee.

The assessments and results are periodically discussed in the Specialized Service in Safety Engineering and Occupational Medicine

(SESMT) and reported to the senior management, always with the purpose of generating new prevention measures and action plans, improving our EHS performance.

MONITORING

GRI 403-9

Due to the higher risks, at the Jaguariúna (SP) factory, OHS performance is managed by KPIs that are periodically audited in the EHS management system.

We maintain an Annual Report that compiles the results of occupational examinations, which are critically analyzed and provide feedback to the programs mentioned in the item above regarding health. In cases of deviation, we establish an action plan with follow-up.

Regarding Safety, we have performance indicators linked to the number of accidents; quasi-accidents; and Prevention of Severe and Fatal Accidents. The consequences are classified as with or without lost time, while the type of care provided in the case of accidents can be first aid or medical treatment.

¹The Occupational Health Service includes service providers who work in the company's facilities, as well as employees and trainees, including an Occupational Physician and an Occupational Nurse.

The main impacts on Takeda's Occupational Health and Safety are related to the following risks:

- **Ergonomics**
for which we have specific programs, such as Ergonomic Evaluation, as well as improvement projects.
- **Fires**
for which we have a modern system of detection and suppression in emergency cases, besides a large team of trained fire brigades present in all shifts.
- **Noise**
(although at a non-critical level), for which all employees in the operational areas use PPE.
- **Contact with chemicals**
for which we have a controlled exhaustion system, ventilation, and use of PPE.

In addition to all the precautions mentioned, we point out that during fiscal year 2021 **our OHS trainings at the factory achieved an engagement rate of over 90%.**

In these cases, we use an investigation tool, based on the *Ishikawa* Diagram and *5 Whys*, thus identifying the causes and implementing measures to prevent other similar occurrences.

According to NR 1, our employees and outsourced workers at the factory have the right to refuse to work, and actively participate in the identification and assessment of risks.

Additionally, before any dangerous activity, we request and validate a preliminary risk analysis, which, once approved, grants the release of the activities by the EHS area.

In all cases, the employees and service providers are widely communicated about the dangers and risky situations, whose release processes for the activities are monitored by the EHS area or people designated by them, procedures (SOP) and behavioral audits, established in our Risk Management Program.

100% of the contracted employees at the factory are communicated on OHS topics, which includes safety inspections/CIPA, safety procedures, audits, and contractual analyses.

TRAINING AND COMMUNICATION

GRI 403-4 | 403-5

The communication, participation and consultation of employees in relation to the theme occurs through the CIPA, SIPAT Week and the Emergency Brigade. It is worth mentioning that at the factory, in addition to the legal channels already mentioned, we also have the EHS-Beacon event reporting system, as well as forums for the dissemination of information, whose dynamics involves active listening to the employees.

We emphasize that every new employee goes through a training course focused on health and safety during his or her integration. During the rest of the year, other training courses are given, reaching 100% of the population (including third

parties at the factory) and ensuring permanent recycling on the themes.

In fiscal year 2021, 21 occupational health and safety training sessions were held with our factory employees, and another five sessions with our office staff.

OCCUPATIONAL HEALTH SERVICES

Even with the adherence to the flexible work system, throughout fiscal year 2021 we maintained the care with safety measures in our operations, especially in the factory, which since the beginning of the pandemic has been working in a 100% on-site model.

In this way, we ensure the continuity of our processes and the availability of medicines in the market, while at the same time we value the total safety of employees and service providers.

HEALTH AND WELLNESS PROGRAMS

GRI 403-6



The act of caring is also related to ensuring the health, well-being, and support to our people and their families, in order to promote moments of tranquility, leisure, and care. To do this, we have several programs, some of which are described below:

Vidalink Program

Responsible for offering subsidies for the purchase of medicines, which vary from discounts to full payment, the program is valid for all employees, as well as their legal dependents and parents. Moreover, in 2021, we will extend this benefit to include a subsidy for transgender professionals in gender adaptation (learn more on [page 62](#)).

MyBalance Program

Focused on actions to promote quality of life, such as the campaign #YourWellBeingMatters, which includes a series of initiatives to maintain the physical and mental health of the teams during the period of absence imposed by the pandemic.

We provide meditation and mindfulness sessions with free access to the Desk Yogi platform twice a day, and guided meditation audios every week.

Takeda Prev

In order to help our people with financial planning for a more peaceful retirement, we offer Takeda Prev, our private pension plan. Through it, the professional can invest a fixed monthly amount and we commit to deposit 1.5x this amount, with a contribution cap of 7% of his salary.

FLEXIBLE MODEL

The **"Só vem"** campaign, marked the return of in-person activities to the company office¹, after the pandemic scenario stabilized in the country, throughout the second half of 2021.

After discussions among the leaderships, and taking into consideration the employees' wishes **Takeda Global chose to formalize the flexible work system** making the best of each model possible:

REMOTE WORK

Twice a week

It offers greater flexibility and autonomy to employees

ON-SITE WORK

Three times a week

It allows the exchange of experiences between the teams that only eye contact can provide

To adapt to the new model, we encourage that, once our professionals are in the office, **priority** be given to activities capable of strengthening **human bonds** and promoting greater **synergy** with the team.

¹ The operations at the Jaguariúna factory remained in a physical format even during the pandemic. Our teams worked in shifts and relied on all the safety of the health protocols so that the medicines did not stop being produced.

BENEFITS



In addition to the Health and Wellness Programs, we have a wide range of benefits, in order to contribute to the quality of life of our employees and their families. We point out that all packages are **extended to families and/or homosexual couples**, since we value diversity, equity, and inclusion, as well as the differences that make us unique.

MyFlex Program

Through MyFlex, we make it possible to customize employee benefit packages on an annual basis, according to each employee’s personal priorities and the standard benefits determined by position and number of dependents.



