

Better Health, Brighter Future

WEF Index Report 2022

Fiscal Year Ended March 31, 2022

This index table summarizes the relevant disclosures aligned to the **Metrics for Measuring Stakeholder Capitalism** released by the **World Economic Forum (WEF)** and its **International Business Council (IBC)**. The index supplements content provided on our overarching sustainability priorities, commitments and initiatives outlined in our [2022 Annual Integrated Report](#) and on [Takeda.com](#). Along with over [60 other business leaders](#), we aim to adopt and implement the Stakeholder Capitalism metrics to emphasize our commitment to patients, people and planet. More information on the Stakeholder Capitalism metrics can be found in the World Economic Forum's [white paper](#).

Optimizing our ESG Reporting is an iterative process. While we do not yet report against every indicator within this reporting framework, we will work to continuously enhance our data capture processes and reporting of material ESG information to demonstrate our commitment to transparency and our stakeholders.

The reporting period covers FY21 (April 1, 2021 to March 31, 2022) unless otherwise specified. Selected metrics have been assured by Apex Companies, LLC, an independent professional services company and are denoted with a symbol . A copy of the assurance statement can be found in our [2022 ESG Data Portal](#).



Governing Purpose

Setting Purpose

Building from Takeda’s strong heritage, our corporate philosophy brings greater focus to our purpose, vision, values and imperatives. At the heart of our corporate philosophy is our purpose to bring “Better Health for People, Brighter Future for the World.” We create long-term value for all our stakeholders – we consider how our actions will impact the next decade, not just the next quarter. We strive to address unmet medical needs by delivering life-transforming or life-saving medicines and vaccines, and we believe this will translate into sustainable growth for the business. Our purpose is deliberately even broader than this, however. It encompasses the wider world, as well as a commitment to be environmentally responsible. Through our purpose-led sustainability approach, we create value for society by putting our core strengths and capabilities as a biopharmaceutical company to work to help solve key societal challenges.

This purpose-led and values-based approach drives all of our actions and decisions, and our commitments across our Patient, People and Planet imperatives underpinned by Data and Digital. Our approach is integrated into how we do business – throughout our entire value chain from research and development (R&D) to product distribution – taking into consideration how our work affects patients and people in the communities we serve, as well as the planet.

For more information on our Corporate Philosophy, refer to [Takeda.com](https://www.takeda.com)

Quality of Governing Body

Governance Body Composition

Biographies of members of the Executive Team and Board of Directors can be found on our [Company Information](#) page, and includes each members’ experience, tenure and other significant positions and commitments.

Detailed information on the composition of the Board of Directors and its committees, including the skills matrix, can also be found on our [Corporate Governance](#) page and the Corporate Governance Report found therein.

Stakeholder Engagement

Material Issues Impacting Stakeholders

We conducted a comprehensive materiality assessment in FY2019 to better understand which non-financial issues are strategically important to Takeda and of most interest to our stakeholders. Embedding the results of this materiality assessment into our overall strategy and business operations ensures that we allocate resources and make decisions in a way that helps us play our part in meeting major global challenges.

For more detailed information on our materiality process and results, refer to our Materiality page on [Takeda.com](https://www.takeda.com).

Ethical Behaviour

	Ethics & Compliance	FY21	
Anti-Corruption	Total percentage of employees trained on Takeda’s anti-corruption policies and procedures	100%	<input checked="" type="checkbox"/>
	Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - Japan	100%	<input checked="" type="checkbox"/>
	Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - U.S.	100%	<input checked="" type="checkbox"/>
	Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - EUCAN	100%	<input checked="" type="checkbox"/>
	Total percentage of employees trained on Takeda’s anti-corruption policies and procedures - GEM	100%	<input checked="" type="checkbox"/>
	Total percentage of employees trained on Takeda’s Code of Conduct	97%	
	Total percentage of employees trained on Takeda’s Code of Conduct - Japan	98%	
	Total percentage of employees trained on Takeda’s Code of Conduct - U.S.	96%	
	Total percentage of employees trained on Takeda’s Code of Conduct - EUCAN	97%	
	Total percentage of employees trained on Takeda’s Code of Conduct - GEM	98%	
	Total number of incidents of corruption confirmed during the year, but related to previous years	1	<input checked="" type="checkbox"/>
	Total number of incidents of corruption confirmed during the year, related to year	1	<input checked="" type="checkbox"/>
<p>Select indicators have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our ESG Data Portal under Values-Based Governance Metrics.</p> <p>Takeda is committed to operating with integrity. Our Global Anti-Corruption Policy prohibits Takeda from conducting, through third-party intermediaries, activities that Takeda is prohibited from conducting itself. Takeda must assess every third-party intermediary to identify and address issues that pose any potential risks for Takeda. We conduct regular audits to assess instances of bribery and corruption and have implemented an ongoing monitoring program that samples and evaluates high-risk transactions against governing policy and procedure control documents. Takeda executes root cause analysis against monitoring nonadherence and develops remediation plans to drive continuous improvement.</p>			

