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Committed to Growth & Shareholder Returns

FY2024 Q3 Earnings Announcement

January 30th, 2025

Better Health, Brighter Future

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Takeda's financial statements are prepared in accordance with International Financial Reporting Standards ("IFRS").

This presentation and materials distributed in connection with this presentation include certain financial measures not presented in accordance with IFRS, such as Core Revenue, Core Operating Profit, Core Net Profit, Core EPS, Constant Exchange Rate ("CER") change, Net Debt, EBITDA, Adjusted EBITDA, Free Cash Flow and Adjusted Free Cash Flow. Takeda's management evaluates results and makes operating and investment decisions using both IFRS and non-IFRS measures included in this presentation. 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. 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 definitions and reconciliations of non-IFRS financial measures to their most directly comparable IFRS measures, which are in the financial appendix appearing at the end of this presentation.

Beginning in the first quarter of FY24, Takeda (i) changed its methodology for CER adjustments to results of subsidiaries in hyperinflation countries to present those results in a manner consistent with IAS 29, Financial Reporting in Hyperinflation Economies, and (ii) re-named Free Cash Flow as previously calculated as "Adjusted Free Cash Flow" (with "Free Cash Flow" now reported as Operating Cash Flow less Property, Plant and Equipment), and (iii) re-named Net Debt as previously calculated as "Adjusted Net Debt" (with "Net Debt" to be reported as the book value of bonds and loans less cash and cash equivalents). For more information about the changes, including how the new methodology would have impacted Takeda's FY23 results, as well as other important information about Takeda's non-IFRS measures, including the limitations on the usefulness thereof, refer to the Financial Appendix.

Exchange Rates

In this presentation, certain amounts presented in Japanese yen have been translated to US dollars solely for the convenience of the reader. Except where otherwise noted, these convenience translations have been made at an exchange rate of 1USD = 157.37, the Noon Buying Rate certified by the Federal Reserve Bank of New York on December 31, 2024. 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 presentation 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.

Continued Positive Momentum in Portfolio & Pipeline

Strong Momentum of Growth & Launch Products

- Total Q3 YTD Revenue of JPY 3,528.2B (USD 22.4B)[1], grew **+4.5% at CER**[2]
- Growth & Launch products represent 47% of revenue, grew **+14.6% at CER**

Driving Efficiencies to Improve Margins

- Core Operating Profit margin **28.5%**[3] in Q3 YTD, **increasing 1.6pp** vs prior year
- Progress on track with Efficiency Program announced in May 2024

Progress in Late-Stage Innovative Pipeline

- Elritercept license agreement adds late-stage, potential best-in-class activin inhibitor for anemia associated with certain hematologic cancers
- On track to three Ph3 data readouts within CY2025: rusfertide (PV), oveporexton (NT1), zasocitinib (PsO)

Raising Full-Year Outlook: Expecting Revenue, Core Operating Profit & Margin Growth and Announcing Share Buyback up to JPY 100.0B

1. Please refer to disclaimer on Exchange Rates on slide 2
2. Constant Exchange Rate. Please refer to appendix slide A-1 for definition
3. Please refer to appendix slide A-1 for definition of Core financial measures, and slide A-8 for reconciliation.

For full glossary of abbreviations please refer to appendix

FY2024 Q3 YTD Results Driven by Growth & Launch Products, Continued VYVANSE Demand, and OPEX Efficiencies

FY2024 Q3 YTD (APR-DEC) FINANCIAL RESULTS (SUMMARY)

(BN YEN, except EPS)	REPORTED			CORE[1]			
	FY2024 Q3 YTD	FY2023 Q3 YTD	ACTUAL % CHANGE	FY2024 Q3 YTD	FY2023 Q3 YTD	ACTUAL % CHANGE	CER[2] % CHANGE
REVENUE	**3,528.2**	3,212.9	**+9.8%**	**3,528.2**	3,212.9	**+9.8%**	**+4.5%**
OPERATING PROFIT	**417.5**	224.1	**+86.3%**	**1,006.3**	865.6	**+16.3%**	**+10.1%**
Margin	***11.8%***	*7.0%*	***+4.9pp***	***28.5%***	*26.9%*	***+1.6pp***	
NET PROFIT	**211.1**	147.1	**+43.5%**	**698.9**	643.6	**+8.6%**	**+1.9%**
EPS	**134 yen**	94 yen	**+42.1%**	**443 yen**	412 yen	**+7.5%**	**+0.9%**
OPERATING CASH FLOW	**835.0**	437.8	**+90.8%**				
ADJUSTED FREE CASH FLOW[3]	**568.3**	36.3	**+1,466%**				

1. Please refer to appendix slide A-1 for definition of Core financial measures, and slides A-8 and A-10 for reconciliation.
2. Constant Exchange Rate. Please refer to appendix slide A-1 for definition
3. Please refer to appendix slide A-2 for definition and slide A-12 for reconciliation

Strong Momentum of Growth & Launch Products +14.6% at CER

Balanced Portfolio Across 6 Key Business Areas

GI	RARE DISEASES	PLASMA-DERIVED THERAPIES (PDT)	ONCOLOGY	VACCINES	NEUROSCIENCE
% of Sales: 29% Growth at CER: +6%	% of Sales: 16% Growth at CER: +5%	% of Sales: 22% Growth at CER: +10%	% of Sales: 12% Growth at CER: +19%	% of Sales: 1% Growth at CER: +65%	% of Sales: 13% Change at CER: -9%

Entyvio® vedolizumab JPY 699.0B **+6.6%**	TAKHZYRO (lanadelumab-flyo) injection JPY 168.0B **+16.4%**	GAMMAGARD LIQUID, HyQvia, Cuvitru IMMUNOGLOBULIN JPY 576.0B **+11.9%**	Fruzaqla® (fruquintinib) capsules JPY 36.1B **+>1,000%**	Qdenga™ Dengue Tetravalent Vaccine (Live, Attenuated) JPY 30.0B **+397%**
Eohilia™ (budesonide oral suspension) 2mg JPY 3.9B **N/A[2]**	LIVTENCITY™ (maribavir) tablets 200mg JPY 24.5B **+66.3%**	Flexbumin (Human Albumin), HUMANALBUMIN ALBUMIN JPY 101.3B **+2.2%**	ALUNBRIG® BRIGATINIB JPY 27.5B **+24.2%**	
	ADZYNMA™ ADAMTS13, recombinant-krhn JPY 4.8B **+>1,000%**			

Growth & Launch Products

FY2024 Q3 YTD revenue JPY 1,671.1B (USD 10.6B[1])

47% of Total Revenue

+14.6% at CER

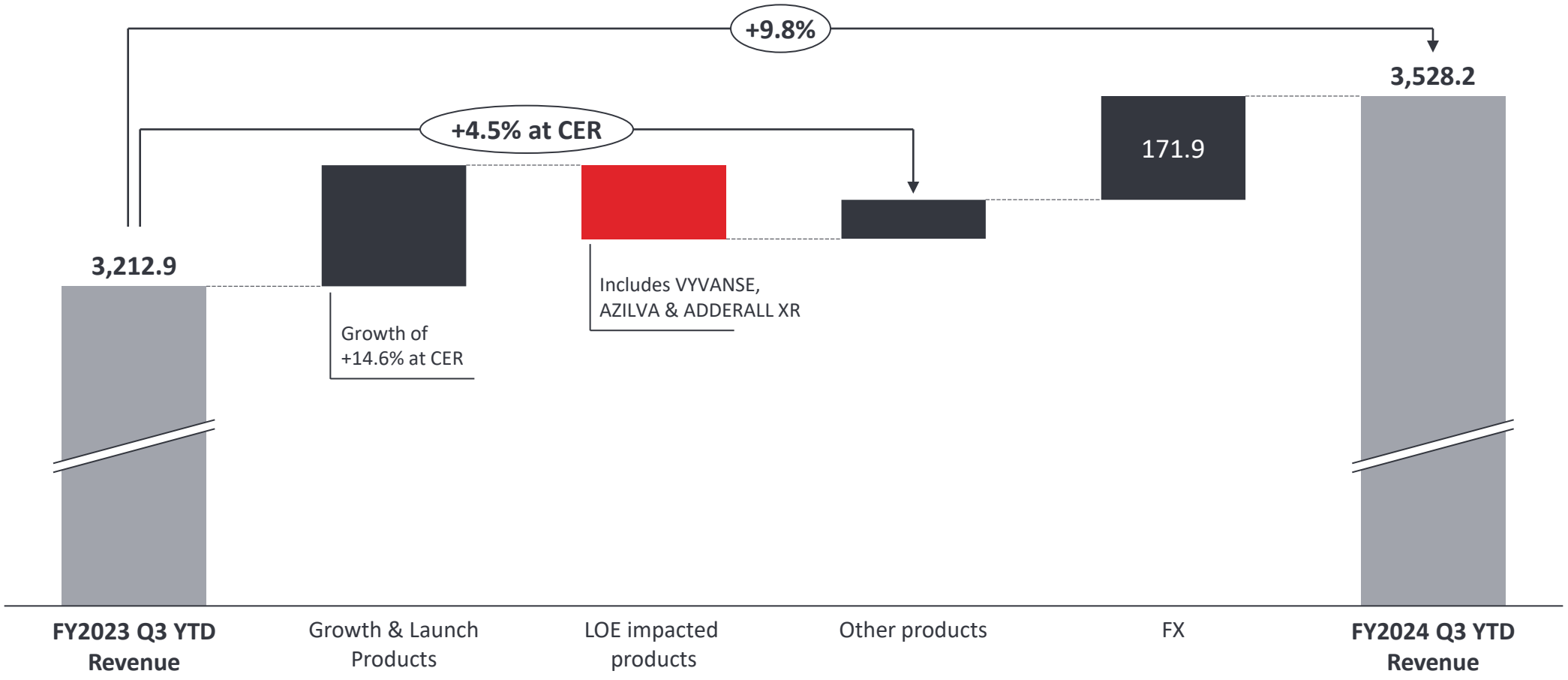
Absolute values and % of sales are FY2024 Q3 YTD results presented on an IFRS (reported) basis; growth rates are year-on-year change at Constant Exchange Rate (CER) (please refer to appendix slide A-1 for definition).

1. Please refer to disclaimer on Exchange Rates on slide 2
2. Not Applicable; product launched in Q4 of FY2023

FY2024 Q3 YTD Revenue: Growth & Launch Products More Than Offset Loss of Exclusivity Impact

FY2024 Q3 YTD REVENUE VS PRIOR YEAR

(BN JPY)



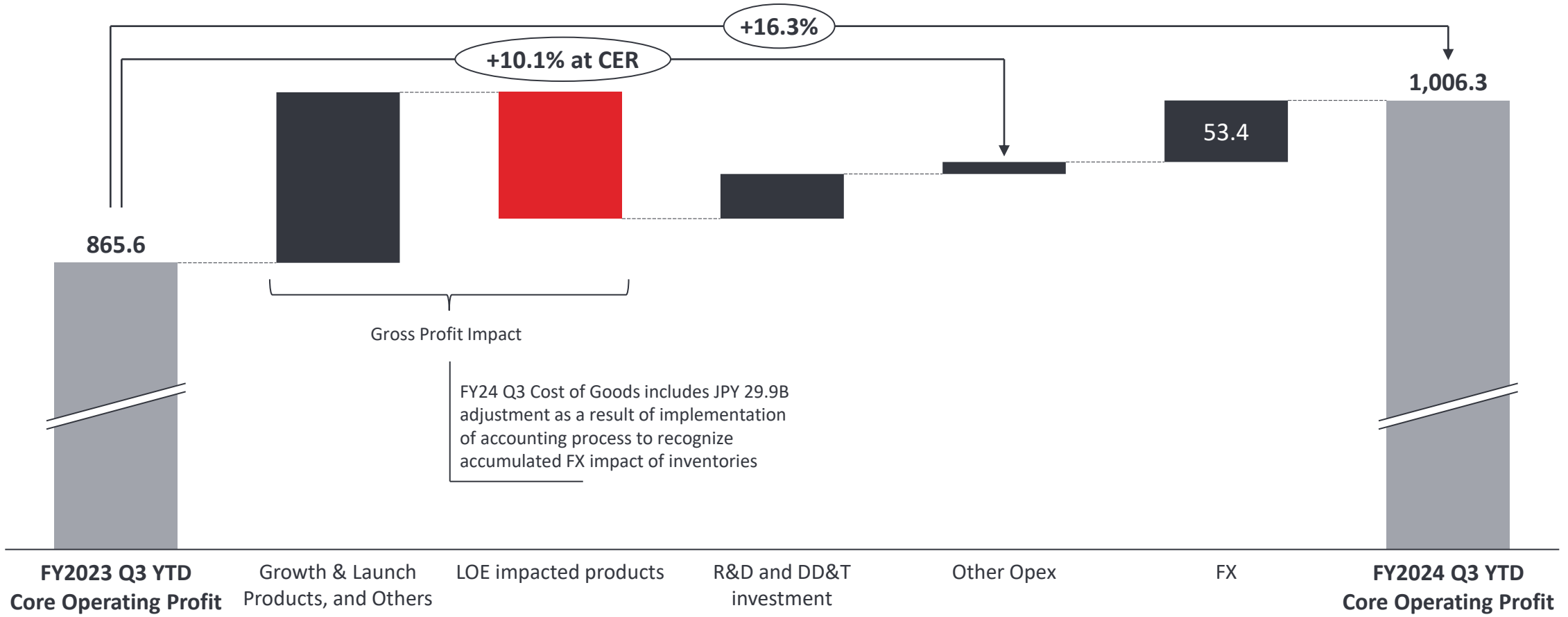
Graphs are illustrative LOE: Loss of Exclusivity

For FY2024 versus FY2023 comparison, Reported Revenue and Core Revenue are equivalent, as no Core adjustment was made to revenue in either year.