Vaccination Reimbursement



Gift Pass



Meal and food vouchers



Medical and Dental Assistance



Psychological Assistance



Fuel voucher



Gympass



Pet Assistance



Day Care Aid



Stork’s Beak



Life Insurance



Private pension plan



Birthday Day Off and Day Off on the child’s birthday (up to 12 years old)

CONTACT US CHANNEL



GRI 2-25

We believe that the engagement and participation of our employees are more than essential to achieve our purpose of providing better health for people and a brighter future for the world.

For this reason, the Contact Us Channel is another tool in which it is possible to send questions, suggestions, and feedbacks related to any theme concerning the company. The administration is carried out by the Human Resources area and all calls are answered within 48 hours.



05

CHAPTER Planet

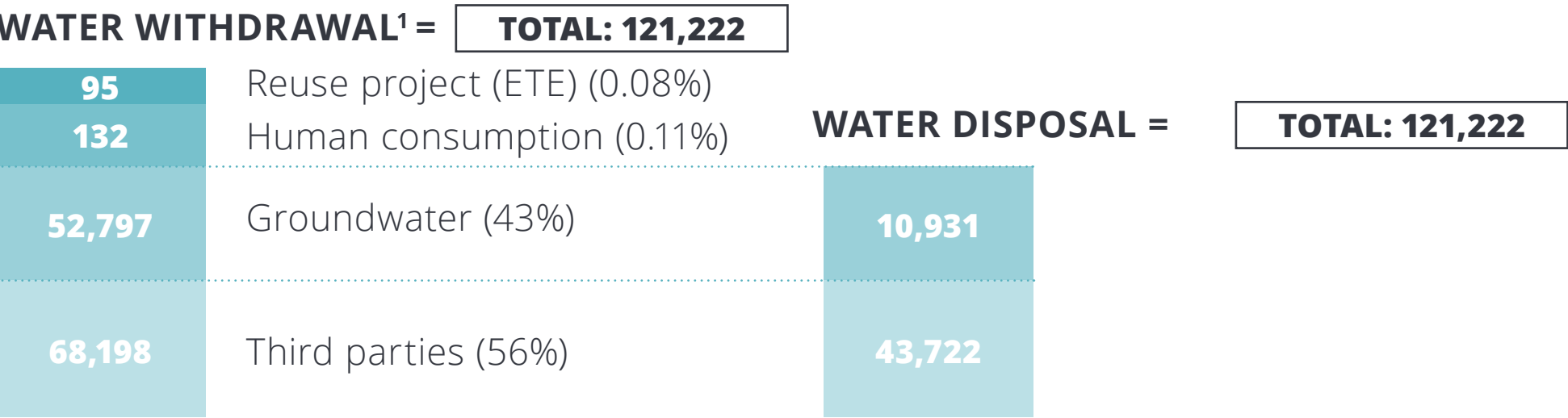
One of the main ways to create better health for people and a brighter future for the world is by caring for and protecting our planet. Thus, we seek to work innovatively on projects and programs that can mitigate our impacts.

Environmental Management

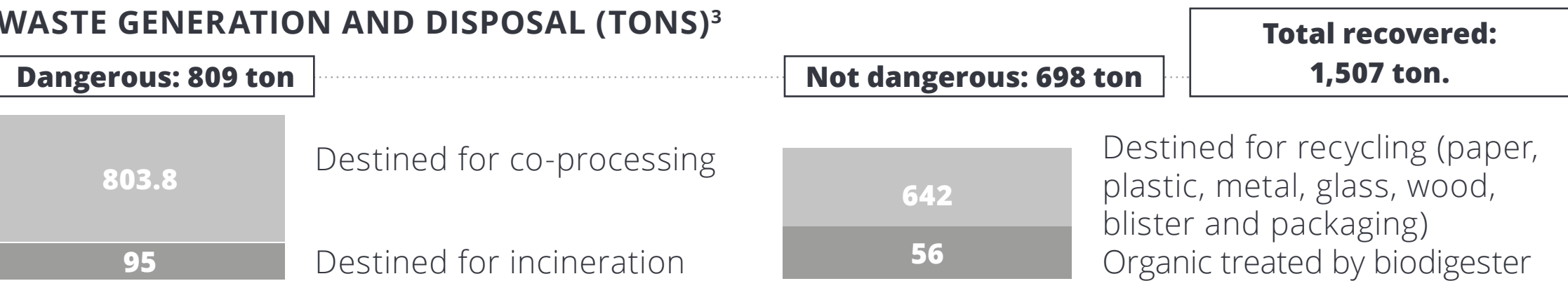
GRI 2-25 | 3-3 | 302-1 | 303-1 | 303-3 | 303-4 | 303-5 | 305-1 | 305-2 | 306-3 | 306-4 | 403-6



	2019	2020	2021	ANNUAL GOAL FACTORY
KPI – Water (L.SKU)	2.00	1.57	1.81	Value equal to or less than 1.66 L/SKU
				Water consumption (in m³): 66,474²



	2019	2020	2021	ANNUAL GOAL FACTORY
KPI – Waste (g/SKU)	20,00	17,00	18,17	Value equal to or less than 21 g/SKU