WEF Theme

Takeda Disclosure

Protected ethics advice and reporting mechanisms

Takeda aims to create a safe place for employees to raise concerns about potential misconduct, while also offering protection against retaliation. Concerns can also be raised internally through functions such as Human Resources, Legal, Ethics and Compliance or directly to senior management. All concerns are addressed promptly, confidentially and respectfully.

The Takeda Ethics Line provides an alternative channel where employees and the general public can raise concerns if they feel Takeda is not living up to our values. It is available online and by phone, 24 hours a day, in 20 languages. If desired, concerns may be raised anonymously.

Timely and appropriate action is taken against any behaviors or practices that are not in line with our values and our Global Code of Conduct. We are committed to analyzing and understanding the root causes of misconduct to help prevent similar issues arising again.

We continue to strengthen our speak-up culture with general awareness initiatives.

Ethical Behaviour (Continued)

Monetary losses from unethical behaviour (Expanded Metric)

FY21 total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, anti-trust, anti-competition, market manipulation, malpractice or violations of other related regulations (JPY million): 203.3

This indicator has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our ESG Data Portal under Values-Based Governance Metrics.

Risk and Opportunity Oversight

Integrating risk and opportunity into business process

We conducted a comprehensive materiality assessment in FY2019 to better understand which non-financial issues are strategically important to Takeda and of most interest to our stakeholders. Embedding the results of this materiality assessment into our overall strategy and business operations ensures that we allocate resources and make decisions in a way that helps us play our part in meeting major global challenges. We prioritized the issues according to their level of importance and then linked them to our Patient, People and Planet imperatives, as well as management fundamental issues, to make sure Takeda acts in line with our values and purpose. These results are built into our corporate philosophy. The results of this process can be found at [Takeda.com](https://www.takeda.com).

On annual basis, we disclose the present and future risks that we believe are material and we could face in our business, including environmental, social- and governance-related risks. These are disclosed under Risk Factors in our [Annual Securities Report](#) and [Form 20-F](#).

Economic, Environmental and Social Topics in Capital Allocation framework (Expanded Metric)

Guided by our values and commitment to patients, people and the planet, we will allocate capital to maximize value for patients & shareholders. Takeda is a purpose-led organization that exists to create better health for people, and a brighter future for the world. We maintain a sustainable business strategy that responds to global challenges. To make this clear to all stakeholders, we have updated our capital allocation policy to reflect how Takeda's board considers economic, environmental and social issues when overseeing major capital allocation decisions.

