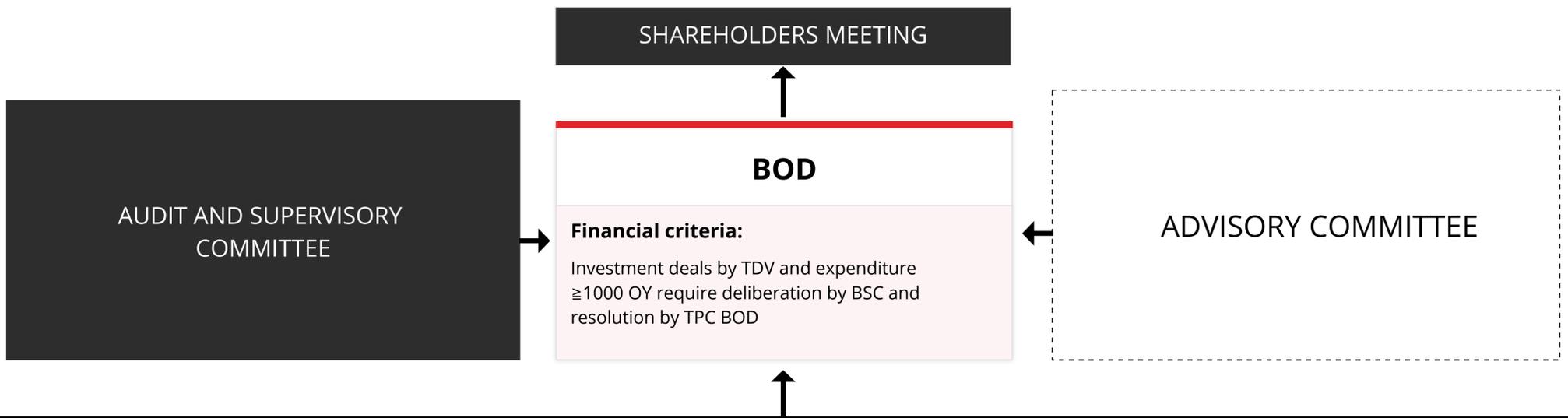
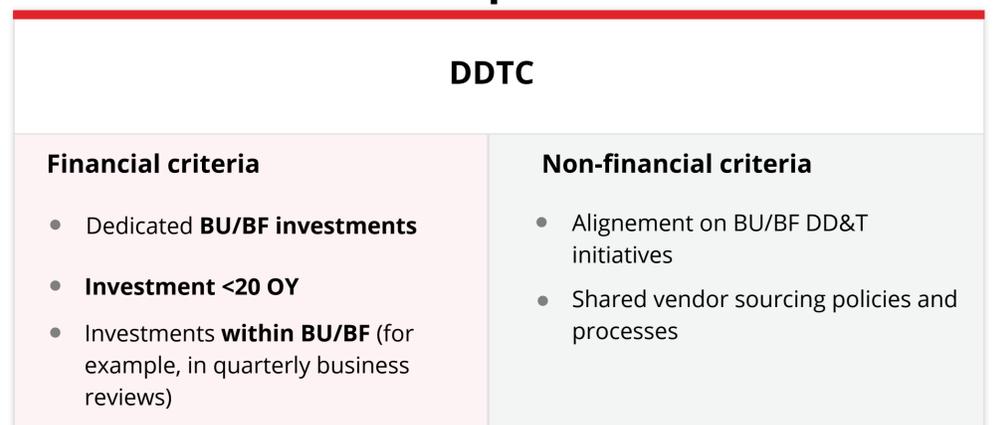
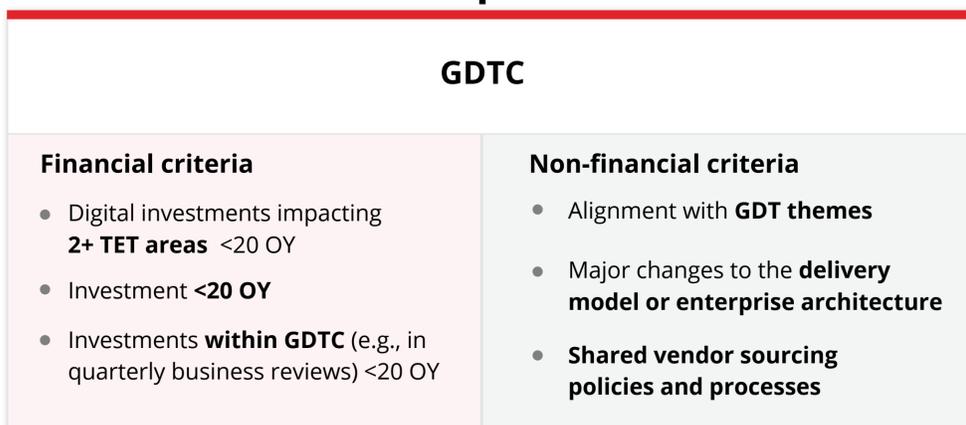
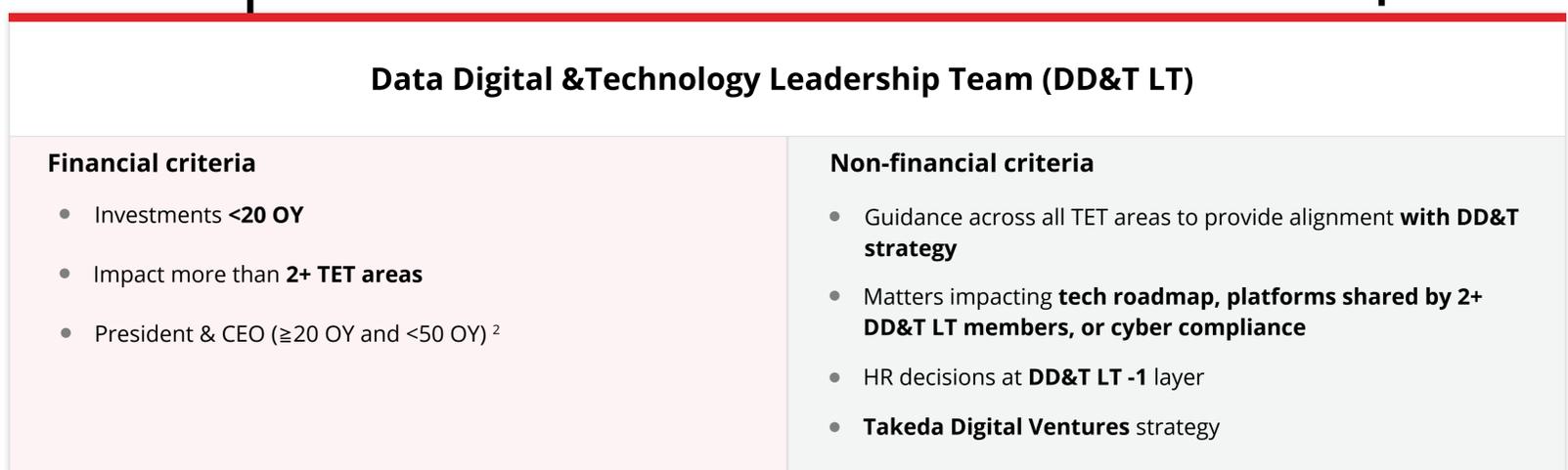
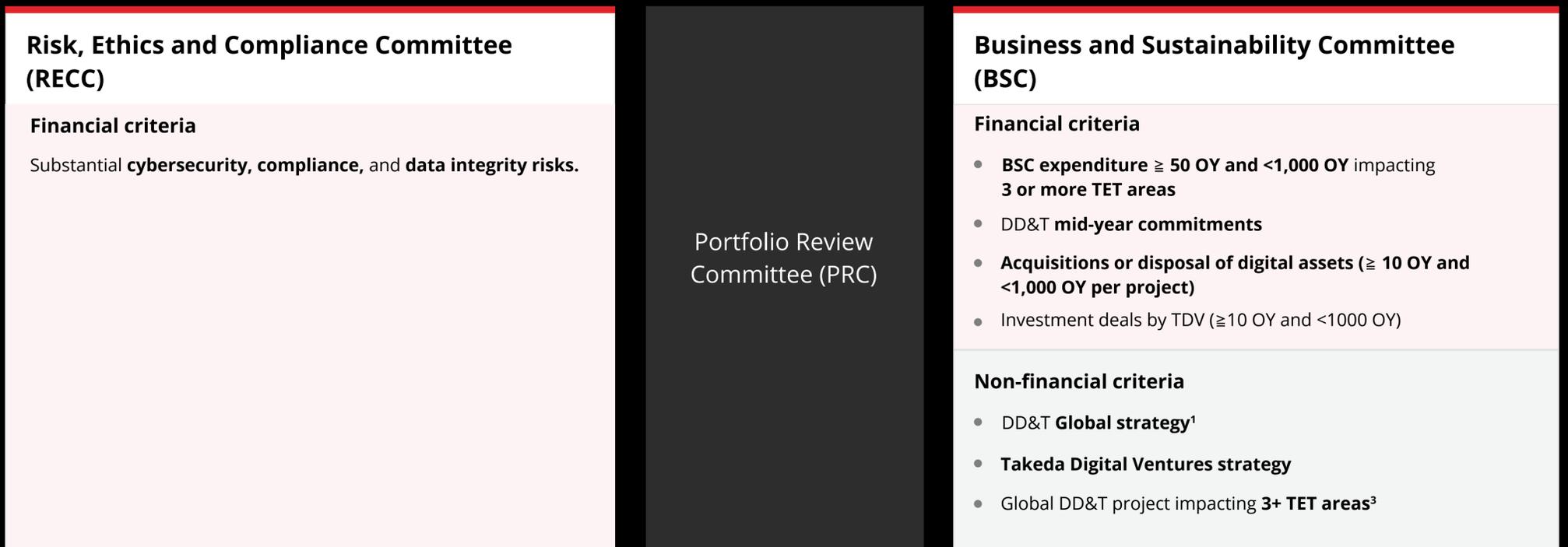


DD&T governance roll-up into T-MAP



TAKEDA EXECUTIVE TEAM (TET)



¹ Proposed new T-MAP Rule. DD&T Global Strategy includes Takeda Digital Ventures Strategy as approved by Takeda Digital Ventures Board of Manager.

² Co-review with one of other TET members excluding the project sponsor