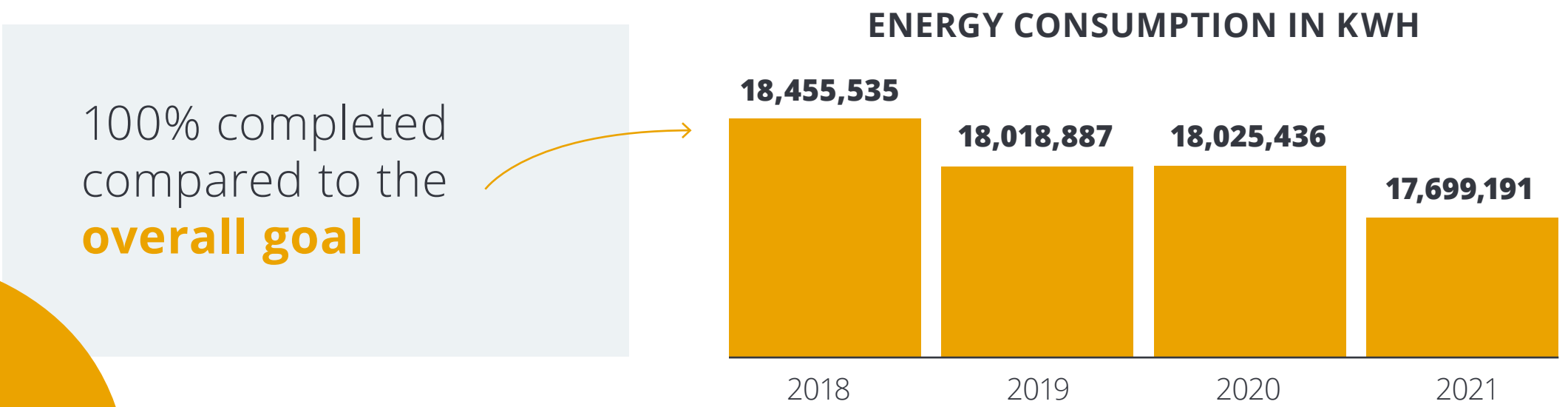
¹ Third-party water comes from the Jaguariúna public utility, which uses the Jaguari River, located in the PCJ Basin, in a hydric stress zone. The underground water comes from two deep internal tubular wells (crystalline aquifer). The water used for human consumption comes from gallons acquired externally.

² 24,476 m³ of the total volume is represented by hydric stressed area (utility).

³ Considering the factory. Recycling of non-dangerous waste is done by the external manager. The organic waste from the restaurant is treated internally, turning all solid matter into liquid, which is disposed of in the WWTP - with no GHG emissions.

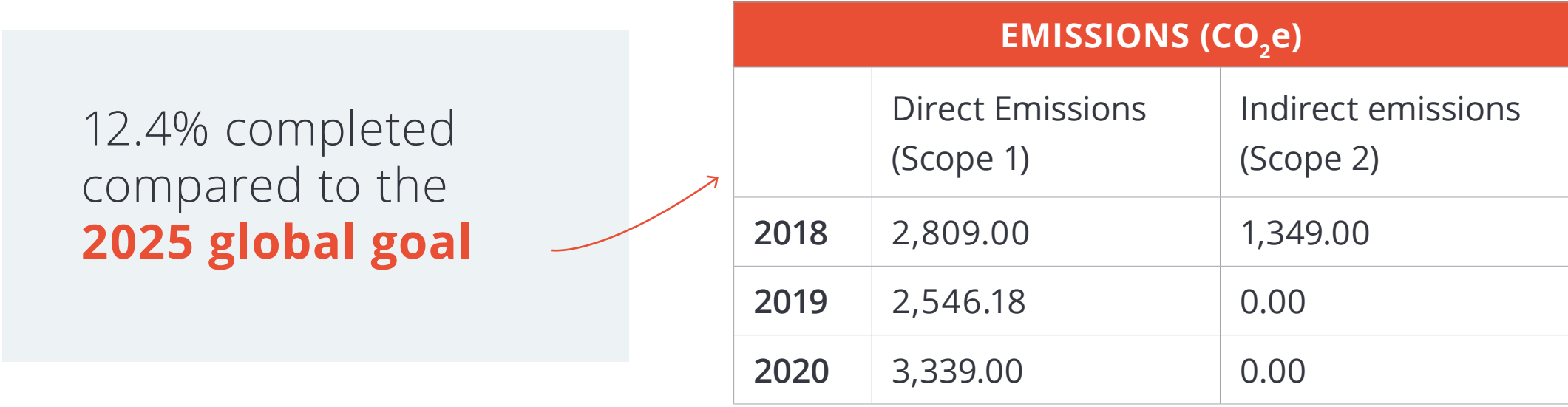
⁴ We consider Zinc Bacitracin, Neomycin Sulfate and Zinc Oxide to be critical substances. All of these compounds are part of the ointment prescriptions and

	2019	2020	2021	ANNUAL GOAL FACTORY
KPI – Power Intensity (Kwh/SKU)	0.30	0.26	0.26	Value equal to or less than 0.31 Kwh/SKU



WASTE GENERATION AND DISPOSAL (TONS)³

Since March 2021, we have reached 100% of energy acquired through incentives



are mostly antibiotics. In fiscal year 2021, we had two episodes where the effluents did not reach the required quality. As a measure, the responsible agency was immediately informed to control the negative impacts, with no damage to the environment. Subsequently, we implemented an interconnection system for the production of ointments automatically, connecting it directly to the pre-treatment unit and allowing only contaminant-free effluents to be directed to the biological WWTP.

Our global goals:



By 2024

- To encourage priority suppliers to develop science-based climate related goals.

By 2025

- 40% reduction of Greenhouse Gases (GHG);

- 5% reduction in the use of fresh water in the operation;
- 50% of packaging paper recycled or from certified sources.

By 2030

- 100% zero landfill operation.

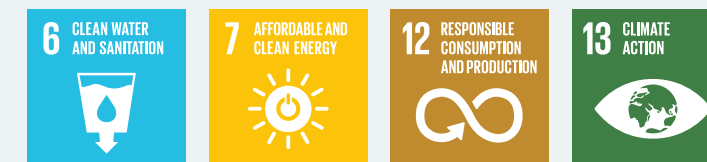
By 2040

- 100% reduction of GHG emissions in our own operations;



Learn more about our commitment to create a more sustainable future for the world:

<https://bit.ly/3E1zDo4>



Building a way of life that keeps the planet sustainable is a challenge we all face. We know that the moment demands great efforts for the preservation of the environment and we are fully committed to it, in order to contribute to the provision of quality of life and a brighter future for all.

Therefore, we developed global environmental goals, built on the metrics of the World Economic Forum and added to the organization's own indicators, which aim to achieve the Sustainable Development Goals (SDGs) in four priority areas: **climate change and energy; water conservation; waste management; and product life cycle management.**

Locally, we have listed three environmental KPIs - water, waste and energy - monitored by the EHS area, but which rely on the constant participation of all employees to increase the efficiency of the processes so that, year after year, we can reduce our environmental impact.