WEF Theme

Takeda Disclosure

Climate Change

Greenhouse Gas (GHG) emissions	Greenhouse Gas Emissions (Thousand MTCO2e)	FY21	
	Scope 1 Emissions	316	
CO2	302		
CH4	0.18		
N2O	0.21		
Refrigerants (HFCs, CFCs, HCFCs)	14.1		
Scope 2 Emissions - location-based methodology	283		<input checked="" type="checkbox"/>
Scope 2 Emissions - market-based methodology	178		<input checked="" type="checkbox"/>
Scope 3, all applicable categories	4716		
Category 1	4070		<input checked="" type="checkbox"/>
Category 2	35		<input checked="" type="checkbox"/>
Category 4	341		<input checked="" type="checkbox"/>
Category 7	77		<input checked="" type="checkbox"/>
Category 10	14		<input checked="" type="checkbox"/>
All other applicable categories	179		<input checked="" type="checkbox"/>
TCFD Implementation & Paris-aligned GHG Emissions Targets (Expanded Metric)	<p>Our Scopes 1, 2, and categories of our currently estimated scope 3 data has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further breakdowns of our currently estimated Scope 3 emissions, or for a copy of our Assurance Statement, please see our ESG Data Portal under Planet Metrics.</p>		
	<p>Takeda works to mitigate greenhouse gas (GHG) emissions both inside our own operations and throughout our value chain. We launched our carbon neutrality strategy in January 2020 by purchasing renewable energy certificates and carbon offsets to compensate for emissions from our entire value chain. In May of 2022, we announced a new ambitious commitment by accelerating our long-term goal to reach net-zero GHG emissions from our operations (Scopes 1 and 2) before FY2035, while working with our value chain to achieve net-zero for our currently estimated Scope 3 emissions before 2040. This new commitment goes well beyond our Paris Accord-aligned GHG emissions reduction targets, which were approved by the Science Based Targets initiative (SBTi) in 2019. We will continue to seek opportunities to accelerate progress towards our GHG reduction targets and will revise our SBTi targets in due course.</p>		
	<p>Climate change is undoubtedly one of the greatest challenges facing humanity. Should the increases in the frequency and severity of extreme weather events, rising ocean levels or the spread of vector-borne illnesses predicted by some climate models be realized, society will be impacted at every level. To further our understanding of potential business risks and opportunities related to climate change, Takeda</p>		

WEF Theme

Takeda Disclosure

undertook a climate risk and opportunities analysis in FY2020, which included modelling three climate scenarios (based on the level of global warming; 1.5°C, 2.5°C, and 4°C) and across two time horizons (calendar years 2030 and 2050). The scope of the analysis included key business regions covering over 90% of Takeda’s owned and leased assets by property value.

This initial climate scenario analysis provided important insights into the identification, likelihood and magnitude of potential climate risks and opportunities that will be used to further inform Takeda’s strategic business and financial planning. Based on this analysis, Takeda has drafted a disclosure, which is aligned with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) available [here](#). In the future, we will be working to improve the data quality and accuracy of our models and expand the scope of the climate risk and opportunities analysis to include an assessment of potential impacts within our critical supply chain.

Nature Loss

Land use and ecological sensitivity

FY21 Number of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas: 29

FY21 Area of sites owned, leased or managed in or adjacent to protected areas and/or key biodiversity areas (hectares): 329

These metrics have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology or for a copy of our Assurance Statement, please see our ESG Data Portal under Planet Metrics.

Freshwater Availability

Water consumption in water-stressed areas

Water Withdrawal	FY21	
Water Withdrawal in Areas with High-Extremely High Water Risk (Thousand Cubic Meters)	1,090	<input checked="" type="checkbox"/>
Water Withdrawal in Areas with High-Extremely High Water Risk (% of total water withdrawal)	10%	
Water Withdrawal in Areas with Low-Medium Water Risk (Thousand Cubic Meters)	10,200	<input checked="" type="checkbox"/>
Water Withdrawal in Areas with Low-Medium Water Risk (% of total water withdrawal)	90%	
Water Consumed		
Water Consumed in Areas with High-Extremely High Water Risk (Thousand Cubic Meters)	165	<input checked="" type="checkbox"/>
Water Consumed in Areas with High-Extremely High Water Risk (% of total water consumed)	6%	
Water Consumed in Areas with Low-Medium Water Risk (Thousand Cubic Meters)	2,540	<input checked="" type="checkbox"/>
Water Consumed in Areas with Low-Medium Water Risk (% of total water consumed)	94%	

Our water withdrawal and water consumption data has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further water metrics or for a copy of our Assurance Statement, please see our ESG Data Portal under Planet Metrics.

WEF Theme

Takeda Disclosure

Takeda has a robust water risk assessment process in place to identify water-dependent Company sites in areas of high water stress and to work with them to mitigate associated water risks through on-site action and community engagement. Takeda also performs a high-level water risk assessment of critical vendors as part of our Third-Party Risk Management Process. This process flags vendors within certain categories and spend thresholds if they are geographically located in areas with high water stress so that they can be subjected to additional scrutiny to better assess/mitigate potential risk exposure.

