Better Health, Brighter Future

News Release

Information About General Reserve and Other Voluntary Reserves

OSAKA, Japan and CAMBRIDGE, Massachusetts, September 25, 2025 – Takeda (**TSE:4502/NYSE:TAK**) announces that its Board of Directors approved, on September 24, 2025 (U.S. Eastern Time), a reversal of general reserve and unrestricted reversal of other voluntary reserves, as detailed below.

Takeda has established a provision in its Articles of Incorporation to the effect that the matters specified in each item of Paragraph 1, Article 459 of the Companies Act of Japan may be conducted by resolution of the Board of Directors.

This treatment within the net assets section on Takeda Pharmaceutical Company Limited's balance sheet (unconsolidated) does not affect the consolidated financial results.

1. Details

   Reversal of voluntary reserves listed below including the general reserve, and reclassification of those reserves to unappropriated retained earnings.

   (1) Surplus items to be decreased, and their amounts (JPY)

Reserve for retirement benefits	5,000 million
Reserve for dividends	11,000 million
Reserve for research and development	2,400 million
Reserve for capital improvements	1,054 million
Reserve for promotion of exports	434 million
General reserve	814,500 million

   (2) Surplus item to be increased, and the amount (JPY)

Unappropriated retained earnings	834,388 million

2. Reason for reversal of the general reserve and other voluntary reserves

   To enable a flexible capital policy by effectively utilizing a portion of the internal reserves that were accumulated in the past and remained unused over many years.

3. Effective date

   September 24, 2025

4. Impact on Consolidated Financial Results

   There is no impact on consolidated financial results as this is a reclassification of accounts in the section of net assets of the balance sheet of Takeda Pharmaceutical Company Limited (unconsolidated) and there is no change in the amount of total net assets.

About Takeda Pharmaceutical Company Limited
Takeda is focused on creating better health for people and a brighter future for the world. We aim to discover and deliver life-transforming treatments in our core therapeutic and business areas, including gastrointestinal and inflammation, rare diseases, plasma-derived therapies, oncology, neuroscience and vaccines. Together with our partners, we aim to improve the patient experience and advance a new frontier of treatment options through our dynamic and diverse pipeline. As a leading values-based, R&D-driven biopharmaceutical company headquartered in Japan, we are guided by our commitment to patients, our people and the planet. Our employees in approximately 80 countries and regions are driven by our purpose and are grounded in the values that have defined us for more than two centuries. For more information, visit www.takeda.com.

Contacts

Investor Relations
Christopher O'Reilly
christopher.oreilly@takeda.com
+81 (0) 3-3278-2543

Media Relations
Brendan Jennings
brendan.jennings@takeda.com
+81 (0) 80-2705-8259
(Outside Japan business hours)
Media_relations@takeda.com

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The companies in which Takeda directly and indirectly owns investments are separate entities. In this press release, "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 press release and any materials distributed in connection with this press release 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. 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", "forecasts", "outlook" 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 economic circumstances surrounding Takeda's global business, including general economic conditions in Japan and the United States and with respect to international trade relations; competitive pressures and developments; changes to applicable laws and regulations, including tax, tariff and other trade-related rules; 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; the success of our environmental sustainability efforts, in enabling us to reduce our greenhouse gas emissions or meet our other environmental goals; the extent to which our efforts to increase efficiency, productivity or cost-savings, such as the integration of digital technologies, including artificial intelligence, in our business or other initiatives to restructure our operations will lead to the expected benefits; 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-and-security-reports/ or at www.sec.gov. Takeda does not undertake to update any of the forward-looking statements contained in this press release 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 press release may not be indicative of, and are not an estimate, forecast, guarantee or projection of Takeda's future results.

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