In this sense, an important action to expand the circularity of our operation, besides engaging employees, is the **Planet Guide**, a document that brings together tips on how our professionals can apply the theme of sustainability in their everyday lives, also prioritizing health and well-being, through simple actions. Some of the main tips are:

Planet Guide



Are you in doubt about what gift to give? How about a planting tree from the Treedom platform?



Consider consuming less processed food for the benefit of your health and the planet.



Instead of buying new books, consider borrowing them from the library or from your friends. Also, pass on yours after you finish reading.



Repair and fix before replacing. Donate rather than throw away



Volunteer with local environmental non-profit groups.



Calculate your own carbon footprint and understand what changes can create positive impacts:

<https://www.treedom.net/en/co2>

SUSTAINABILITY JOURNEY

For another year, we held the Sustainability Journey at our factory in Jaguariúna (SP). The initiative, consisting of a video series created to address environmental issues in a simplified manner, aims to maintain the engagement of employees in the pillar of the Planet.

The latest edition was quite strong and included new video sessions on environmental KPIs, in addition to the presence of multipliers, responsible for disseminating the project to their colleagues.

To learn more about our factory's Sustainability projects, [access the Sustainability Journey video here](#).

We are consistently reducing paper print consumption: in 2019, 120,000 pages were used in the office. In 2021, only 20,000.

ENVIRONMENTAL TRAINING

Focused on the collective construction of this pillar, during fiscal year 2021, we continued the training on topics such as: waste, indicators, objectives & goals, environmental aspects and impacts, and the projects that are part of our Environmental Management.

We reached more than 300 employees of the trained operational team (factory), totaling a 98% engagement rate.



FITWEL PROJECT

GRI 403-6

In fiscal year 2020, we were the first Brazilian company to receive three-star Fitwel certification, after the inauguration of our office, located in Parque da Cidade, in São Paulo (SP).

Developed by the Center for Disease Control and Prevention (CDC) and the General Services Administration (GSA), the certification recognizes buildings with the potential to promote and support improvements in the health and well-being of populations.

We were extremely happy, because it was the result of a lot of work to ensure that the space represented a comfortable environment, which encourages sustainable habits and promotes a higher quality of life for our employees.



In fiscal year 2021, our joy was even greater: we received the **Fitwel Best in Building Health Leadership Awards for 2022**, in the Commercial Interior Space category, among all Fitwel-certified buildings. All this reaffirms our alignment with our purpose of providing better health for people and a brighter future for the world.

What's more, our office is **LEED Gold** certified, which guarantees that the project was designed to reduce its environmental impact. Check out some of these initiatives below:

- We encourage the use of **stairs** (instead of elevators) when moving between the three floors. By doing this we reduce energy expenditure while still moving our bodies.
- We remove the individual waste garbage cans and concentrate them in locations away from the work desks. In this way we have noticed that employees tend to produce less waste and, when they do, they must get up to throw it away, which is also an incentive for **physical activity**.
- "If you're out, turn it off." We ask that employees **turn off all lights and electronic devices** if they are not being used.

Emissions

GRI 3-3 | 305-1 | 305-2 | 305-3 | 305-7

One of Takeda's key climate change commitments is to reduce its greenhouse gas (GHG¹) emissions year by year until we reach zero emissions by 2035. This goal, as well as Takeda's other emission reduction projects, is part of Takeda's Global Climate Action Program (CAPS) initiative.

Therefore, as main measures, we identified in our operations the need to act in Scope 1, planning to replace in the factory the boilers that use natural gas by electric boilers (the project for the acquisition of this material will be carried out during fiscal year 2022). In the case of Scope 2, we have been considered zero carbon since 2020, starting with the new contract for the acquisition of energy from renewable sources (hydro, solar and wind).

¹ In addition to the Greenhouse Gas (GHG) emissions in scopes 1 and 2, we had the emission of 0.11 of SO_x during the period, volume expressed in tons, based on measurement performed (estimate X operating time of each boiler) with an emission factor of 0.011.



ZERO CARBON PROJECT

GRI 305-3

Part of CAPS, the project suggests the initiatives Takeda Brazil should implement in order to achieve SDG 13 on combating climate change.

In this context, during fiscal year 2021, we achieved important advances, for example **the goal to identify all projects that can reduce carbon emissions was reached by 311%**. Additionally, we have already started some of them and obtained results, such as improvements in the factory's electric generator system, allowing a reduction in diesel consumption and, consequently, a drop in emissions.

Regarding Scope 1, we have mapped a general energy efficiency survey aiming at achieving Takeda's goal of reducing 0.6 tCO₂ at the Jaguariúna (SP) factory.

For Scope 2, since March 2020 we have signed a contract in the Free Energy Market, reaching 100% of the energy purchased with incentives for the factory, that is, coming from renewable sources (partly from the wind and partly from hydroelectric power).

Regarding Scope 3¹, we installed a biodigester in the factory's restaurant, responsible for the disposal of food in a more sustainable way. Since its installation, we have already transformed 55 tons of waste into water, avoiding the production of 87.4 tCO₂e.



Energy

GRI 302-1

Another very important program is the monitoring of the operation's energy consumption, as we continue to act to reduce electricity consumption, year after year aiming to achieve SDG 7 (Clean and affordable energy).

The goal is to increase the access of patients to our medicines while consuming fewer natural resources.

Therefore, during fiscal year 2021 we have progressed in the solar energy studies, with approval of the budget and implementation strategy. The next challenge already includes the basic design of the factory's engineering area, during fiscal year 2022.

¹ Scope 3 includes emissions that are not owned or controlled internally. Although we have not yet monitored it, as we must await new guidelines from Takeda Global, we continue to work locally to advance data collection and find reduction measures.