Resource Availability

Resource Circularity (Expanded Metric)

Takeda supports and participates in pharmaceutical take-back programs in collaboration with relevant industry groups, including the Pharmaceutical Product Stewardship Working Group (PPSWG). Takeda also supports education of our patients and end users to encourage safe return or disposal of unwanted or expired medicines and sharps. We will continue to improve our baseline understanding of unused medicine and sharps takeback efforts including remediation plans and improvement roadmap as necessary.

Takeda's current support for external drug programs is active only in the US. Through our participation in and funding of PPSWG, approximately 245 tons of unwanted medicine and 92 tons of sharps-containing drug products were collected for disposal in CY2021. We are evaluating programs in other global regions.

WEF Theme

Takeda Disclosure

Dignity and Equality

		FY21				
		Male		Female		
Diversity and Inclusion (%)	% Workforce - Manager	59%		41%	<input checked="" type="checkbox"/>	
	% Workforce - Individual Contributor	46%		54%		
	Total Employees	48%		52%	<input checked="" type="checkbox"/>	
			Age Group 1: <30	Age Group 2: 30 - 50	Age Group 3: >50	
	% Workforce - Manager	2%	71%	27%		
	% Workforce - Individual Contributor	22%	60%	18%		
	Total Employees	19%	62%	19%	<input checked="" type="checkbox"/>	
	<p>Select People metrics have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further breakdowns of these metrics by indicators of diversity or for a copy of our Assurance Statement, please see our ESG Data Portal under People Metrics.</p>					
	Pay Equality (%)	Not disclosed				
Wage Level (%)	Not disclosed					

Dignity and Equality

Risk for incidents of child, forced or compulsory labor

As a long-standing participant in the UN Global Compact, we're committed to respecting and promoting internationally recognized human rights within every aspect of our business, across our supply chains, and in communities where we operate. We expect the same from suppliers and third parties operating on our behalf. We do this in accordance with the International Bill of Human Rights, comprised of the Universal Declaration of Human Rights (UDHR), the International Covenants on Civil and Political Rights (ICCPR) and Economic, Social and Cultural Rights (ICESCR), and the ILO Core Labor Conventions. In addition, we're implementing the UN Guiding Principles on Business and Human Rights. We've identified our 11 most relevant (salient) human rights impacts informed by a comprehensive human rights impact assessment. These include "Labor rights in the workplace" and "Third party Labor Rights".

At Takeda, we are committed to implementing due diligence processes to identify, assess, and address our human rights impacts and aim to create a safe place for employees, and third parties, to raise concerns about potential misconduct, including human rights violations. Our employees and third parties have access to several channels to do this, including the [Takeda Ethics Line](#). Timely and appropriate action is taken to address any behaviors or practices that have caused or contributed to adverse human rights impacts. In addition, we are committed to analyzing and evaluating the root cause to help prevent similar issues from arising again and providing access to timely remedy where required.

Modern slavery is a complex issue that can manifest at multiple tiers of the supply chain. As part of our Third Party Risk Management process, we have embedded several globally-recognized indices and consulted other sources such as the Global Slavery Index to help determine areas of focus. By using these indices and references, we have identified over 100 countries as being potentially medium or higher risk from a labor standards perspective, a consideration that includes modern slavery. In addition, we have defined a select number of third-party engagements as potentially representing a higher Modern Slavery risk to Takeda. The higher risk third party engagements of most relevance to Takeda include manufacturing, facilities services, construction, hospitality, agriculture and extractives commodities and logistics and warehousing.

Discrimination and harassment incidents - total amount of monetary losses (Expanded Metric)

FY21 Total amount of monetary losses as a result of legal proceedings associated with labour law violations and employment discrimination (JPY million): 235.5

This indicator has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, other KPIs related to ethics and compliance or for a copy of our Assurance Statement, please see our ESG Data Portal under Values-Based Governance Metrics

WEF Theme

Takeda Disclosure

Health and Well Being

	Health & Safety Incident Rates (per 200,000 hours worked)	FY21	
Health and safety (%)	Total Recordable Incident Rate	1.26	<input checked="" type="checkbox"/>
	Incidents with Days Lost Rate	0.24	<input checked="" type="checkbox"/>
	Number of fatalities	0	<input checked="" type="checkbox"/>
	Fatality rate	0	<input checked="" type="checkbox"/>
	Number of high-consequence work-related injuries (excluding fatalities)	0	<input checked="" type="checkbox"/>
	Rate of high-consequence work-related injuries (excluding fatalities)	0	<input checked="" type="checkbox"/>
	Total number of hours worked	100,800,000	

Select health & safety data has been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology or for a copy of our Assurance Statement, please see our ESG Data Portal under People Metrics. More information on our Employee Well-Being initiatives can be found at [Takeda.com](https://www.takeda.com).