FY2024 Q3 YTD Core Operating Profit: Growth & Launch Products More Than Offset LOE Impact, with OPEX Benefitting from Efficiency Program

FY2024 Q3 YTD CORE OPERATING PROFIT VS PRIOR YEAR

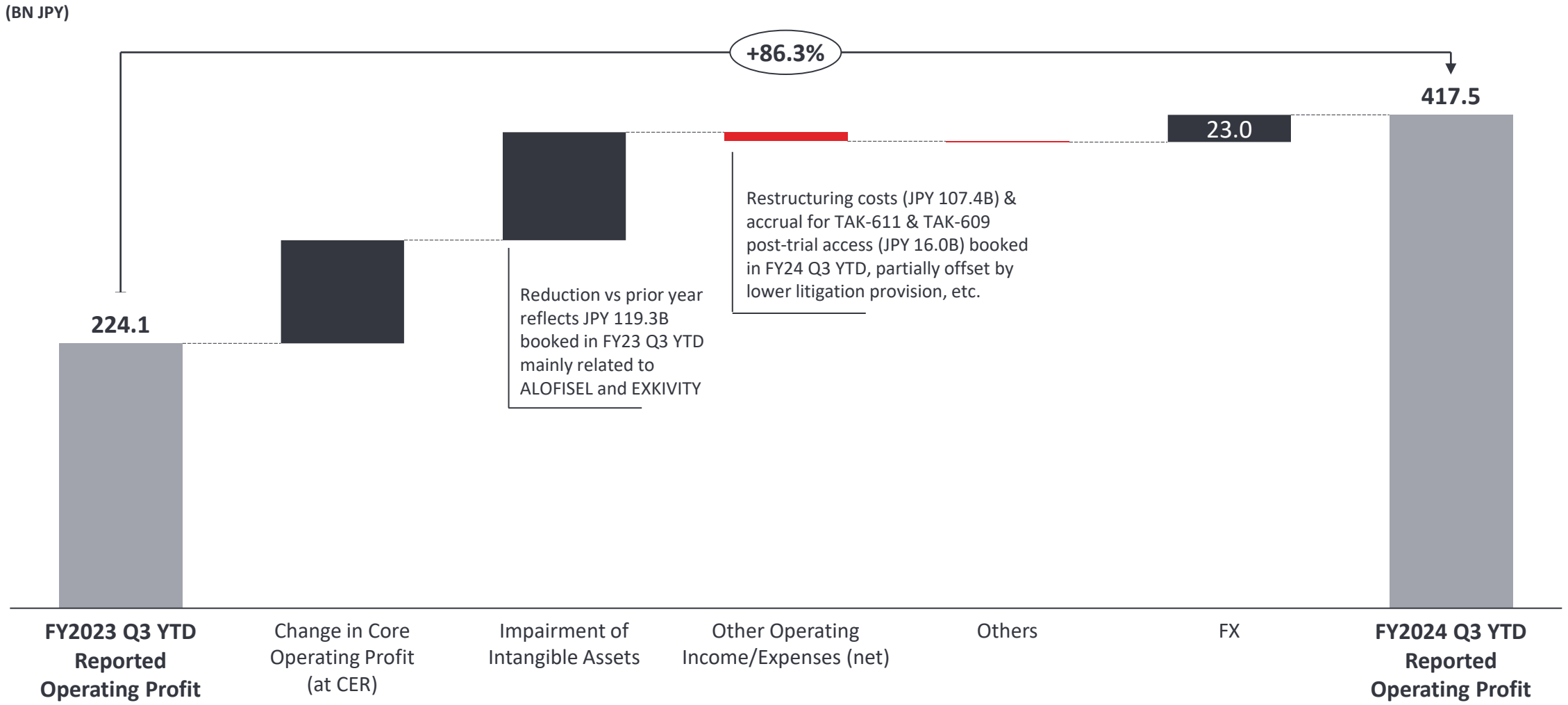
(BN JPY)



Graphs are illustrative LOE: Loss of Exclusivity
Note: Core Operating Profit is a non-IFRS metric. Please refer to appendix for definitions and reconciliations.

FY2024 Q3 YTD Reported Operating Profit: Increase Reflects Growth in Core Operating Profit and Lower Impairment Compared to Prior Year

FY2024 Q3 YTD REPORTED OPERATING PROFIT VS PRIOR YEAR



Graphs are illustrative
Note: Core Operating Profit is a non-IFRS metric. Please refer to appendix for definitions and reconciliations.

Raising Full-Year Outlook: Expecting Revenue, Core O.P. & Margin Growth and Announcing Share Buyback up to JPY 100.0B

	CORE CHANGE AT CER (MANAGEMENT GUIDANCE)		
	PREVIOUS GUIDANCE (OCT 2024)		REVISED GUIDANCE (JAN 2025)
REVENUE	Flat to slightly increasing	→	**Low-single digit % increase**
CORE OPERATING PROFIT	Mid-single-digit % decline	→	**Low-single digit % increase**
CORE EPS	Approx 10% decline	→	**Flat to slightly declining**

- Upgrade driven by product momentum, slower than anticipated VYVANSE generic erosion in the U.S., and OPEX savings
- Forecasts also reflect updated FX assumptions for the year

  JPY/USD 150 → 153
  JPY/EUR 165 (unchanged)
- Raising Free Cash Flow forecast range by JPY 150.0B and announcing share buyback up to JPY 100.0B

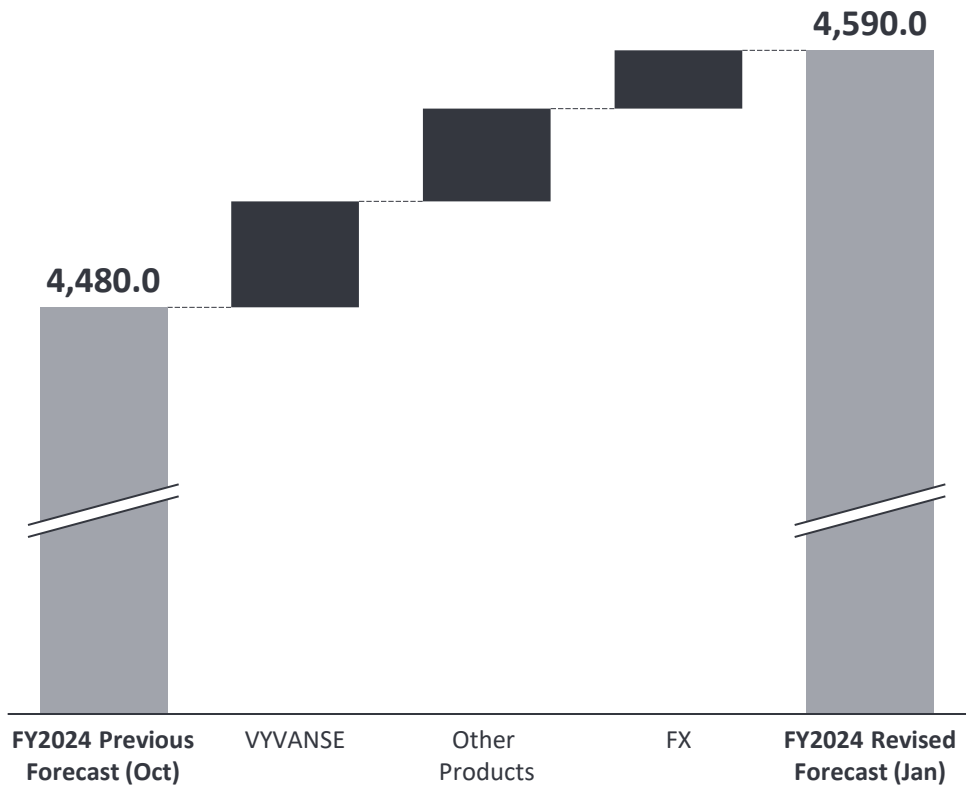
(BN YEN, except EPS)	REPORTED		CORE	
	PREVIOUS FORECAST	REVISED FORECAST	PREVIOUS FORECAST	REVISED FORECAST
REVENUE	4,480.0 →	**4,590.0**	4,480.0 →	**4,590.0**
OPERATING PROFIT	265.0 →	**344.0**	1,050.0 →	**1,150.0**
EPS	43 yen →	**75 yen**	456 yen →	**507 yen**
ADJUSTED FREE CASH FLOW			400.0 – 500.0 →	**550.0 – 650.0**
ANNUAL DIVIDEND PER SHARE			196 yen (no change)	

Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations.
Please refer to appendix slide A-18 for more details of the FY2024 forecast
Please refer to appendix slide A-20 for more details on FX assumptions and sensitivity.

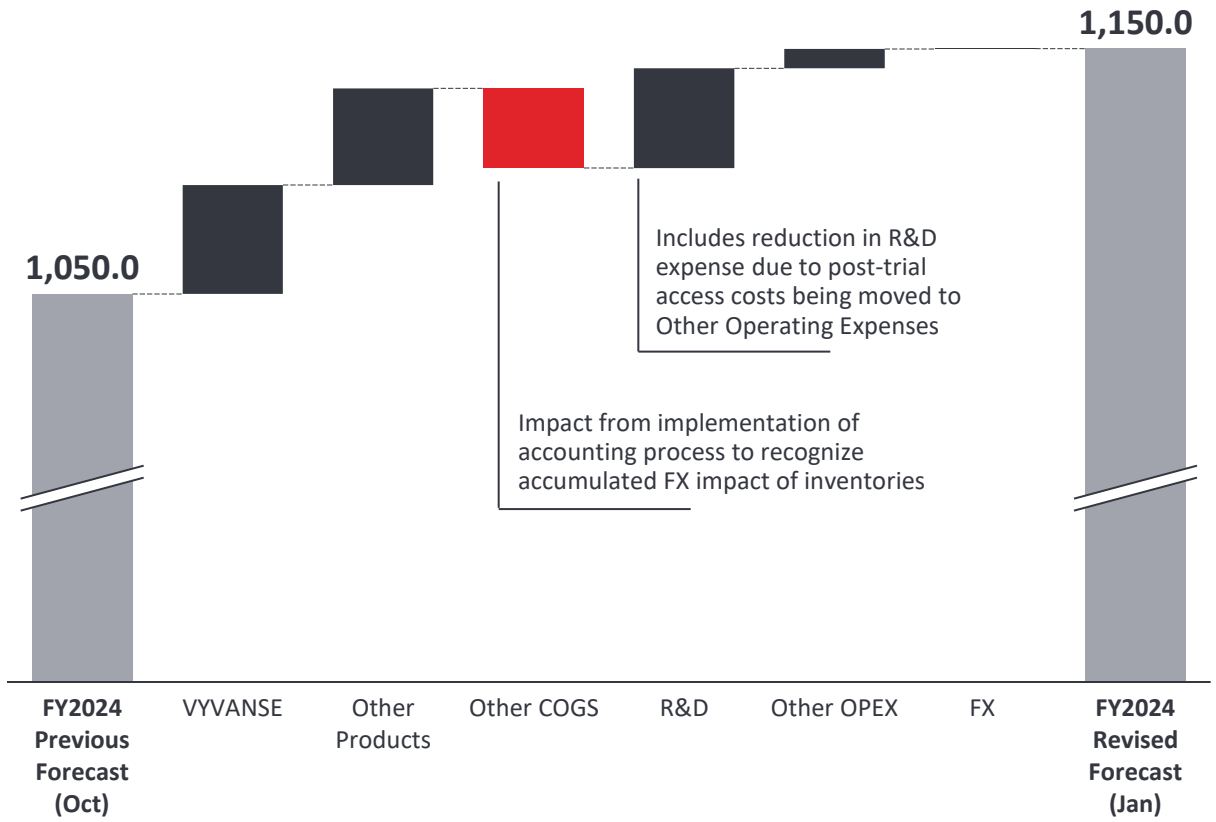
FY2024 Forecast Upgrade Driven by Product Momentum, Slower Than Anticipated VYVANSE Generic Erosion in the U.S., & OPEX Savings

FY2024 REVENUE FORECAST (JAN VS OCT)

(BN JPY)



FY2024 CORE OPERATING PROFIT FORECAST (JAN VS OCT)



Graphs are illustrative

Note: Core Operating Profit is a non-IFRS metric. Please refer to appendix for definitions and reconciliations.

