

MESSAGE FROM THE EXTERNAL DIRECTOR, CHAIR OF THE BOARD MEETING

MASAMI IIJIMA

External Director,
Chair of the Board Meeting



It was an honor to have been appointed Chair of the Board Meeting at the recent 146th Ordinary General Meeting of Shareholders. Masahiro Sakane, my predecessor, was committed to energizing the Board of Directors and working closely with Christophe Weber, President & CEO, to further globalize Takeda and strengthen its governance.

Succeeding Masahiro as Chair of the Board of Directors is a great responsibility. And I intend to use all of the experience I gained leading Mitsui & Co. and building close relationships in the business community to contribute to Takeda's growth and development.

A future guided by purpose and Takeda-ism

Global companies operate in an increasingly difficult business environment. The COVID-19 pandemic raised questions about the ability of health care and pharmaceutical companies to deal with infrastructure and supply challenges. In addition, environmental issues, such as climate change caused by global warming are intensifying. And the Russia-Ukraine conflict has changed geopolitical relationships overnight, increasing tensions between countries and making international relations even more complex.

In 1916, Eiichi Shibusawa, a leading figure in the development of Japan's modern economy, wrote in *Rongo to Soroban (Analects of Confucius and the Abacus)* that business and the achievement of a sustainable society are interconnected. Takeda's sustainability ambitions are based on its purpose to deliver better health for people, and a brighter future for the world. This perfectly embodies Takeda's character as a company that builds its global business around patients — people. Despite the uncertainty of today's business environment, guided by this purpose and Takeda-ism, Takeda is well-placed to achieve its vision for the future.

A board built on transparency and governance capability

In business, opportunity and risk are also interconnected. Members of the Board of Directors and internal leaders must look for growth opportunities and take risks to deliver on them. Of the 15 members of Takeda's Board of Directors, the majority (11) are independent external directors. I have been an external director at several companies, but the Board of Directors put together by my predecessor Masahiro and Christophe deserves special praise for its transparency and governance capability.

In addition to monitoring, a Board of Directors must also advise and direct. The mission of the Board of Directors is to serve all patients, colleagues and the planet which gives us life, and to demonstrate our capability to create long-term value. Our responsibilities are wide-ranging, from management plans and risk management to ESG (environmental, social and governance). We also play an important part in developing the next generation of leaders, which is crucial to the company's continued growth. In my experience, no matter how far technology advances, meaningful change is always driven by people, so developing those who will lead Takeda into the future is an important focus.

And as Chair of the Board Meeting, I will lead the Board of Directors with commitment and do my best to deliver value to shareholders and the company.

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