Waste

GRI 3-3 | 306-1 | 306-2 | 306-3

Manufacturing production is our main source of waste, directly linked to the consumption of natural resources, which includes leftovers of raw materials, contaminated packaging, discarded medicines, indirect emissions from the transportation chain, in addition to laboratory reagents and post-consumption waste discarded by patients (➔ learn more on [page 86](#)).

To achieve SDG 12, we are constantly working to reduce waste production and we maintain our commitment to correctly dispose what is still produced, mainly through recycling and co-processing.

In the coming years, we will work harder to replace the co-processing system with pyrolysis: a technique responsible for transforming waste into oil, gas, coal, and water.



MAIN FACTORY INITIATIVES

Progress is monitored by means of indicators, and the results are reported to the committees responsible for the EHS topic. Additionally, we are completing the implementation of the **Plataforma Verde** system, which will allow a more detailed analysis of the achievement of our goals.

Therefore, during fiscal year 2021, one of the main advances in the waste KPI was the **implementation of a biodigester**, as stated in the Zero Carbon Project (➔ [page 82](#)).

Plataforma Verde

Software used to perform all the monitoring and follow-up of the waste generated in our operation, as well as its disposal.

This process generates a series of control reports within the system, allowing us to perform a safer, more detailed and efficient management of our waste.

MAIN INITIATIVES OF THE OFFICE

At the office, in turn, we count on selective collection processes for organic and recyclable waste - by vacuum -, along with the structure of the Parque da Cidade Complex. It is worth mentioning that the system used is **the first one designed and installed in South America to serve a mixed use zone**, composed of commercial and residential buildings.

This way, the residues are collected by underground ducts and travel at 70 km/h to a center that directs them to disposal, thus avoiding contamination. This system reduces the amount of waste sent to landfills, as well as the number of trips by garbage trucks, since it has automatic collection and transportation pipes.

In addition, for internal use, materials with a lower impact on the environment are prioritized, such as paper cups, reforested wood stirrers, biodegradable plastic cups, and biodegradable cleaning materials.

Horta Social Urbana

Implemented by the **ARCAH Institution**, the vegetable garden is situated on the rooftop of the Parque da Cidade Shopping Mall, located in the Complex where our Office is.

The vegetable garden is responsible for the production of organic food, and it also plays a fundamental social role.

ZERO LANDFILL PROJECT

GRI 306-2 | 306-4

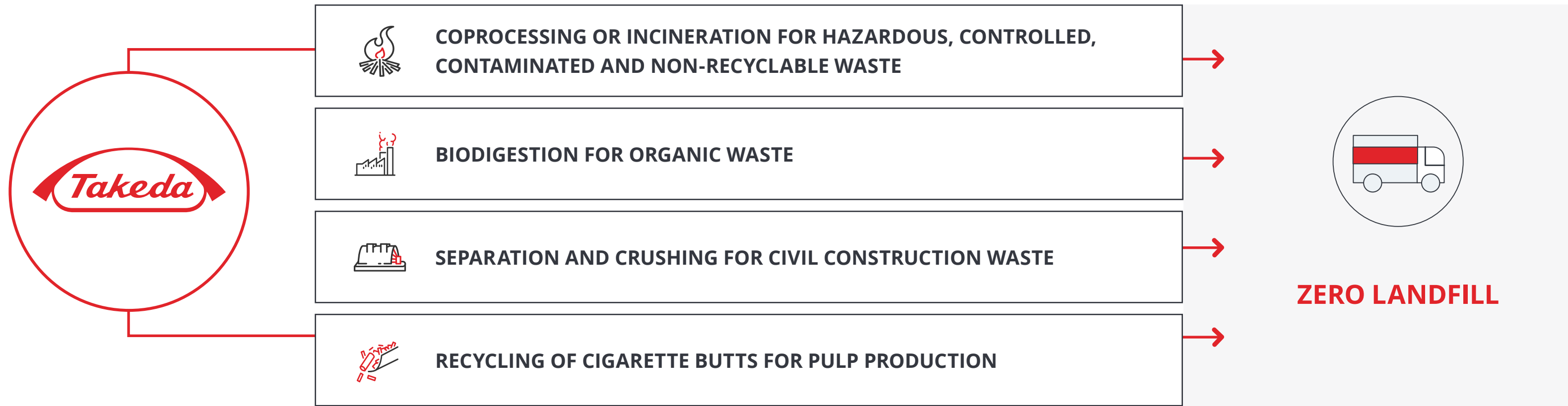


For the second consecutive year, we are very pleased to say that Takeda Brazil's manufacturing operation is Zero Landfill. The initiative has generated global recognition for achieving the goal, ten years ahead of schedule!