Q&A SESSION

CHRISTOPHE WEBER
Representative Director;
President & CEO

MILANO FURUTA
Director;
Chief Financial Officer

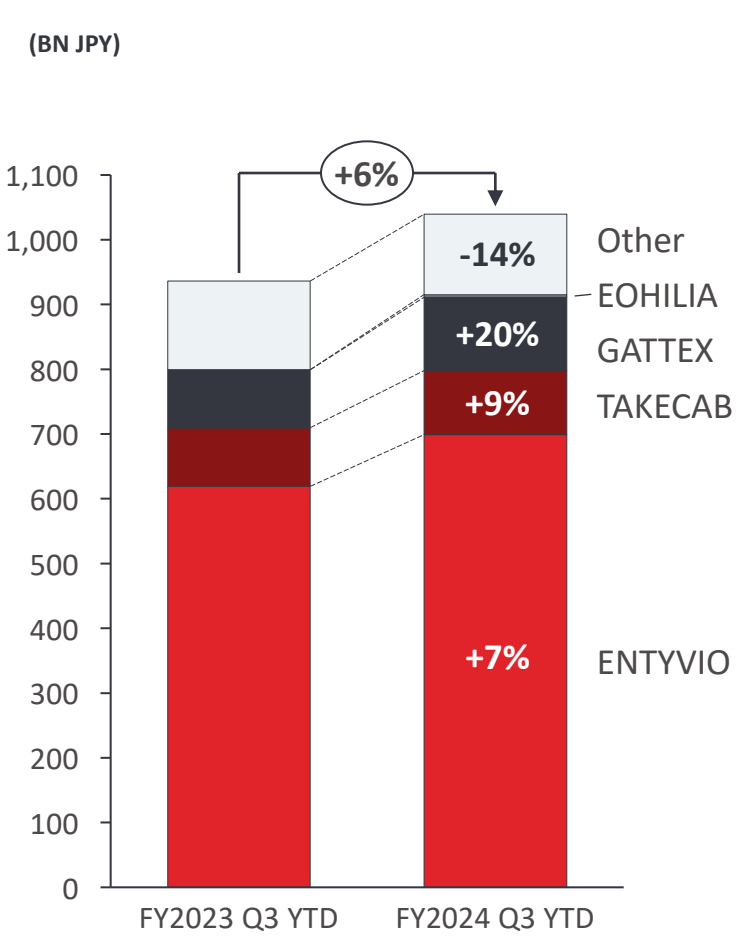
ANDY PLUMP
Director; President,
Research & Development

APPENDIX

ENTYVIO Growth Driven by ENTYVIO Pen Globally

GI PORTFOLIO

FY2024 Q3 YTD REVENUE



Entyvio vedolizumab — FY2024 Q3 YTD Revenue JPY 699.0B (+6.6% growth)

- ENTYVIO growth in the U.S. negatively impacted by strong Q3 in prior year as a result of shipment timing, and a gross-to-net true-up adjustment booked in Q3 this year. Excluding these, global growth Q3 YTD would be +9.4%
- ENTYVIO maintains share leadership even as treatment options in IBD market increase
  - In the U.S., ENTYVIO remains the #1 brand in IBD (UC and Crohn's combined) with total IBD market share remaining stable over the last year.[1] Also, ENTYVIO maintains market share as the lead 1L biologic in both UC and Crohn's bio-naïve new starts despite new entrants
- With the Pen now available for UC and Crohn's in the U.S., we are unlocking the full potential of the IBD market
  - Flexibility in administration along with excellent efficacy and safety profile continue to drive increasing prescriber adoption and patient awareness of Pen (4 out of 5 patients)[2]
  - 30% increase in Pen prescribers in Q3 vs Q2
  - 9 out of 10 patients on Entyvio Pen are satisfied with their experience[3]
- In Europe, ENTYVIO continues to outperform the overall IBD advanced therapy market, fueled by SC penetration, strong patient growth and maintaining steady share with fewer pricing headwinds compared to prior year
- Investment in studies to support targets of disease clearance and endoscopic healing, plus studies investigating the potential role of combination therapies to break efficacy ceiling with vedolizumab as backbone

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Eohilia™ (budesonide oral suspension) 2mg — FY2024 Q3 YTD Revenue JPY 3.9B (Newly Launched)

- Patient demand for EOHILIA continues to grow month over month since launch in February 2024
- Growth supported by over 80% unaided HCP awareness and initial positive patient experience; U.S. team remains focused on HCP and patient engagement

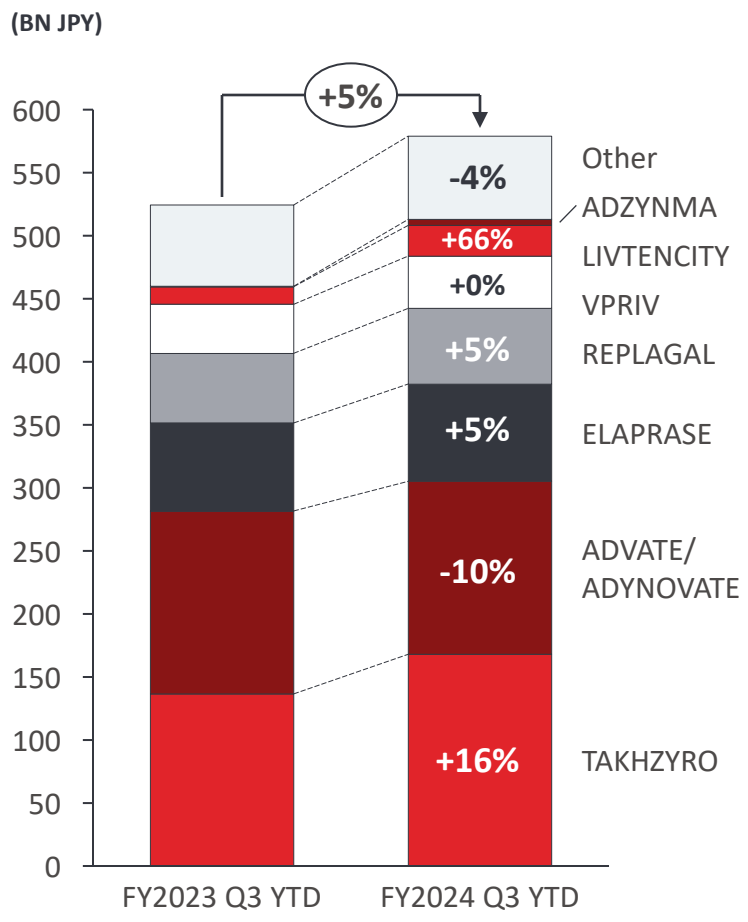
1. Source: Symphony Patient Transactional Claims Data, November 2024. Analysis based on projection of medical and pharmacy benefit IBD Claims
2. Source: Pen Patient Experience Survey, May 2024
3. Source: Entyvio Patient Pen Tracker, December 2024

Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

Sustained TAKHZYRO Momentum with Double-Digit Growth and >6,000 patients treated; LIVTENCITY Strong Market Penetration in the U.S. & Rapid Geo Expansion

RARE DISEASES PORTFOLIO

FY2024 Q3 YTD REVENUE



TAKHZYRO (lanadelumab-flyo) injection

FY2024 Q3 YTD Revenue JPY 168.0B (+16.4% growth)

- 7 years in the market, TAKHZYRO continues to be the #1 prescribed modern long-term prophylaxis with strong performance and >6,000 patients on treatment driven by:
  - Strong global demand (commercial presence now in >55 countries with strong patient growth) supported by compelling real-world evidence for >2.5 years on therapy with demonstrated improved Quality of Life (potential for zero attacks)
  - Strong patient persistency and rising prophylactic market growth
- TAKHZYRO is the first and only Long-Term Prophylactic HAE treatment available for patients 2 years of age and up. Worldwide pediatric launches continue with positive progress in the U.S., European and emerging markets

LIVTENCITY™ (maribavir) tablets 200mg

FY2024 Q3 YTD Revenue JPY 24.5B (+66.3% growth)

- LIVTENCITY continues to show strong U.S performance driven by increased breadth and depth of activated centers, new and repeat prescribers, and positive market access trends leading to growth in new patient starts
- Real world utilization has demonstrated highly individualized treatment with partially longer treatment duration and a potential broader patient base
- Rapid geo expansion: Available in >30 countries worldwide; recent launch in Japan and NRDL coverage in China

ADZYNMA ADAMTS13, recombinant-krhn

FY2024 Q3 YTD Revenue JPY 4.8B (Newly Launched)

- Strong launch trajectory: Launched for cTTP in the U.S., Japan, Germany and Austria, and approval granted in Brazil in December 2024. Further launches planned for EU and emerging markets
- Momentum driven by high HCP interest for an ultra-rare patient population with a tremendous unmet need
- Commercial launch and uptake in cTTP is exceeding our initial ambition, with patients continuing to transition quickly from historical treatments to ADZYNMA

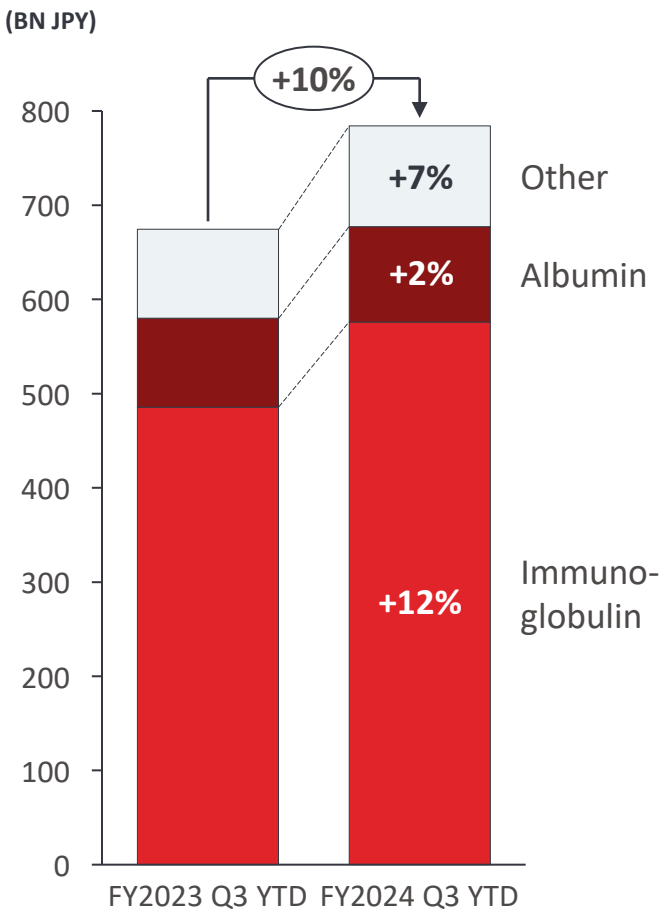
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

HCP: Healthcare professional

PDT Portfolio Continues to Deliver Outstanding Growth Fueled By Sales of Immunoglobulin Products

PDT PORTFOLIO

FY2024 Q3 YTD REVENUE



Immunoglobulin

FY24 Q3 YTD Revenue JPY 576.0B (+11.9% growth)

- Strong demand globally, especially in the U.S., coupled with steady and growing supply
- Expansion of SCIG portfolio; double-digit % revenue growth
- Continued investment in innovation and differentiation of IG portfolio

GAMMAGARD LIQUID [Immune Globulin Intravenous (Human)] 10% · Kiovig Human Normal Immunoglobulin (IVIg) · HyQvia Human Normal Immunoglobulin (10%) Recombinant Human Hyaluronidase · Cuvitru [Immune Globulin Subcutaneous (Human)] 20%

Albumin

FY24 Q3 YTD Revenue JPY 101.3B (+2.2% growth)

- Strong demand globally, despite softer demand in China
- Anticipated slowdown due to planned necessary upgrades to manufacturing operations
- "Single-digit growth" at CER full-year FY2024 revenue guidance affirmed