Skills for the Future

Training provided (#, \$)	FY21 Average number of hours per FTE spent on employee development training to enhance knowledge or individual skill: 28
	For details of our calculation methodology, other KPIs related to People, please see our ESG Data Portal under People Metrics

WEF Theme

Takeda Disclosure

Employment and Wealth Generation

	Talent Management	FY21	
Absolute number and rate of employment	Total number of new hires	12,678	<input checked="" type="checkbox"/>
	New hires as % of total workforce	19%	<input checked="" type="checkbox"/>
	Total global turnover rate	23%	<input checked="" type="checkbox"/>
	Total global involuntary turnover rate	6%	<input checked="" type="checkbox"/>
	Total global voluntary turnover rate	17%	<input checked="" type="checkbox"/>
Select People metrics have been assured by Apex Companies, LLC, an independent professional services company. For details of our calculation methodology, further breakdowns of these metrics by indicators of diversity or for a copy of our Assurance Statement, please see our ESG Data Portal under People Metrics.			
Economic contribution	Detailed information on our economic contributions and financial investments can be found in in our financial statements .		
Financial investment contribution			

Innovation of Better Products and Services

Total R&D expenses (\$)	Annual Research and Development expenses can be found in our financial statements on page 2.
Vitality Index (Expanded Metric)	<p>Takeda’s vitality index, defined as the revenue contribution from products commercialized in the last five years, is 4.2% for our FY ending March 2022 (vs 3.5% for the prior year). This includes key contributions from our rare disease and oncology portfolios, such as from Takhzyro for hereditary angioedema and Alunbrig for non-small cell lung cancer.</p> <p>Over the last five years, Takeda has undertaken a significant R&D transformation. We set a high bar for innovation and cultivated external collaborations and strong research capabilities in order to bring life-changing therapies to patients worldwide. As a result of our sustained efforts and investments, we received two new drug approvals in the fiscal year, Exkivity for a subset of non-small cell lung cancer patients, and Livtensity for cytomegalovirus infection in post-transplant patients. We have continued our efforts supporting the rollout of new vaccines to aid the urgent battle against COVID-19 in Japan, obtaining approval for Nuvaxovid in April 2022. We look forward to another potential vaccine approval in the coming year with our dengue program. In fiscal year 2021 we substantially increased our R&D investment to support the potential we see in our pipeline. Having transformed our internal R&D engine, we have accelerated innovation as we seek to position Takeda at the intersection of health, technology and business growth for the long term and for the benefit of patients around the world.</p>

Community and Social Vitality

Total Tax Paid	Total corporate income taxes paid by Takeda can be found in our financial statements on page 2. More information on our approach to tax transparency can be found in our Position on Taxation .
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Legal Disclaimers

IMPORTANT NOTICE

For the purposes of this notice, “report” means this document, any oral presentation, any question and answer session and any written or oral material discussed or distributed by Takeda Pharmaceutical Company Limited (“Takeda”) regarding this report. This report (including any oral briefing and any question-and-answer in connection with it) is not intended to, and does not constitute, represent or form part of any offer, invitation or solicitation of any offer to purchase, otherwise acquire, subscribe for, exchange, sell or otherwise dispose of, any securities or the solicitation of any vote or approval in any jurisdiction. No shares or other securities are being offered to the public by means of this report. No offering of securities shall be made in the United States except pursuant to registration under the U.S. Securities Act of 1933, as amended, or an exemption therefrom. This report is being given (together with any further information which may be provided to the recipient) on the condition that it is for use by the recipient for information purposes only (and not for the evaluation of any investment, acquisition, disposal or any other transaction). Any failure to comply with these restrictions may constitute a violation of applicable securities laws. The companies in which Takeda directly and indirectly owns investments are separate entities. In this report, “Takeda” is sometimes used for convenience where references are made to Takeda and its subsidiaries in general. Likewise, the words “we,” “us” and “our” are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.