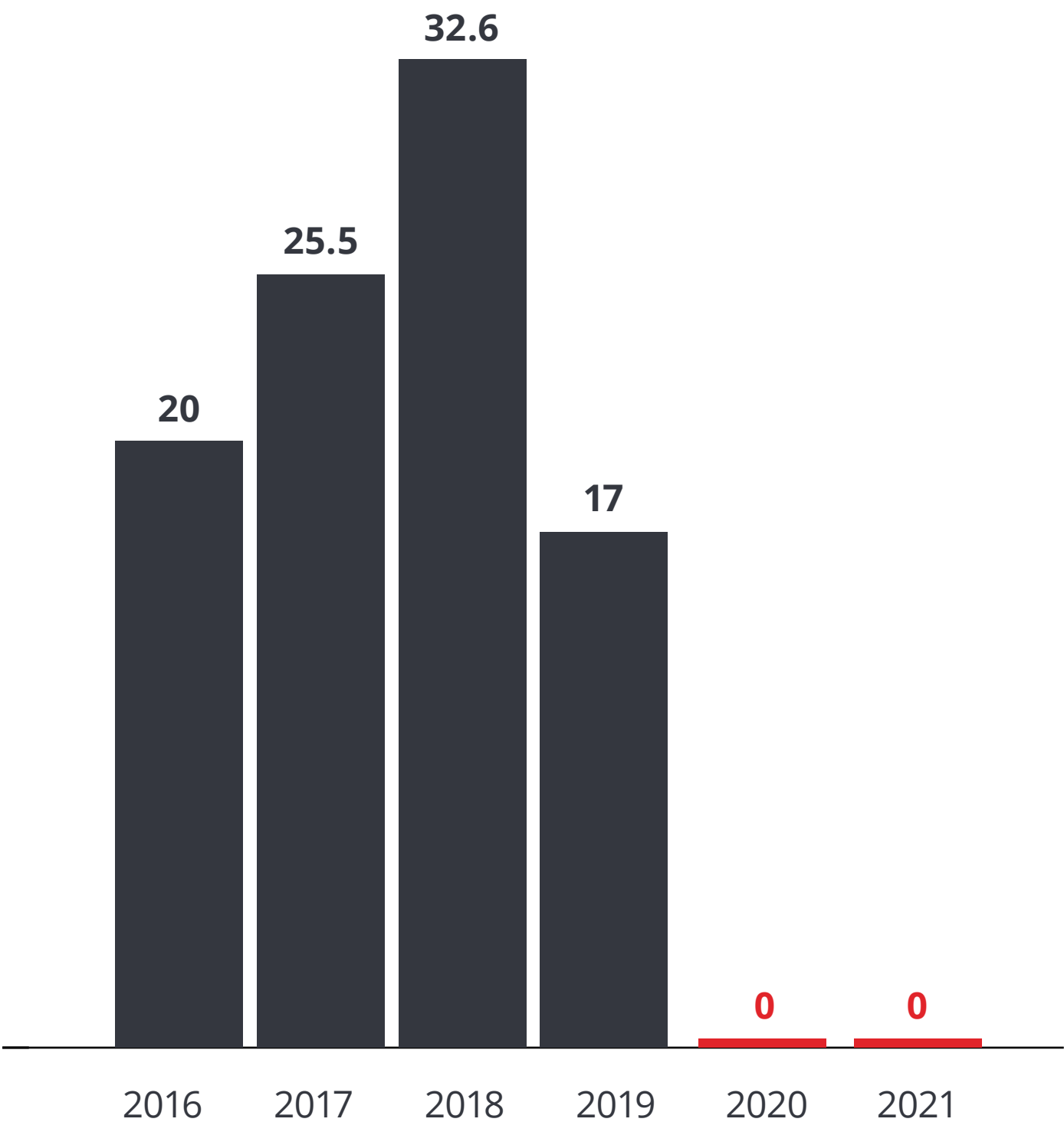
Additionally, we were also the first Takeda manufacturing facility to reach this milestone. This is the result of our commitment to protect the Planet, ensuring the elimination of waste sent to landfills, which can generate countless negative environmental, biotic and socioeconomic impacts.

In this context, all waste classified as hazardous, controlled, contaminated, and non-recyclable now has two final destinations: co-processing or incineration.

We work with the biodigestion process for the organic residues, which are treated inside the factory facilities, with the separation and crushing process for the civil construction residues, and with the process of recycling and transformation of cigarette butts into cellulose.



OUR TIMELINE (IN TONS)



Water and Effluents

GRI 3-3 | 303-1 | 303-2 | 303-4



In order to ensure a responsive performance with regard to water consumption and disposal¹, we developed an internal process in our factory that today allows us to dispose all effluents in the form of fresh water, into the public network.

We fully follow the state legislation in force, and we control our standards on a daily basis, including a physical-chemical pre-treatment unit for the most critical effluents.

We guarantee the double treatment of our most critical effluent (ointment), where the first stage consists of advanced oxidation to reduce the toxic and fat load, in the pre-treatment unit. Next, the effluent is sent for treatment to the biological Effluent Treatment Station (ETE). Only after this process, in case it is not reused in the operation through our projects, the ointment goes to its final destination, that is, the public ETE, operated by the Jaguariúna City Hall.

This process is regulated by a resolution of the National Environmental Council (Conama) and by state legislation. Daily, with weekly closing, we collect samples from our treatment stations for internal analysis and, monthly, we perform a collection by an external laboratory for comparison of results.

It is important to point out that the use of water by Takeda Brasil occurs mainly in production processes (drug development, for example), cooling towers, and human consumption (restaurant and gardens).

During fiscal year 2021, we expanded the allocation of our two internal wells in order to reduce the impact of water from the utility and thus provide more of this water to the local population. This project will be fully implemented throughout fiscal year 2022.

WATER MANAGEMENT PROJECT

Our Water Management Project aims to automate and improve the system in general, in order to reduce as much as possible, or even zero, the consumption of water from the public network, since this must be destined to the population, according to the National Water Resources Policy. To this end, we rely on a number of internal initiatives, such as the Zero Effluent Project and the increase in water collection from wells.

ZERO EFFLUENT PROJECT

Developed and tested throughout fiscal year 2021 and implemented in April 2022, the Zero Effluent Project, which is under the Water Management area, consists of ultra filtrating the operation's effluents, generating **purified water ready to be reused** in our cooling towers and boilers.

As a result, we positively impact the boilers' gas and energy consumption, as, due to the purification, the water will have less salts, which incrust in the pipes and increase the need for heat.



¹100% of the treated effluent discharged falls into the category of fresh water, since our analyses indicate values lower than 1,000 mg/L of total solids. 80% of the disposed volume came from the public water supply service during fiscal year 2021. The remaining 20% refers to the two internal wells. 100% of the effluents are discharged into the Camanducaia River, located in the PCJ Basin and in a water-stressed area.

End of Life of Medicines



Understanding the seriousness of the environmental impact in case of improper disposal of medicines at the end of their useful life¹, we created the Conscious Disposal Program along with other companies in the sector.

Through it, we carry out a reverse logistics process and ensure the correct disposal of this hazardous waste which, for each kilogram discarded incorrectly, can end up contaminating up to 450,000 liters of drinking water.

Our collection points are installed in the most diverse drugstore chains in the country and the waste collection is the responsibility of a partner that sends us periodic reports for online monitoring.

To learn about this project in detail and find the nearest collection point, visit the [▶ Descarte Consciente](#) the website.