Flexbumin (Human Albumin) · HUMANALBUMIN SOLUTION FOR INFUSION

CONTINUING TO INVEST IN PLASMA DONATION AND CAPACITY EXPANSION

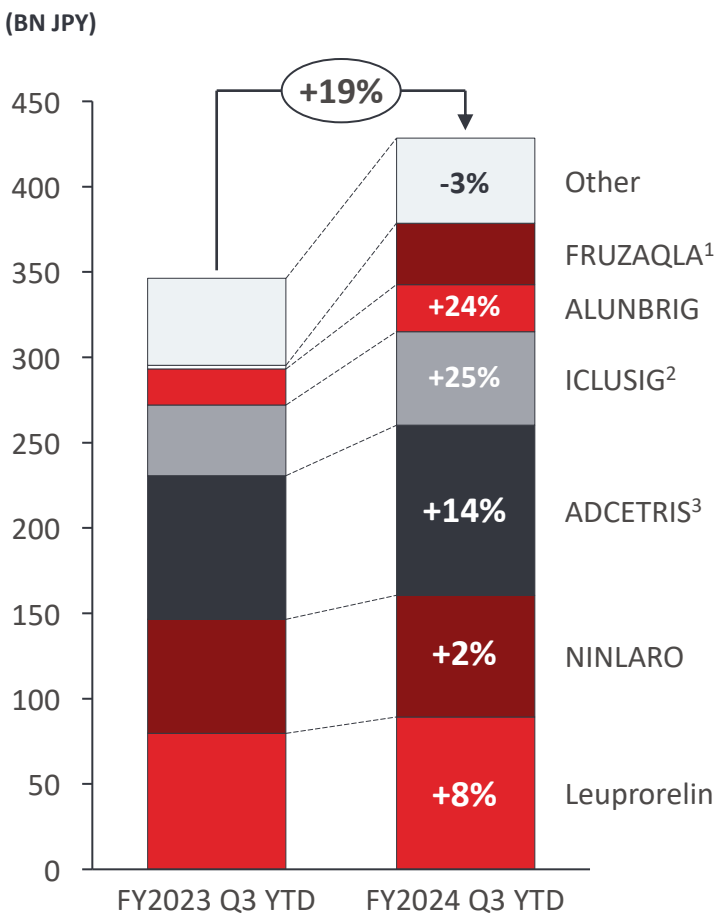
- Plasma donation volume continues to grow at a steady pace; we now have 270 donation centers, in line with our planned expansion of >10 centers during FY2024
- Significant investment in data and digital helps attract and retain donors through the delivery of an exceptional, personalized and differentiated donor experience
- Initiated deployment of personalized nomogram, targeting ~35 U.S. BioLife centers in FY2024, enabling individual-based plasma donations that are shown to safely increase overall volume
- Targeted investments across manufacturing network continue to increase yield, expand capacity and create efficiencies, leveraging data, digital & technology capabilities

Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

Steady Growth Across Key Brands in Oncology Marketed Portfolio

ONCOLOGY PORTFOLIO

FY2024 Q3 YTD REVENUE



Fruzaqla® (fruquintinib) capsules

FY2024 Q3 YTD Revenue JPY 36.1B (Newly Launched)

- Launch has exceeded internal expectations, led by strong uptake in the U.S.; Strong initial launch in Japan and continued momentum in Germany and other countries in Q3
- Received reimbursement approvals in Japan and Spain
- Key drivers include the need for new treatment options in mCRC and early positive feedback from oncologists

ICLUSIG® (ponatinib) tablets 45mg / 30mg / 15mg / 10mg

FY2024 Q3 YTD Revenue JPY 54.8B (+24.9% growth)

- Continued growth due to U.S. label expansion for newly diagnosed Philadelphia chromosome-positive acute lymphoblastic leukemia (Ph+ ALL) in combination with chemotherapy
- Uptick in utilization in CML, likely resulting from increased clinician experience due to the 1L Ph+ ALL approval

ADCETRIS® brentuximab vedotin

FY2024 Q3 YTD Revenue JPY 99.6B (+13.5% growth)

- Increased use in 1L Hodgkin lymphoma (HL) is primary driver of growth
- BrECADD treatment combination now included in HL guidelines from NCCN (category 1), GHSG (German Hodgkin Study Group) and other international guidelines

NCCN: National Comprehensive Cancer Network. For full glossary of abbreviations please refer to appendix.

1. FRUZAQLA is in-licensed from HUTCHMED Limited; Takeda has the exclusive worldwide license to further develop, commercialize, and manufacture fruquintinib outside of mainland China, Hong Kong and Macau.
2. Takeda has commercialization rights for ICLUSIG in the U.S. and Australia. Outside of the U.S. and Australia, ICLUSIG is marketed in over 60 markets by five authorized partners.
3. ADCETRIS is in-licensed from Pfizer Inc. (Seagen acquired by Pfizer in December 2023); Takeda has global co-development and marketing rights outside of the U.S. and Canada.

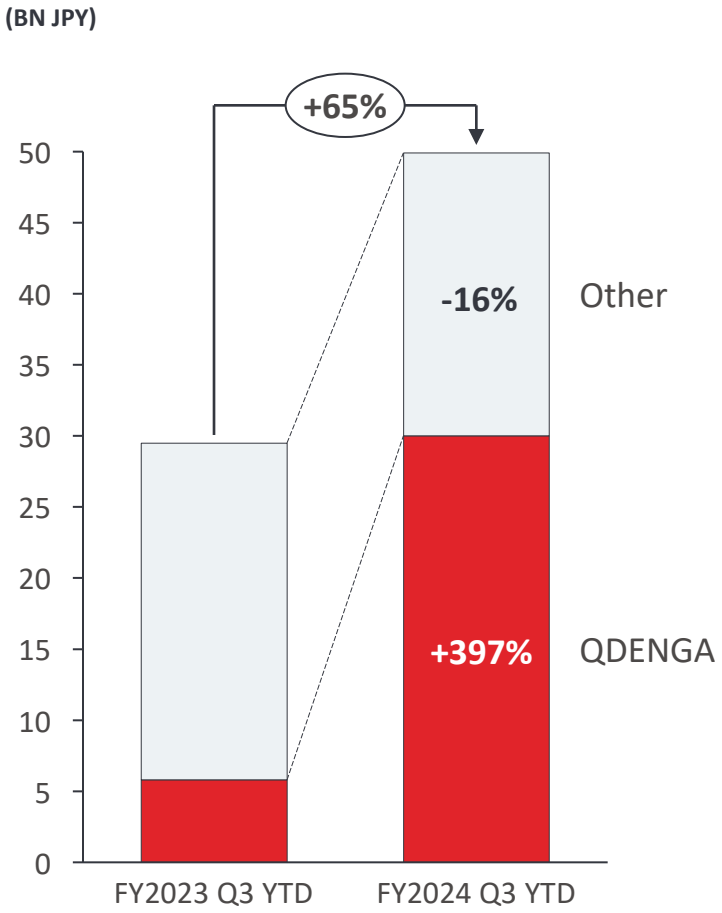
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

VACCINES

QDENGA Demand Exceeding Expectations; >10m Doses Sold Since Launch

VACCINES PORTFOLIO

FY2024 Q3 YTD REVENUE



Qdenga™ Dengue Tetravalent Vaccine (Live, Attenuated)

FY2024 Q3 YTD Revenue JPY 30.0B (+397% growth)

- Strong global demand: now available in 27 countries, including 19 European countries with travel recommendations to support use of QDENGA to help protect travelers to dengue endemic areas
- Increasing breadth and depth in these markets and further geo expansion drive additional growth, e.g. launch in Malaysia in June, Israel in July, and Vietnam & Switzerland in September 2024
- Productive discussions ongoing with governments in endemic markets towards inclusion in National Immunization Programs (NIP)
  - Available through NIP/regional programs in 2 countries: Brazil (approved Mar 2023, available Dec 2023) and Argentina (approved Apr 2023, available Aug 2024)
- Acknowledgement by important global organizations drives awareness and access for QDENGA
  - World Health Organization (WHO) has added QDENGA to its List of Prequalified Vaccines
  - Available through PAHO's Revolving Fund in 2 countries: Honduras (Oct 2024) and Peru (Oct 2024)
  - The Gavi Board recently approved support for a dengue vaccine program which is a major milestone towards broadening access
- Pursuing private and public partnerships with governments, institutional businesses, NGOs and manufacturers to expand access

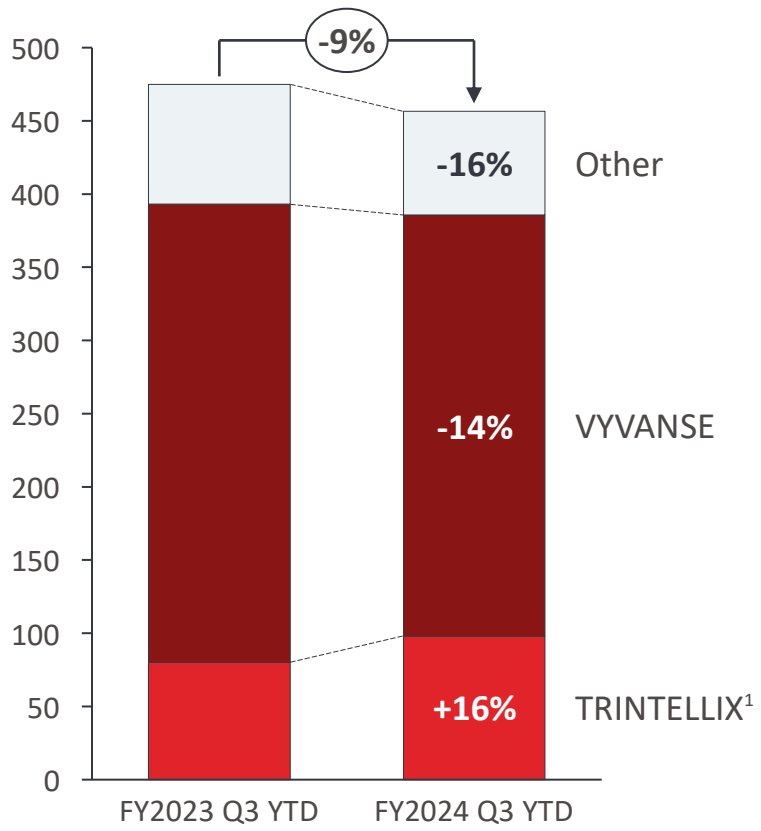
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

PAHO: Pan American Health Organization
Gavi: Global Alliance for Vaccines and Immunization

VYVANSE U.S. Loss of Exclusivity Impact from August 2023

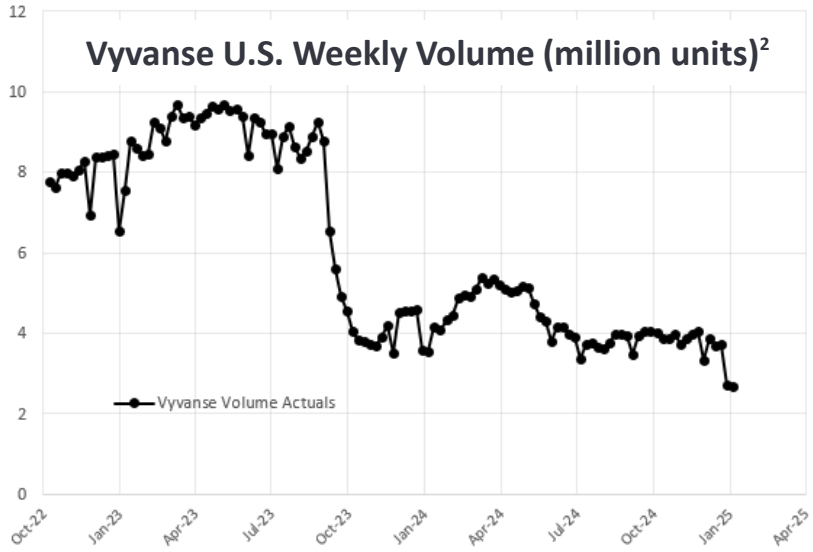
NEUROSCIENCE PORTFOLIO

FY2024 Q3 YTD REVENUE



Vyvanse® (lisdexamfetamine dimesylate) ONCE-DAILY 10 • 20 • 30 • 40 • 50 • 60 • 70 mg capsules 10 • 20 • 30 • 40 • 50 • 60 mg chewable tablets

FY2024 Q3 YTD Revenue JPY 287.6B (-13.5% change)



- U.S. revenue declined -19.8% at CER in Q3 YTD, impacted by Loss of Exclusivity that occurred August 2023

Trintellix® vortioxetine

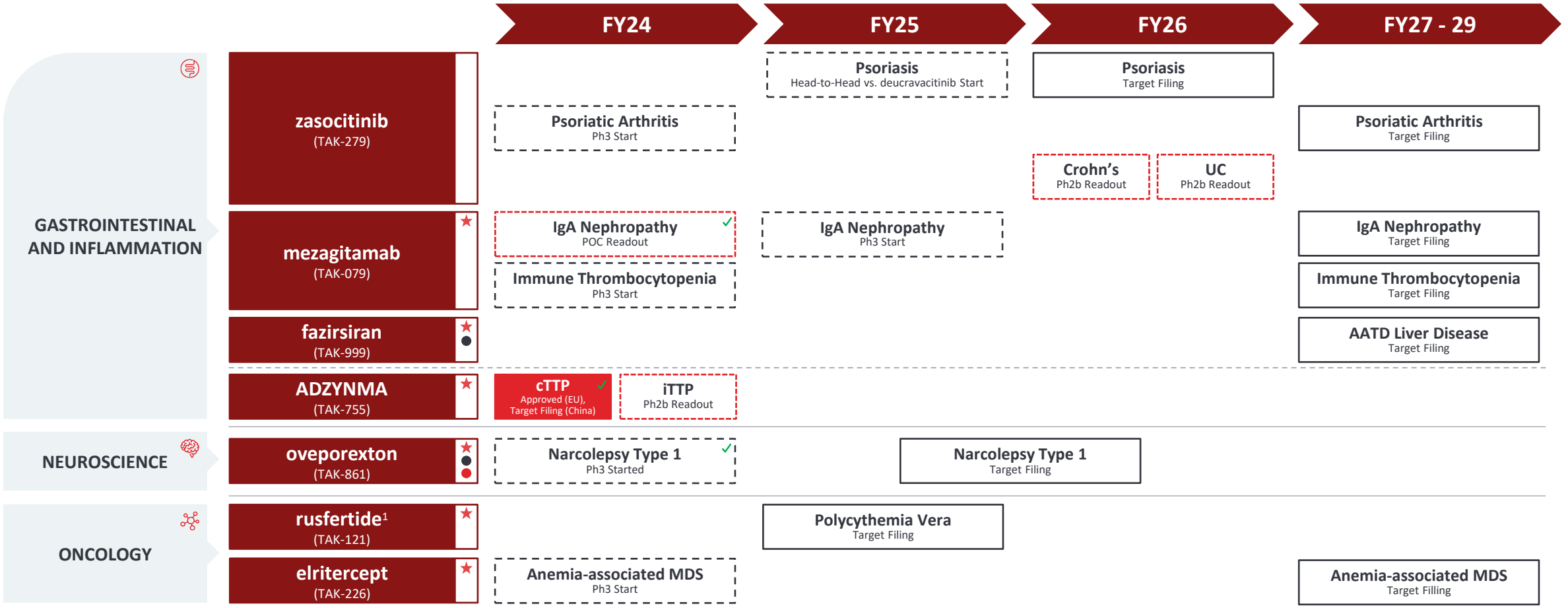
FY2024 Q3 YTD Revenue JPY 98.1B (+16.3% growth)