FORWARD-LOOKING STATEMENTS

This report and any materials distributed in connection with this report may contain forward-looking statements, beliefs or opinions regarding Takeda’s future business, future position and results of operations, including estimates, forecasts, targets and plans for Takeda, which include Takeda’s greenhouse gas emission goals. Without limitation, forward-looking statements often include words such as “targets”, “plans”, “believes”, “hopes”, “continues”, “expects”, “aims”, “intends”, “ensures”, “will”, “may”, “should”, “would”, “could” “anticipates”, “estimates”, “projects” or similar expressions or the negative thereof. These forward-looking statements are based on assumptions about many important factors, including the following, which could cause actual results to differ materially from those expressed or implied by the forward-looking statements: the extent to which our internal energy conservation measures and future advancements in renewable energy or low carbon energy technology will enable us to reduce our GHG emissions; the economic circumstances surrounding Takeda’s global business, including general economic conditions in Japan and the United States; competitive pressures and developments; changes to applicable laws and regulations, including global health care reforms; challenges inherent in new product development, including uncertainty of clinical success and decisions of regulatory authorities and the timing thereof; uncertainty of commercial success for new and existing products; manufacturing difficulties or delays; fluctuations in interest and currency exchange rates; claims or concerns regarding the safety or efficacy of marketed products or product candidates; the impact of health crises, like the novel coronavirus pandemic, on Takeda and its customers and suppliers, including foreign governments in countries in which Takeda operates, or on other facets of its business; the timing and impact of post-merger integration efforts with acquired companies; the ability to divest assets that are not core to Takeda’s operations and the timing of any such divestment(s); and other factors identified in Takeda’s most recent Annual Report on Form 20-F and Takeda’s other reports filed with the U.S. Securities and Exchange Commission, available on Takeda’s website at: <https://www.takeda.com/investors/sec-filings/> or at www.sec.gov. Takeda does not undertake to update any of the forward-looking statements contained in this report or any other forward-looking statements it may make, except as required by law or stock exchange rule. Past performance is not an indicator of future results and the results or statements of Takeda in this report may not be indicative of, and are not an estimate, forecast, guarantee or projection of Takeda’s future results.

FINANCIAL INFORMATION AND CERTAIN NON-IFRS FINANCIAL MEASURES


Takeda’s financial statements are prepared in accordance with International Financial Reporting Standards (“IFRS”). This report and materials distributed in connection with this report include certain non-IFRS financial measures not presented in accordance with IFRS, such as Underlying Revenue, Core Operating Profit, Underlying Core Operating Profit, Core Net Profit, Underlying Core EPS, Net Debt, EBITDA, Adjusted EBITDA, Free Cash Flow and CER Growth. Takeda’s management evaluates results and makes operating and investment decisions using both IFRS and non-IFRS measures included in this report. These non-IFRS measures exclude certain income, cost and cash flow items which are included in, or are calculated differently from, the most closely comparable measures presented in accordance with IFRS. By including these non-IFRS measures, management intends to provide investors with additional information to further analyze Takeda’s performance, core results and underlying trends. Takeda’s non-IFRS measures are not prepared in accordance with IFRS and such non-IFRS measures should be considered a supplement to, and not a substitute for, measures prepared in accordance with IFRS (which we sometimes refer to as “reported” measures). Investors are encouraged to review the reconciliation of non-IFRS financial measures to their most directly comparable IFRS measures, which are on slides 49-54 of the [FY2021 FY2021 Earnings Announcement](#).

EXCHANGE RATES

Throughout this report, certain amounts presented in Japanese yen have been translated to US dollars solely for the convenience of the reader at an exchange rate of 1USD = 121.44 JPY, the Noon Buying Rate certified by the Federal Reserve Bank of New York on March 31, 2022. The rate and methodologies used for these convenience translations differ from the currency exchange rates and translation methodologies under IFRS used for the preparation of Takeda’s consolidated financial statements. These translations should not be construed as a representation that the relevant Japanese yen amounts could be converted into U.S. dollars at this or any other rate.

MEDICAL INFORMATION

This report contains information about products that may not be available in all countries, or may be available under different trademarks, for different indications, in different dosages, or in different strengths. Nothing contained herein should be considered a solicitation, promotion or advertisement for any prescription drugs including the ones under development.



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