Three Steps to Conscious Waste Disposal

1



In your home, sort out items that have expired or will no longer be used.

2



Take them to the nearest collection station.

3



Follow the directions at the collection station and make the correct disposal.

¹ This includes unused or expired medications, and their respective blister packs and packaging.



06

CHAPTER

Data and Digital

Driven by the digital revolution, we use this pillar as an anchor for our sustainable development and the fulfillment of our corporate values and philosophy, bringing innovation to Patients, People, and the Planet.



Our Digital Transformation

GRI 3-3

Digital transformation is a mindset change that companies go through in order to become more modern and keep up with the technological advances that keep coming. There is no person in the world who has not been impacted by this process. Takeda was no different.

During fiscal year 2021, we took a real leap concerning digital development, thus fostering the Digital pillar. This has the purpose of accelerating and expanding our processes within the 3 P's (Patients, People and Planet), helping the areas internally by means of advanced software and tools. Check out the main projects below:

PATIENTS			
EVENTS Our virtual events expand the range of participants and enrich the discussions, according to the different Brazilian realities. ➤ Learn more on page 52	ACCESS TO HEALTH Aiming to serve our patients even better, the company's processes include important digital transformations. ➤ Learn more on page 46	PATIENT SUPPORT PROGRAM <ul style="list-style-type: none"> • We implemented a unique platform for the follow-up of each project; • Automation of requests and diagnosis status by physicians. ➤ Learn more on page 51	ASPIRATIONAL PLAN In a survey conducted by the internal Digital Strategy Division, approximately 42% of physicians would like to continue interacting with Takeda virtually. ➤ Learn more on page 38
PEOPLE			
TALENT ACQUISITION The talent acquisition area went through a complete reformulation. The selection process began to be conducted remotely and totally focused on the theme of Diversity, Equity & Inclusion. ➤ Learn more on page 57	TRAINING To further enhance the user experience, we are investing in the constant modernization of our training platforms, both for professional development as well as for Ethics & Compliance. ➤ Learn more on page 70	PROCESS Several processes within the more operational areas - such as Legal, for example - were restructured, bringing greater visibility and capacity for action. We built dashboards with the Power-Bi tool. ➤ Learn more on page 28	
PLANET			
PLATAFORMA VERDE "Plataforma Verde" is a software used to perform all the monitoring and follow-up of the waste generated in our operation, as well as its disposal. ➤ Learn more on page 83	SUSTAINABILITY JOURNEY More assertive and didactic communication with employees about the environmental projects in development. ➤ Learn more on page 81		



BIC RESEARCH

Every year we promote BIC, or Best in Class, Surveys, with the purpose of evaluating the stakeholders' perception regarding our performance. Based on the analysis of the results, we are able to outline action plans to improve our services. Below are the results for fiscal year 2021.

Objective – To be perceived as the best in its class

Results

BIC CLIENTS

Based on 39 interviews, we were considered one of the references of commercial model in the pharmaceutical market based on non-retail, retail and Hospital & Clinics.

BIC DIGITAL

After 324 interviews, Takeda was ranked first, being a reference in the two aspects evaluated: innovation in digital/ remote interaction and organization of remote events.

BIC GEM

Based on 344 interviews, we were positioned among the top three laboratories in all therapeutic areas, standing out in first place in Gastroenterology, Oncology, Fabry's Disease and Hereditary Angiodema.





07

CHAPTER APPENDICES

GRI Standards Summary
Credits

GRI Standards Summary

GRI STANDARD		CONTENT	REFERENCE (PAGE) / DIRECT RESPONSE
General Content			
GRI 102: General Content 2016	2-1	Organization details	Page 6.
	2-2	Entities included in the organization's sustainability reports	Takeda Brazil consists of two entities in the form of limited liability companies: Takeda Distribuidora Ltda. And Takeda Pharma Ltda.
	2-3	Reporting period, frequency and point of contact	Pages 6 and 98.
	2-4	Reformulation of information	None.
	2-5	External verification	None.
	2-6	Activities, value chain and other business relationships	Pages 12, 13 and 44.
	2-7	Employees	We have no employees without fixed hours. Learn more about our people profile on Page 56.
	2-8	Workers who are not employees	The only outsourced workers reside at the factory, and those controlled by Takeda represent young apprentice interns (hired via the Company-School Integration Center - Cíee).
	2-9	Governance structure and composition	The Brazilian Leadership Team (BLT) represents our highest governance body and is composed of Takeda Brazil's Executive Directors. Therefore, the terms of office are indefinite. Learn more on Pages 31 and 34.
	2-10	Nomination and selection of the highest governance body	The nomination and selection of BLT members are linked to the position held. That is, once a professional assumes the position of Executive Director, he or she is invited to be part of the committee.
	2-11	President of the highest governance body	Page 31.

GRI STANDARD		CONTENT	REFERENCE (PAGE) / DIRECT RESPONSE
GRI 102: General Content 2016	2-12	Highest governance body's role in overseeing impact management	Pages 34, 36 and 37.
	2-13	Delegation of responsibility for impact management	Pages 31 e 34.
	2-14	Role of the highest governance body in the sustainability reporting	The document has been reviewed and approved by Takeda Brazil's highest governance body, the BLT.
	2-15	Conflicts of interest	Page 31.
	2-16	Communication of critical concerns	Critical concerns are followed up by the Crisis Management Committee. In 2021 we were not able to count the number of communications of these concerns. However, for the next cycle, we will seek to adjust the internal flow and improve our control over this point.
	2-17	Collective knowledge of the highest governance body	Page 70.
	2-18	Evaluation of the performance of the highest governance body	Page 31.
	2-19	Compensation policies	It is a strategic disclosure for the company. Therefore, we will not be reporting on it.
	2-20	Process for determining compensation	
	2-21	Proportion of total annual compensation	
	2-22	Sustainable Development Strategy Statement	Page 4.
	2-23	Policies of commitments	Pages 24, 44 and 60.
	2-24	Incorporating the policies of commitments	Pages 24, 25, 26, 34 and 44.
	2-25	Processes to remedy negative impacts	Pages 24, 27, 34, 77 and 79.
	2-26	Mechanisms for seeking guidance and raising concerns	Page 27.
	2-27	Compliance with laws and regulations	We consider as "significant" those cases of any nature that could result in reputational risk; that address sensitive topics, such as corruption, crime; and/or that result in a penalty equal to or exceeding R\$500,000.00, and that could result in reputational risk for Takeda. According to these criteria, there were no cases in fiscal year 2021.