- In the U.S., growth of +15.9% at CER benefitting from lower gross-to-nets compared to prior year primarily due to shifts in payer mix (Medicaid prior period true-ups, and lower 340b utilization)
- In Japan, demonstrating continued strong momentum with +19.8% growth in FY24 Q3 YTD

Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

1. TRINTELLIX is in-licensed from Lundbeck; Takeda has commercialization rights in the U.S. and co-marketing rights in Japan.
2. Source: IQVIA

Developing Life Transforming Medicines for Rare and More Prevalent Diseases: Late-Stage Pipeline Programs have the Potential to Generate Significant Value



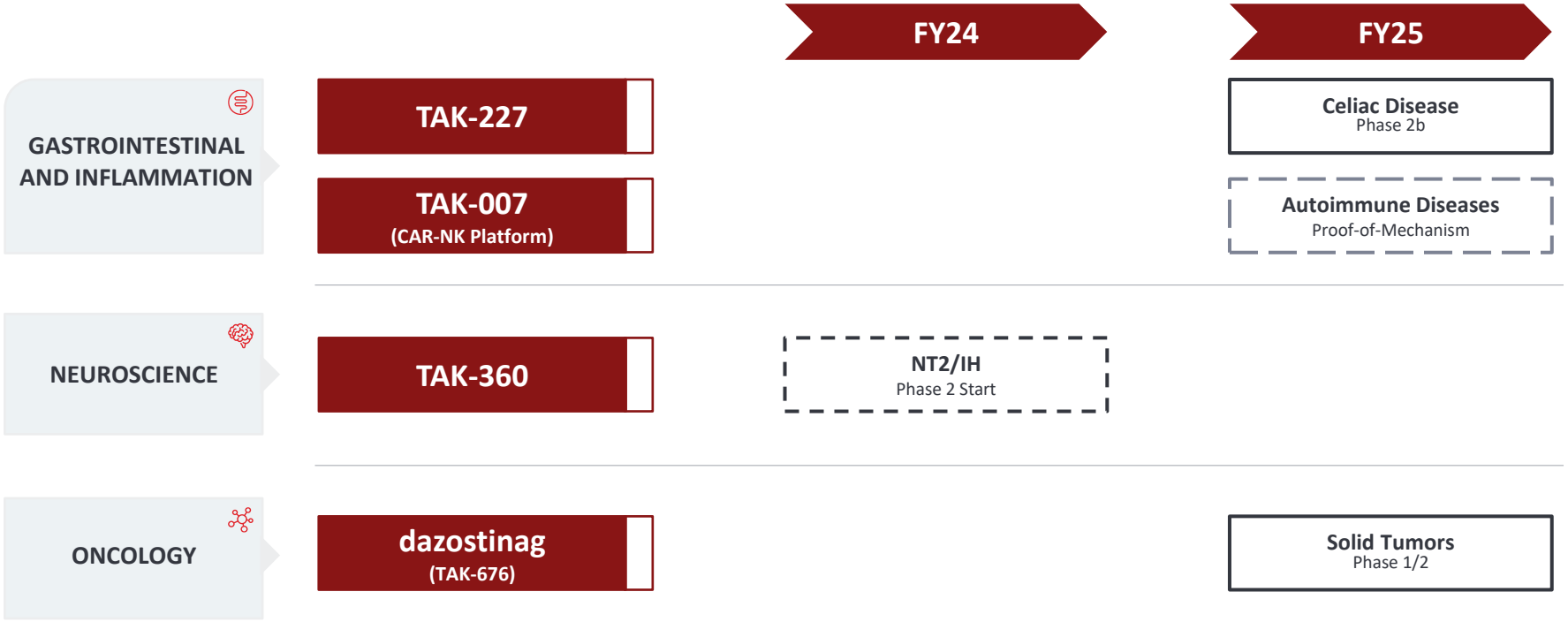
★ Orphan drug designations in at least one indication
● US Breakthrough and/or EU PRIME designations in at least one indication
● Japan SAKIGAKE and/or China Breakthrough designations in at least one indication
Late-stage program: Program in or expected to be in potential pivotal trial or having achieved proof-of-concept.

Approved
Target Filing, anticipated year of filing for regulatory approval
Targeted pivotal study / Phase 3 start
Proof-of-concept/Dose ranging Phase 2 study readout
✓ Milestone achieved

1. From Q4 FY2024, rusfertide is part of the Oncology portfolio.

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table only shows selected R&D milestones and is not comprehensive. For full glossary of abbreviations please refer to appendix.

Impactful Pipeline Milestones for Early to Mid-Stage Programs Advance Science and Address Unmet Patient Needs

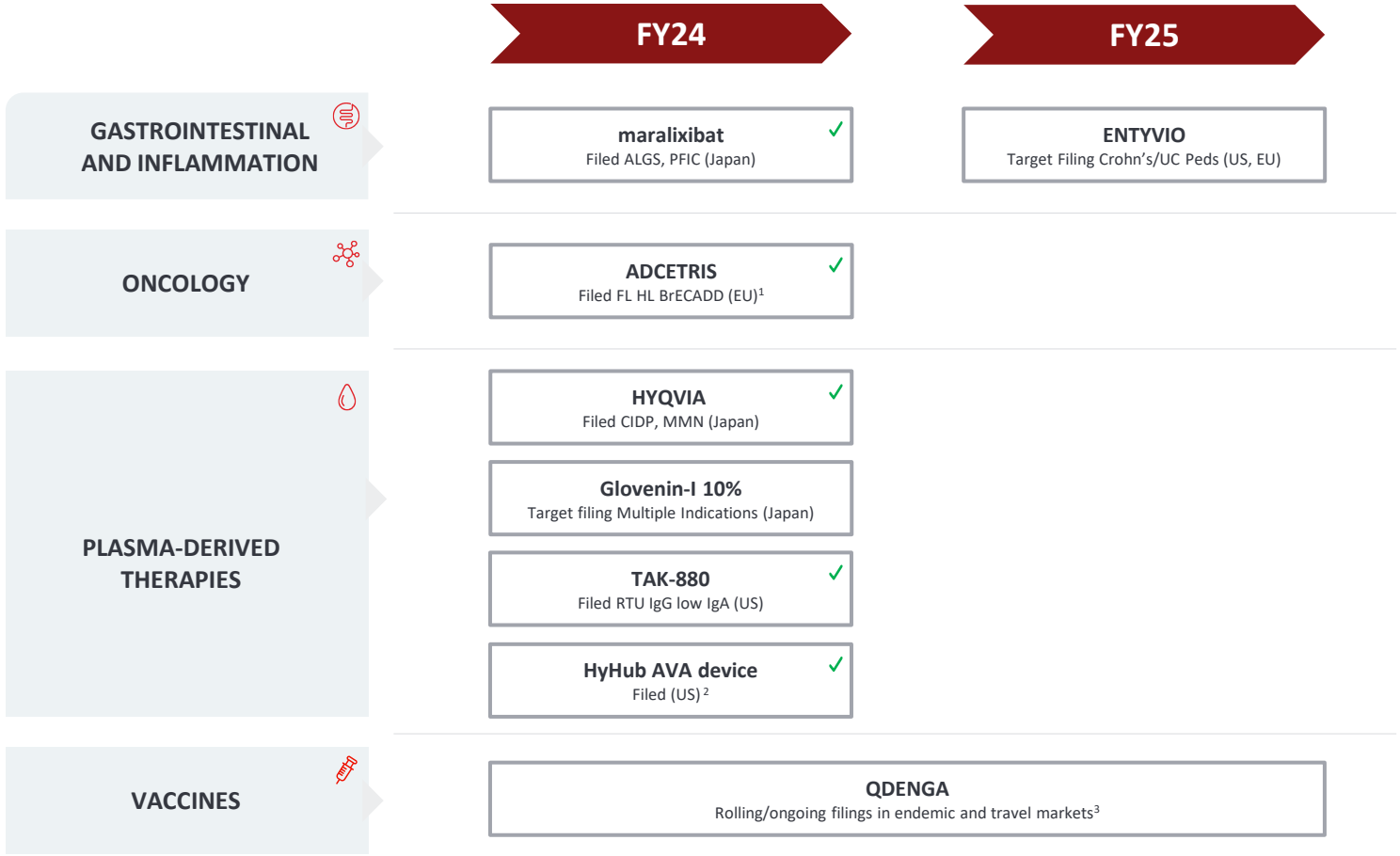


Proof-of-concept (POC): Achieving proof-of-concept means obtaining clinical data sufficient to initiate pivotal trials or late-stage development. A "readout(s)" for a clinical trial occurs when Takeda has (1) received the relevant clinical data, (2) completed any necessary analysis and review of such clinical data, and (3) in instances where it is required or otherwise common convention or practice, consulted with applicable regulatory authorities regarding such clinical data. Where a readout is indicated for a class of related indications (e.g., solid tumors) involving multiple POC clinical trials, such readout occurs upon the earlier of (1) the first achievement of POC in an indication in such class, or (2) the conclusion of all of the POC clinical trials in such class.

- Proof-of-concept to inform Go/No-go to pivotal trial
- Phase 2 Start
- Clinical proof-of-mechanism
- ✓ Milestone achieved

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table only shows selected R&D milestones and is not comprehensive. For full glossary of abbreviations please refer to appendix.

Important Near-Term LCM Expansions Represent Significant Growth Opportunities



1. Submission based on data from German Hodgkin Study Group HD21 trial
2. HyHub: Advanced vial access for a sterile, single-use medical device that significantly simplifies the preparation and delivery of fSCIG from vials
3. QDENGA approved in Vietnam (May 2024), Israel (May 2024), Switzerland (July 2024)

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table only shows selected R&D milestones and is not comprehensive. For full glossary of abbreviations please refer to appendix.

Potential NME Approvals and Indication Expansions in FY24

KEY POTENTIAL REGULATORY APPROVALS	ENTYVIO SC	Crohn's disease	U.S. approval	✓
	QDENGA	Dengue vaccine	Additional endemic countries[1]	✓
	ADZYNMA	cTTP	EU approval	✓
	FRUZAQLA	mCRC	EU approval JP approval	✓ ✓
	LIVTENCITY	Refractory post-transplant CMV infection/disease	JP approval	✓
	HYQVIA	PID, SID	JP approval	✓
	maralixibat	Alagille syndrome (ALGS) Progressive familial intrahepatic cholestasis (PFIC)	JP approval JP approval	
KEY PHASE 3 READOUTS	soticlestat	Dravet Syndrome Lennox-Gastaut Syndrome	Phase 3 Readout Phase 3 Readout	✗ ✗

✓ Milestone achieved

✗ Milestone not achieved

1. QDENGA approved in Vietnam (May 2024), Israel (May 2024), Switzerland (July 2024)

A "readout(s)" for a clinical trial occurs when Takeda has (1) received the relevant clinical data, (2) completed any necessary analysis and review of such clinical data, and (3) in instances where it is required or otherwise common convention or practice, consulted with applicable regulatory authorities regarding such clinical data.

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table only shows selected R&D milestones and is not comprehensive. For full glossary of abbreviations please refer to appendix.

Consolidated Development Pipeline by Phase

	PHASE 1 (5 NMEs)	PHASE 2 (10 NMEs + 2 LCM)
GASTROINTESTINAL AND INFLAMMATION	TAK-004 Nausea & Vomiting TAK-007 Autoimmune Disease[1]	zasocitinib Crohn's Disease zasocitinib Ulcerative Colitis TAK-101 Celiac Disease zamaglutenase Celiac Disease TAK-227 Celiac Disease ADZYNMA® ★ iTTP
NEUROSCIENCE	TAK-360 NT2 / IH	danavorexton Respiratory[2] TAK-341 MSA TAK-594 ★ Frontotemporal dementia
ONCOLOGY	TAK-012 Acute myeloid leukemia[3] TAK-280 B7-H3 Solid Tumor[3]	elritercept ★ Myelofibrosis dazostinag Solid Tumors[4] TAK-186 EGFR Solid Tumor[4] mirvetuximab PROC (JP)[4]
SELECT OPTIONS[5]		ACI-24.060[6] Alzheimer's Disease

1. TAK-007 Phase 1 trial in autoimmune disease is planned
2. Danavorexton trials in respiratory conditions under development
3. Currently in phase 1 of a phase 1/2 trial
4. Currently in phase 2 of a phase 1/2 trial
5. Select options: Other selected assets that Takeda holds contractual rights to potentially clinically develop and/or commercialize in the future.
6. ACI-24.060 is included for reference only. AC Immune retains ownership of this asset and is solely responsible for its clinical development prior to Takeda's potential exercise of its option to exclusively license certain rights, which is subject to customary conditions including regulatory approval.

NME

LCM

★ Orphan Drug Designation potential (in any region / indication for a given asset)

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table is not comprehensive. For full glossary of abbreviations please refer to appendix.

Consolidated Development Pipeline by Phase

	PHASE 3 (6 NMEs + 11 LCMs)	FILED (2 NME + 11 LCMs)
GASTROINTESTINAL AND INFLAMMATION	zasocitinib – Psoriasis zasocitinib – Psoriatic Arthritis[1] mezagitamab – ITP[1] ★ mezagitamab – IgAN[1] ★ fazirsiran – AATD Liver Disease ★ ENTYVIO® – Pediatric UC/Crohn's ADZYNMA® – cTTP (CN) ★	ADZYNMA® – cTTP (EU) ★ maralixibat – ALGS (JP) ★ maralixibat – PFIC (JP) ★
NEUROSCIENCE	oveporexton – NT1	
ONCOLOGY	rusfertide[2] – Polycythemia Vera ★ elritercept – MDS[3] mirvetuximab – PSOC (JP)	FRUZAQLA™ – mCRC (EU) FRUZAQLA™ – mCRC (JP) ADCETRIS® – FL HL BrECADD (EU)
Other Rare Diseases	LIVTENCITY® – Pediatric Post-transplant CMV infection ★ VONVENDI® – vWD Pediatric On-demand & Surgery, Prophylaxis ★ ADYNOVATE® – recombinant Factor VIII Pediatric HemA (EU) ADYNOVATE® – recombinant Factor VIII HemA (CN)	LIVTENCITY® – Post-transplant CMV infection (JP) ★ VONVENDI® – vWD On-demand & Surgery (CN) ★
PLASMA-DERIVED THERAPIES	TAK-881 – PID Prothromplex – DOAC Reversal (US) Glovenin-I 5% – Autoimmune Encephalitis (JP) ★	HYQVIA® – PID, SID (JP) HYQVIA® – CIDP, MMN (JP) TAK-880 – IgG – Low IgA (EU) TAK-880 – IgG – Low IgA (US) HyHub™ – AVA Device
VACCINES	QDENGA® – Dengue Vaccine Booster	Nuvaxovid® – COVID-19 Variant Vaccine (JP)
SELECT OPTIONS[4]	olverembatinib[5] HQP1351 – CP-CML ★	

1. Trials for zasocitinib PsA and Mezagitmamab ITP are not yet recruiting. Mezagitamab IgAN is planned.
2. From Q4 FY2024, rusfertide is part of the Oncology portfolio.
3. Elritercept MDS trial actively recruiting.
4. Select options: Other selected assets that Takeda holds contractual rights to potentially clinically develop and/or commercialize in the future.
5. Olverembatinib/HQP1351 is included for reference only. Ascentage Pharma retains ownership of this asset and is solely responsible for its clinical development prior to Takeda's potential exercise of its option to exclusively license certain rights, which is subject to customary conditions including regulatory approval.

APPROVED | NME | LCM

★ Orphan Drug Designation potential (in any region / indication for a given asset)

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table is not comprehensive. For full glossary of abbreviations please refer to appendix.

Advancing Zasocitinib (TAK-279) In Parallel Across Multiple Indications

Latitude

	Phase 2 Start	Phase 2b Readout	Phase 3	Target Filing
Psoriasis		Ph2b March 2023 ✓	Ph3 Start FY23 ✓ Head-to-Head Start FY25	FY26
Psoriatic Arthritis		Ph2b September 2023 ✓	Ph3 Start FY24	FY28/29
Crohn's Disease	Ph2b March 2024 ✓			
Ulcerative Colitis	Ph2b June 2024 ✓			
Others	Planned			

Zasocitinib is a highly selective (TYK2 over JAKs ~1.3 M times) once daily pill

- TYK2, IL-23, IL-12 therapies active in many autoimmune diseases
- Genetic data: Loss of TYK2 function reduces risk in PsO, PsA, Crohn's, UC, others
- Preclinical models support use

- **Strong clinical validation for mechanism across multiple autoimmune conditions: Promising for immunological disorders including IBD**
- **Best-in-class potential due to high selectivity, once daily oral administration**

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table is not comprehensive. For full glossary of abbreviations please refer to appendix.

Continuing Evidence Generation and Indication Expansion

	PHASE 3	PHASE 3b / 4	PUBLISHED	APPROVED
Ulcerative colitis	ENTYVIO® IV Pediatric (Global)	ENTYVIO® IV (VERDICT) (Global)[3,4] ENTYVIO® IV (EXIGEM) ENT + tof (US/Can)[3]	ENTYVIO® IV (VARSITY) ENT vs. ada[1]	ENTYVIO® IV (Global) ENTYVIO® SC (US, EU, JP)
Crohn's disease	ENTYVIO® IV Pediatric (Global)	ENTYVIO® IV (EXPLORER 2) ENT + ada or ENT + ust (US/Can)[3] ENTYVIO® IV (VICTRIVA) ENT + upa (Global)[3] ENTYVIO® (VOICE) ENT or ust (US/Can)[3,4] ENTYVIO® IV (VECTORS) (Global)[3,4]		ENTYVIO® IV (Global) ENTYVIO® SC (US, EU, JP)
Pouchitis				ENTYVIO® IV (EU)
Graft-versus-host disease			ENTYVIO® IV (Global)[2] ★	

1. Sands BE et al. N Engl J Med 2019;381:1215-26.
2. Chen YB et al., presented at the Transplantation & Cellular Therapy Meetings of ASTCT and CIBMTR, February 18th, 2023
3. Not designed as label-enabling studies
4. Collaborative study led by Alimentiv in collaboration with Takeda

ENT: ENTYVIO
Tof: tofacitinib
Ada: adalimumab
Ust: ustekinumab
Upa: upadacitinib

Approved | Published | Ongoing study or filing

★ Orphan Drug Designation potential

All timelines are approximate estimates as of January 30th, 2025, are subject to change and are subject to clinical and regulatory success. Table is not comprehensive. For full glossary of abbreviations please refer to appendix.

Glossary of Abbreviations

Regional Abbreviations:
CN: China; EU: Europe; JP: Japan; U.S.: United States of America

AA	anemia-associated
AATD	α1-antitrypsin deficiency
AATD LD	α1-antitrypsin deficiency associated liver disease
ADAMTS13	a disintegrin-like and metalloproteinase with a thrombospondin type 1 motifs 13
ADC	antibody–drug conjugate
ALGS	Alagille syndrome
AVA	Advanced Vial Access
BID	bis in die, twice a day
BTD	breakthrough therapy designation
CAR NK	chimeric antigen receptor natural killer cell
CHMP	Committee for Medicinal Products for Human Use
CIDP	chronic inflammatory demyelinating polyradiculoneuropathy
CML	chronic myeloid leukemia
CMV	cytomegalovirus
CP-CML	chronic-phase chronic myeloid leukemia
CRC	colorectal cancer
CRPC	castrate-resistant prostate cancer
cTTP	congenital thrombotic thrombocytopenic purpura
DOAC	direct oral anti-coagulation
DS	Dravet syndrome
EGFR	epidermal growth factor receptor
EMA	European Medicines Agency
FDA	U.S. Food & Drug Administration
FL	front line
fSCIG	facilitated Subcutaneous Immunoglobulin
FY	fiscal year
GI	gastrointestinal
H2H	head-to-head
HAE	hereditary angioedema
HCP	healthcare professional
HemA	hemophilia A
HL	Hodgkin lymphoma
IBD	inflammatory bowel disease
IgA	immunoglobulin A
IgAN	immunoglobulin A nephropathy
IgG	immunoglobulin G
IH	idiopathic hypersomnia
IND	investigational new drug
INN	international non-proprietary name
ITP	immune thrombocytopenia
iTTP	immune thrombotic thrombocytopenic purpura
IV	intravenous
JAK	Janus kinase
LCM	lifecycle management
mCRC	metastatic colorectal cancer
MDS	myelodysplastic syndrome
MF	myelofibrosis
MMN	multifocal motor neuropathy
MSA	multiple system atrophy
NDA	new drug application
NK	natural killer
NME	new molecular entity
NMPA	(China's) National Medical Products Administration
NT1 or 2	narcolepsy type 1 or 2
PDT	plasma derived therapies
PFIC	progressive familial intrahepatic cholestasis
PID	primary immunodeficiency
PK	pharmacokinetics
PMDA	Japan's Pharmaceuticals and Medical Devices Agency
POC	proof of concept
PRIME	Priority medicines scheme by EMA
PROC	platinum-resistant ovarian cancer
PSOC	platinum-sensitive ovarian cancer
PTRS	probability of technical and regultory success
PV	polycythemia vera
QD	quaque die, every day
QOL	quality of life
RTU	ready to use
SC	subcutaneous formulation
SID	secondary immunodeficiency
SOC	standard of care
TKI	tyrosine kinase inhibitor
TYK2	tyrosine kinase 2
UC	ulcerative colitis
vWD	von Willebrand disease
WW	worldwide

FINANCIAL APPENDIX

Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations

Core Financial Measures

Takeda's Core Financial Measures, particularly Core Revenue, Core Operating Profit, Core Net Profit for the Year attributable to owners of the Company and Core EPS, exclude revenue from divestments, amortization and impairment losses on intangible assets associated with products (includes in-process R&D) and other impacts unrelated to the underlying trends and business performance of Takeda's core operations, such as non-recurring items, purchase accounting effects and transaction related costs. **Core Revenue** represents revenue adjusted to exclude revenue items unrelated to the underlying trends and business performance of Takeda's core operations. **Core Operating Profit** represents operating profit adjusted to exclude other operating expenses and income, amortization and impairment losses on intangible assets associated with products (includes in-process R&D) and non-cash items or items unrelated to the underlying trends and business performance of Takeda's core operations. **Core EPS** represents net profit for the year attributable to owners of the Company, adjusted to exclude the impact of items excluded in the calculation of Core Operating Profit, and other non-operating items (e.g. amongst other items, fair value adjustments and the imputed financial charge related to contingent consideration) that are unusual, non-recurring in nature or unrelated to the underlying trends and business performance of Takeda's ongoing operations and the tax effect of each of the adjustments, divided by the average outstanding shares (excluding treasury shares) of the reporting periods presented.

Takeda presents its Core Financial Measures because Takeda believes that these measures are useful to understanding its business without the effect of items that Takeda considers to be unrelated to the underlying trends and business performance of its core operations, including items (i) which may vary significantly from year-to-year or may not occur in each year, or (ii) whose recognition Takeda believes is largely uncorrelated to trends in the underlying performance of our core business. Takeda believes that similar measures are frequently used by other companies in its industry, and that providing these measures helps investors evaluate Takeda's performance against not only its performance in prior years but on a similar basis as its competitors. Takeda also presents Core Financial Measures because these measures are used by Takeda for budgetary planning and compensation purposes (i.e., certain targets for the purposes of Takeda's Short-Term Incentive and Long-Term Incentive compensation programs, including incentive compensation of the CEO and CFO, are set in relation to the results of Takeda's Core Financial Measures).

Constant Exchange Rate ("CER") Change

Constant Exchange Rate (CER) Change eliminates the effect of foreign exchange rates from year-over-year comparisons by translating financial results in accordance with IFRS or Core (non-IFRS) financial measures for the current period using corresponding exchange rates in the same period of the previous fiscal year.

Takeda presents CER change because we believe that this measure is useful to investors to better understand the effect of exchange rates on our business, and to understand how our results of operations might have changed from year to year without the effect of fluctuations in exchange rates. These are the primary ways in which our management uses these measures to evaluate our results of operations. We also believe that this is a useful measure for investors as similar performance measures are frequently used by securities analysts, investors and other interested parties in the evaluation of the results of operations of other companies in our industry (many of whom similarly present measures that adjust for the effect of exchange rates).