GRI STANDARD		CONTENT	REFERENCE (PAGE) / DIRECT RESPONSE
GRI 102: General Content 2016	2-28	Membership in associations	Page 38.
	2-29	Approach to stakeholder engagement	Pages 9, 10 and 27.
	2-30	Collective bargaining agreements	100% of our factory employees are protected by collective bargaining agreements. In the office, this coverage is 96% due to the interns' contract, who are not covered by CCT.
GRI 103: Management Approach 2016	3-1	Process for determining material topics	Page 9.
	3-2	List of material topics	Page 9.
	3-3	Managing material topics	Pages 24, 31, 39, 46, 56, 58, 74, 79, 82, 83, 85 and 88.
Economic Content			
GRI 205: Fighting Corruption 2016	205-2	Communication and training on anti-corruption policies and procedures	We conduct ongoing Code of Conduct training, which includes the topic of corruption. Learn more about this management on Pages 24, 26 and 29.
Environmental Content			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy consumption within the company refers only to electrical energy, which is 100% renewable. Learn more on Page 79.
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Pages 79 and 85.
	303-2	Managing impacts related to wastewater disposal	Page 85.
	303-3	Water withdrawal	Page 79.
	303-4	Disposal of wastewater	Pages 79 and 85.
	303-5	Water consumption	Page 79.
GRI 305: Emissions 2016	305-1	Direct emissions (Scope 1) of greenhouse gases (GHG)	We have no biogenic CO ₂ emissions. Learn more about Scope 1 emissions on Page 79.
	305-2	Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	We have no biogenic CO ₂ emissions. Learn more about Scope 2 emissions on Page 79.

GRI STANDARD		CONTENT	REFERENCE (PAGE) / DIRECT RESPONSE
GRI 305: Emissions 2016	305-3	Other indirect emissions (Scope 3) of greenhouse gases (GHG)	Page 82.
	305-5	Reduction of greenhouse gas (GHG) emissions	There was a relative increase in GHG emissions in the period due to refrigerant gas losses in the Chiller System, which resulted in CO ₂ emissions (r-134-A gas). Not only that, but compared to fiscal year 2020, we found a higher consumption of NG, due to the increase in production volume. As future measures, we will execute a project aimed at the electric boilers, in order to eliminate Scope 1 emissions, as well as a project to use the heat from the compressors that, after captured, will be used to heat water and allow it to enter the boilers already heated, reducing gas consumption.
	305-6	Emissions of ozone-depleting substances (ODS)	Total in tons of CFC-11 equivalent: 782. Throughout 2021, there were some leaks of refrigerant gas (hcfcs) from the utilities and air conditioning systems, which generated CO ₂ equivalent emissions, being R-134-A = 749 ton; R-410-4 = 9 ton and R-507 = 24 ton. The volumes were taken from Takeda's official global system, based on GHG Protocol metrics.
	305-7	Emissions of NO _x , SO _x and other significant air emissions	Page 82.
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Page 83.
	306-2	Management of significant waste-related impacts	Pages 83 and 84.
	306-3	Waste generated	Pages 79 and 83.
	306-4	Waste not destined for final disposal	Pages 79 and 84.
Social Content			
GRI 401: Employment 2016	401-1	New hires and employee turnover	Page 57.
GRI 403: Occupational Health & Safety 2018	403-1	Occupational health and safety management system	Page 74.

GRI STANDARD		CONTENT	REFERENCE (PAGE) / DIRECT RESPONSE
GRI 403: Occupational Health and Safety 2018	403-2	Hazard identification, risk assessment and incident investigation	Page 74.
	403-3	Occupational health services	Page 74.
	403-4	Worker participation, consultation and communication with workers on occupational health and safety	Page 75.
	403-5	Worker training in occupational health and safety	Page 75.
	403-6	Worker health promotion	Pages 76, 79 and 81.
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Page 74.
	403-9	Workplace accidents	Zero.
GRI 404: Training and Education 2016	404-2	Employee skills enhancement and career transition assistance programs	We do not have career transition assistance. Our training and career development programs for permanent employees can be found on Pages 26 and 70.
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity in governance bodies and employees	Page 58.
GRI 412: Human Rights Assessment	412-3	Significant investment agreements and contracts that include human rights clauses or that have undergone human rights assessment	Page 30.
GRI 413: Local Communities 2016	413-1	Operations with engagement, impact assessments and local community development programs	Page 39.
GRI 416: Consumer Health and Safety 2016	416-1	416-1 Assessment of the impacts on health and safety caused by products and services categories	Page 53.
GRI 419: Socio-Economic Compliance 2016	419-1	419-1 Non-compliance with laws and regulations in the socio-economic area	We consider as "significant" those cases of any nature that could result in reputational risk; that address sensitive topics, such as corruption, crime; and/or that result in a penalty equal to or exceeding R\$500,000.00, and that could result in reputational risk for Takeda. According to these criteria, there were no cases in fiscal year 2021.

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Credits

COORDINATION

Takeda Brazil Social Responsibility Area

CONSULTING, EDITORIAL PROJECT, TRANSLATION AND WRITING

RICCA Sustentabilidade

GRAPHIC DESIGN, LAYOUT AND ILLUSTRATIONS

RICCA Sustentabilidade

PHOTOGRAPHS

Takeda

C-ANPROM/BR/CORP/0304 - October 2022 - Material for general public.



GRI 2-3

Do you have a question about
the report?
Send it to:

rsc.brasil@takeda.com