The usefulness of this presentation has significant limitations including, but not limited to, that while CER change is calculated using the same exchange rates used to calculate financial results as presented under IFRS for the previous fiscal year, this does not necessarily mean that the transactions entered into during the relevant fiscal year could have been entered into or would have been recorded at the same exchange rates. Moreover, other companies in our industry using similarly titled measures may define and calculate those measures differently than we do, and therefore such measures may not be directly comparable. Accordingly, CER change should not be considered in isolation and is not, and should not be viewed as, a substitute for change in financial results as prepared and presented in accordance with IFRS. Starting from the quarter ended June 30, 2024, we ceased adjustments for CER change for the results of operations of subsidiaries in countries experiencing hyperinflation and for which IAS29, Financial Reporting in Hyperinflation Economies, is applied, because of the increased impacts of hyperinflation in the calculation of CER change using corresponding exchange rates in the same period of the previous fiscal year, effectively keeping CER change for these subsidiaries unchanged from those reported with IAS29.

Free Cash Flow and Adjusted Free Cash Flow

Takeda defines **Free Cash Flow** as cash flows from operating activities less acquisition of property, plant and equipment ("PP&E"). Takeda defines **Adjusted Free Cash Flow** as cash flows from operating activities, subtracting payments for acquisition of PP&E, intangible assets, investments (excluding debt investments classified as Level 1 in the fair value hierarchy) and businesses, net of cash and cash equivalents acquired, and other transactional payments deemed related or similar in substance thereto as well as adding proceeds from sales of PP&E, sales and redemption of investments (excluding debt investments classified as Level 1 in the fair value hierarchy) and sales of businesses, net of cash and cash equivalents divested, and further adjusting for the movement of any other cash that is not available to Takeda's immediate or general business use.

Takeda presents Free Cash Flow and Adjusted Free Cash Flow because Takeda believes that these measures are useful to investors as similar measures of liquidity are frequently used by securities analysts, investors, and other interested parties in the evaluation of companies in our industry. Adjusted Free Cash Flow is also used by our management to evaluate our liquidity and our cash flows, particularly as they relate to our ability to meet our liquidity requirements and to support our capital allocation policies. Takeda also believes that Free Cash Flow and Adjusted Free Cash Flow are helpful to investors in understanding how our strategic acquisitions and divestitures of businesses contribute to our cash flows and liquidity.

The usefulness of Free Cash Flow and Adjusted Free Cash Flow to investors has significant limitations including, but not limited to, (i) they may not be comparable to similarly titled measures used by other companies, including those in our industry, (ii) they do not reflect the effect of our current and future contractual and other commitments requiring the use or allocation of capital and (iii) the addition of proceeds from sales and redemption of investments and the proceeds from sales of business, net of cash and cash equivalents divested do not represent cash received from our core ongoing operations. Free Cash Flow and Adjusted Free Cash Flow should not be considered in isolation and are not, and should not be viewed as, substitutes for cash flows from operating activities or any other measure of liquidity presented in accordance with IFRS. The most directly comparable measure under IFRS for Free Cash Flow and Adjusted Free Cash Flow is net cash from operating activities. Starting from the quarter ended June 30, 2024, we i) changed the title of Free Cash Flow as previously represented to "Adjusted Free Cash Flow" and ii) began reporting "Free Cash Flow" as cash flows from operating activities less acquisition of PP&E. This change is intended to enhance the comparability of our Free Cash Flow disclosures to those of our peers and to better describe the nature of these measures as presented by Takeda.

EBITDA and Adjusted EBITDA

Takeda defines **EBITDA** as consolidated net profit before income tax expenses, depreciation and amortization and net interest expense. Takeda defines **Adjusted EBITDA** as EBITDA further adjusted to exclude impairment losses, other operating income and expenses (excluding depreciation and amortization), finance income and expenses (excluding net interest expense), our share of loss from investments accounted for under the equity method and other items that management believes are unrelated to our core operations such as purchase accounting effects and transaction related costs.

Takeda presents EBITDA and Adjusted EBITDA because Takeda believes that these measures are useful to investors as they are frequently used by securities analysts, investors, and other interested parties in the evaluation of companies in our industry. Primarily, Adjusted EBITDA is used by Takeda for the purposes of monitoring its financial leverage. Takeda further believes that Adjusted EBITDA is helpful to investors in identifying trends in its business that could otherwise be obscured by certain items unrelated to ongoing operations because they are highly variable, difficult to predict, may substantially impact our results of operations and may limit the ability to evaluate our performance from one period to another on a consistent basis.

The usefulness of EBITDA and Adjusted EBITDA to investors has significant limitations including, but not limited to, (i) they may not be comparable to similarly titled measures used by other companies, including those in the pharmaceutical industry, (ii) they exclude financial information and events, such as the effects of an acquisition, or amortization of intangible assets, that some may consider important in evaluating Takeda's performance, value or prospects for the future, (iii) they exclude items or types of items that may continue to occur from period to period in the future and (iv) they may not include all items which investors may consider important to an understanding of our results of operations, or may not exclude all items which investors may not consider important for such understanding. EBITDA and Adjusted EBITDA should not be considered in isolation and are not, and should not be viewed as, substitutes for operating income, net profit for the year or any other measure of performance presented in accordance with IFRS. The most closely comparable measure presented in accordance with IFRS is net profit for the period.

Net Debt and Adjusted Net Debt

Takeda defines **Net Debt** as the book value of bonds and loans on consolidated statements of financial position adjusted only for cash and cash equivalents, and **Adjusted Net Debt** first by calculating the sum of the current and non-current portions of bonds and loans as shown on our consolidated statement of financial position, which is then adjusted to reflect (i) the use of prior 12-month average exchange rates for non-JPY debt outstanding at the beginning of the period and the use of relevant spot rates for new non-JPY debt incurred and existing non-JPY debt redeemed during the reporting period, which reflects the methodology our management uses to monitor our leverage, and (ii) the “equity credit” applied to Takeda’s “hybrid” subordinated indebtedness by S&P Global Rating Japan in recognition of the equity-like features of those instruments pursuant to such agency’s ratings methodology. To calculate Adjusted Net Debt, Takeda deducts from this figure cash and cash equivalents, excluding cash temporarily held by Takeda on behalf of third parties related to vaccine operations and to the trade receivables sales program, and debt investments classified as Level 1 in the fair value hierarchy being recorded as Other Financial Assets.

Takeda presents Net Debt and Adjusted Net Debt because Takeda believes that these measures are useful to investors in that our management uses it to monitor and evaluate our indebtedness, net of cash and cash equivalents, and, in conjunction with Adjusted EBITDA, to monitor our financial leverage (for the avoidance of doubt, Adjusted Net Debt and the ratio of Adjusted Net Debt to Adjusted EBITDA are not intended to be indicators of Takeda’s liquidity). Takeda also believes that similar measures of indebtedness are frequently used by securities analysts, investors and other interested parties in the evaluation of companies in our industry. Particularly following the acquisition of Shire, investors, analysts and, in particular, ratings agencies, have closely monitored Takeda’s leverage, as represented by the ratio of its Adjusted Net Debt to Adjusted EBITDA. In light of the weight given by ratings agencies in particular to this ratio, Takeda believes that such information is useful to investors to help understand not only Takeda’s financial leverage, but also how ratings agencies evaluate the level of financial leverage in evaluating Takeda’s quality of credit. Accordingly, as described below, Takeda includes an adjustment to its Adjusted Net Debt to reflect the “equity credit” afforded to certain of its subordinated indebtedness by ratings agencies (such indebtedness does not qualify for treatment as equity under IFRS).

The usefulness of Adjusted Net Debt to investors has significant limitations including, but not limited to, (i) it may not be comparable to similarly titled measures used by other companies, including those in the pharmaceutical industry, (ii) it does not reflect the amounts of interest payments to be paid on Takeda’s indebtedness, (iii) it does not reflect any restrictions on Takeda’s ability to prepay or redeem any of our indebtedness, (iv) it does not reflect any fees, costs or other expenses that Takeda may incur in converting cash equivalents to cash, in converting cash from one currency into another or in moving cash within our consolidated group, (v) it applies to gross debt an adjustment for average foreign exchange rates which, although consistent with Takeda’s financing agreements, does not reflect the actual rates at which Takeda would be able to convert one currency into another and (vi) it reflects an equity credit despite the fact that Takeda’s subordinated bonds are not eligible for equity treatment under IFRS, although Takeda believes this adjustment to be reasonable and useful to investors. Adjusted Net Debt should not be considered in isolation and is not, and should not be viewed as, a substitute for bonds and loans or any other measure of indebtedness presented in accordance with IFRS. The most directly comparable measures under IFRS for Net Debt is bonds and loans. Starting from the quarter ended June 30, 2024, we i) changed the title of Net Debt as previously represented to "Adjusted Net Debt" and ii) began reporting “Net Debt” as the book value of bonds and loans on consolidated statements of financial position adjusted only for cash and cash equivalents. This change is intended to enhance the comparability of our Net Debt disclosures to those of our peers and to better describe the nature of these measures as presented by Takeda.

U.S. Dollar Convenience Translations

In the Financial Appendix, certain amounts presented in Japanese yen have been translated to U.S. dollars solely for the convenience of the reader at an exchange rate of 1USD = 157.37 JPY, the Noon Buying Rate certified by the Federal Reserve Bank of New York on December 31, 2024. The rate and methodologies used for the convenience translations differ from the currency exchange rates and translation methodologies under IFRS used for the preparation of the condensed interim consolidated financial statements. The translation should not be construed as a representation that the Japanese yen amounts could be converted into U.S. dollars at this or any other rate.

FY2024 Q3 YTD Reported Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY			(Million USD, except EPS) FY2024 Q3 YTD Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	3,212.9	3,528.2	315.3	9.8%	4.5%	22,419
Cost of sales	(1,044.2)	(1,198.1)	(154.0)	(14.7)%	(9.5)%	(7,614)
Gross profit	2,168.7	2,330.0	161.3	7.4%	2.0%	14,806
Margin	*67.5 %*	*66.0 %*		*(1.5) pp*	*(1.6) pp*	*66.0 %*
SG&A expenses	(768.6)	(808.9)	(40.3)	(5.2)%	(0.3)%	(5,140)
R&D expenses	(534.1)	(514.2)	19.8	3.7%	8.6%	(3,268)
Amortization of intangible assets associated with products	(387.7)	(411.7)	(24.0)	(6.2)%	(0.2)%	(2,616)
Impairment losses on intangible assets associated with products*1	(119.3)	(28.5)	90.8	76.1%	76.6%	(181)
Other operating income	10.8	16.2	5.5	50.7%	43.5%	103
Other operating expenses	(145.7)	(165.4)	(19.8)	(13.6)%	(8.4)%	(1,051)
Operating profit	224.1	417.5	193.4	86.3%	76.0%	2,653
Margin	*7.0 %*	*11.8 %*		*4.9 pp*	*4.8 pp*	*11.8 %*
Finance income	46.1	27.8	(18.3)	(39.7)%	(40.9)%	177
Finance expenses	(172.7)	(159.7)	12.9	7.5%	9.9%	(1,015)
Share of profit (loss) of investments accounted for using the equity method	2.7	(3.2)	(5.9)	—	—	(20)
Profit before tax	100.3	282.4	182.1	181.5%	162.4%	1,794
Income tax (expenses) benefit	46.9	(71.1)	(118.0)	—	—	(452)
Net profit for the period	147.2	211.2	64.0	43.5%	32.0%	1,342
Non-controlling interests	(0.1)	(0.2)	(0.1)	(48.7)%	(48.5)%	(1)
Net profit attributable to owners of the Company	147.1	211.1	64.0	43.5%	32.0%	1,341
Basic EPS (JPY or USD)	94.10	133.71	39.61	42.1%	30.7%	0.85

*1 Includes in-process R&D

When comparing results to the same period of the previous fiscal year, the amount of change and percentage change based on Actual Exchange Rates are presented in “AER” (which is presented in accordance with IFRS) and percentage change based on Constant Exchange Rate (which is a non-IFRS measure) is presented in “CER”. Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations*, for the definition of the “Constant Exchange Rate change”.

% change versus the same period of the previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q3 (Oct-Dec) Reported Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q3 (Oct-Dec)	FY2024 Q3 (Oct-Dec)	vs. PY			(Million USD, except EPS) FY2024 Q3 (Oct-Dec) Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	1,111.2	1,144.1	32.9	3.0%	3.4%	7,270
Cost of sales	(379.5)	(416.9)	(37.4)	(9.9)%	(10.2)%	(2,649)
Gross profit	731.7	727.3	(4.5)	(0.6)%	(0.2)%	4,621
Margin	*65.8 %*	*63.6 %*		*(2.3) pp*	*(2.3) pp*	*63.6 %*
SG&A expenses	(267.5)	(270.6)	(3.1)	(1.1)%	(1.6)%	(1,719)
R&D expenses	(187.4)	(170.2)	17.2	9.2%	9.0%	(1,081)
Amortization of intangible assets associated with products	(133.8)	(134.2)	(0.4)	(0.3)%	(0.6)%	(853)
Impairment losses on intangible assets associated with products*1	(3.6)	(0.7)	2.8	79.0%	79.2%	(5)
Other operating income	0.9	2.4	1.5	163.3%	167.6%	15
Other operating expenses	(35.4)	(87.0)	(51.5)	(145.4)%	(144.3)%	(553)
Operating profit	104.9	66.9	(38.0)	(36.2)%	(34.3)%	425
Margin	*9.4 %*	*5.9 %*		*(3.6) pp*	*(3.4) pp*	*5.9 %*
Finance income	22.5	25.2	2.7	11.8%	10.8%	160
Finance expenses	(67.3)	(63.8)	3.5	5.3%	6.4%	(405)
Share of profit (loss) of investments accounted for using the equity method	1.1	(2.0)	(3.1)	—	—	(12)
Profit before tax	61.3	26.4	(34.9)	(56.9)%	(52.9)%	168
Income tax (expenses) benefit	44.5	(2.6)	(47.1)	—	—	(16)
Net profit for the period	105.8	23.8	(81.9)	(77.5)%	(75.4)%	151
Non-controlling interests	(0.0)	(0.0)	(0.0)	(28.6)%	(28.5)%	(0)
Net profit attributable to owners of the Company	105.7	23.8	(81.9)	(77.5)%	(75.5)%	151
Basic EPS (JPY or USD)	67.38	15.01	(52.38)	(77.7)%	(75.7)%	0.10

*1 Includes in-process R&D

When comparing results to the same period of the previous fiscal year, the amount of change and percentage change based on Actual Exchange Rates are presented in “AER” (which is presented in accordance with IFRS) and percentage change based on Constant Exchange Rate (which is a non-IFRS measure) is presented in “CER”. Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations*, for the definition of the “Constant Exchange Rate change”.

% change versus the same period of the previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q3 YTD Core Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY			(Million USD, except EPS) FY2024 Q3 YTD Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	3,212.9	3,528.2	315.3	9.8%	4.5%	22,419
Cost of sales	(1,044.2)	(1,198.3)	(154.1)	(14.8)%	(9.6)%	(7,615)
Gross profit	2,168.7	2,329.8	161.1	7.4%	2.0%	14,805
Margin	*67.5 %*	*66.0 %*		*(1.5) pp*	*(1.6) pp*	*66.0 %*
SG&A expenses	(769.1)	(809.2)	(40.2)	(5.2)%	(0.2)%	(5,142)
R&D expenses	(534.1)	(514.3)	19.7	3.7%	8.5%	(3,268)
Operating profit	865.6	1,006.3	140.7	16.3%	10.1%	6,394
Margin	*26.9 %*	*28.5 %*		*1.6 pp*	*1.5 pp*	*28.5 %*
Finance income	45.6	21.4	(24.2)	(53.0)%	(54.0)%	136
Finance expenses	(152.9)	(127.6)	25.3	16.5%	19.1%	(811)
Share of profit (loss) of investments accounted for using the equity method	4.4	1.5	(2.8)	(65.2)%	(66.7)%	10
Profit before tax	762.6	901.6	139.0	18.2%	11.7%	5,729
Income tax (expenses) benefit	(118.9)	(202.6)	(83.6)	(70.3)%	(64.5)%	(1,287)
Net profit for the period	643.7	699.1	55.4	8.6%	1.9%	4,442
Non-controlling interests	(0.1)	(0.2)	(0.1)	(48.7)%	(48.5)%	(1)
Net profit attributable to owners of the Company	643.6	698.9	55.3	8.6%	1.9%	4,441
Basic EPS (JPY or USD)	412	443	31	7.5%	0.9%	2.81

When comparing results to the same period of the previous fiscal year, the amount of change and percentage change based on Actual Exchange Rates are presented in "AER" (which is presented in accordance with IFRS) and percentage change based on Constant Exchange Rate (which is a non-IFRS measure) is presented in "CER". Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations*, for the definition of the "Constant Exchange Rate change".

% change versus the same period of the previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q3 (Oct-Dec) Core Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q3 (Oct-Dec)	FY2024 Q3 (Oct-Dec)	vs. PY			(Million USD, except EPS) FY2024 Q3 (Oct-Dec) Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	1,111.2	1,144.1	32.9	3.0%	3.4%	7,270
Cost of sales	(379.4)	(416.9)	(37.5)	(9.9)%	(10.2)%	(2,649)
Gross profit	731.8	727.2	(4.6)	(0.6)%	(0.2)%	4,621
Margin	*65.9 %*	*63.6 %*		*(2.3) pp*	*(2.3) pp*	*63.6 %*
SG&A expenses	(267.6)	(270.7)	(3.0)	(1.1)%	(1.5)%	(1,720)
R&D expenses	(187.4)	(170.2)	17.1	9.2%	9.0%	(1,082)
Operating profit	276.8	286.4	9.6	3.5%	4.1%	1,820
Margin	*24.9 %*	*25.0 %*		*0.1 pp*	*0.2 pp*	*25.0 %*
Finance income	21.6	23.8	2.1	9.9%	12.3%	151
Finance expenses	(65.1)	(56.6)	8.5	13.0%	13.0%	(360)
Share of profit (loss) of investments accounted for using the equity method	2.1	(0.1)	(2.2)	—	—	(1)
Profit before tax	235.4	253.4	18.0	7.6%	8.6%	1,610
Income tax (expenses) benefit	0.5	(43.5)	(44.0)	—	—	(276)
Net profit for the period	235.9	209.9	(26.0)	(11.0)%	(10.2)%	1,334
Non-controlling interests	(0.0)	(0.0)	(0.0)	(28.6)%	(28.5)%	(0)
Net profit attributable to owners of the Company	235.9	209.8	(26.1)	(11.0)%	(10.2)%	1,333
Basic EPS (JPY or USD)	150	132	(18)	(12.0)%	(11.1)%	0.84

When comparing results to the same period of the previous fiscal year, the amount of change and percentage change based on Actual Exchange Rates are presented in “AER” (which is presented in accordance with IFRS) and percentage change based on Constant Exchange Rate (which is a non-IFRS measure) is presented in “CER”. Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations*, for the definition of the “Constant Exchange Rate change”.

% change versus the same period of the previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q3 YTD Reconciliation from Reported to Core

(Billion JPY, except EPS and number of shares)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization of intangible assets	Impairment of intangible assets	Teva JV related adjustment*2	Other operating income/ expenses	Others	
Revenue	3,528.2						3,528.2
Cost of sales	(1,198.1)					(0.2)	(1,198.3)
Gross profit	2,330.0					(0.2)	2,329.8
SG&A expenses	(808.9)					(0.3)	(809.2)
R&D expenses	(514.2)					(0.1)	(514.3)
Amortization of intangible assets associated with products	(411.7)	411.7					—
Impairment losses on intangible assets associated with products*1	(28.5)		28.5				—
Other operating income	16.2				(16.2)		—
Other operating expenses	(165.4)				165.4		—
Operating profit	417.5	411.7	28.5		149.2	(0.6)	1,006.3
Margin	11.8 %						28.5 %
Finance income and (expenses), net	(131.9)			19.4		6.4	(106.2)
Share of profit (loss) of investments accounted for using the equity method	(3.2)					4.7	1.5
Profit before tax	282.4	411.7	28.5	19.4	149.2	10.5	901.6
Income tax (expenses) benefit	(71.1)	(86.2)	(8.2)	(5.9)	(36.5)	5.3	(202.6)
Non-controlling interests	(0.2)						(0.2)
Net profit attributable to owners of the Company	211.1	325.5	20.3	13.4	112.7	15.9	698.9
Basic EPS (JPY)	134						443
Number of shares (millions)	1,579						1,579

*1 Includes in-process R&D.

*2 An impairment loss of JPY 19.4 billion related to the classification of Teva Takeda Pharma Ltd. shares to the assets held for sale recorded in the nine-month period ended December 31, 2024.

FY2024 Q3 (Oct-Dec) Reconciliation from Reported to Core

(Billion JPY, except EPS and number of shares)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization of intangible assets	Impairment of intangible assets	Teva JV related adjustment*2	Other operating income/ expenses	Others	
Revenue	1,144.1						1,144.1
Cost of sales	(416.9)					(0.0)	(416.9)
Gross profit	727.3					(0.0)	727.2
SG&A expenses	(270.6)					(0.1)	(270.7)
R&D expenses	(170.2)					(0.0)	(170.2)
Amortization of intangible assets associated with products	(134.2)	134.2					—
Impairment losses on intangible assets associated with products*1	(0.7)		0.7				—
Other operating income	2.4				(2.4)		—
Other operating expenses	(87.0)				87.0		—
Operating profit	66.9	134.2	0.7		84.6	(0.1)	286.4
Margin	5.9 %						25.0 %
Finance income and (expenses), net	(38.6)			1.0		4.7	(32.9)
Share of profit (loss) of investments accounted for using the equity method	(2.0)					1.8	(0.1)
Profit before tax	26.4	134.2	0.7	1.0	84.6	6.4	253.4
Income tax (expenses) benefit	(2.6)	(28.1)	(0.2)	(0.3)	(21.8)	9.5	(43.5)
Non-controlling interests	(0.0)						(0.0)
Net profit attributable to owners of the Company	23.8	106.1	0.5	0.7	62.8	15.9	209.8
Basic EPS (JPY)	15						132
Number of shares (millions)	1,585						1,585

*1 Includes in-process R&D.

*2 An impairment loss of JPY 1.0 billion related to the classification of Teva Takeda Pharma Ltd. shares to the assets held for sale recorded in the quarter ended December 31, 2024.

FY2023 Q3 YTD Reconciliation from Reported to Core

(Billion JPY, except EPS and number of shares)	REPORTED	REPORTED TO CORE ADJUSTMENTS				CORE
		Amortization of intangible assets	Impairment of intangible assets	Other operating income/ expenses	Others	
Revenue	3,212.9					3,212.9
Cost of sales	(1,044.2)				(0.1)	(1,044.2)
Gross profit	2,168.7				(0.1)	2,168.7
SG&A expenses	(768.6)				(0.5)	(769.1)
R&D expenses	(534.1)				0.0	(534.1)
Amortization of intangible assets associated with products	(387.7)	387.7				—
Impairment losses on intangible assets associated with products*1	(119.3)		119.3			—
Other operating income	10.8			(10.8)		—
Other operating expenses	(145.7)			145.7		—
Operating profit	224.1	387.7	119.3	134.9	(0.5)	865.6
Margin	7.0 %					26.9 %
Finance income and (expenses), net	(126.6)				19.3	(107.3)
Share of profit (loss) of investments accounted for using the equity method	2.7				1.6	4.4
Profit before tax	100.3	387.7	119.3	134.9	20.4	762.6
Income tax (expenses) benefit	46.9	(82.5)	(26.4)	(31.8)	(25.1)	(118.9)
Non-controlling interests	(0.1)					(0.1)
Net profit attributable to owners of the Company	147.1	305.2	92.9	103.1	(4.7)	643.6
Basic EPS (JPY)	94					412
Number of shares (millions)	1,563					1,563

*1 Includes in-process R&D.

FY2023 Q3 (Oct-Dec) Reconciliation from Reported to Core

(Billion JPY, except EPS and number of shares)	REPORTED	REPORTED TO CORE ADJUSTMENTS				CORE
		Amortization of intangible assets	Impairment of intangible assets	Other operating income/ expenses	Others	
Revenue	1,111.2					1,111.2
Cost of sales	(379.5)				0.1	(379.4)
Gross profit	731.7				0.1	731.8
SG&A expenses	(267.5)				(0.1)	(267.6)
R&D expenses	(187.4)				0.0	(187.4)
Amortization of intangible assets associated with products	(133.8)	133.8				—
Impairment losses on intangible assets associated with products*1	(3.6)		3.6			—
Other operating income	0.9			(0.9)		—
Other operating expenses	(35.4)			35.4		—
Operating profit	104.9	133.8	3.6	34.6	(0.0)	276.8
Margin	9.4 %					24.9 %
Finance income and (expenses), net	(44.8)				1.3	(43.5)
Share of profit (loss) of investments accounted for using the equity method	1.1				0.9	2.1
Profit before tax	61.3	133.8	3.6	34.6	2.2	235.4
Income tax (expenses) benefit	44.5	(28.4)	(0.8)	(15.3)	0.5	0.5
Non-controlling interests	(0.0)					(0.0)
Net profit attributable to owners of the Company	105.7	105.3	2.8	19.3	2.8	235.9
Basic EPS (JPY)	67					150
Number of shares (millions)	1,569					1,569

*1 Includes in-process R&D.

FY2024 Q3 YTD Adjusted Free Cash Flow

(Billion JPY)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY		(Million USD) FY2024 Q3 YTD Convenience USD Translation
Net profit	147.2	211.2	64.0	43.5 %	1,342
Depreciation, amortization and impairment losses	675.5	609.9	(65.7)		3,875
Decrease (increase) in trade working capital	(166.7)	(92.5)	74.2		(588)
Income taxes paid	(179.3)	(120.3)	58.9		(765)
Tax refunds and interest on tax refunds received	13.0	18.2	5.2		116
Other	(52.0)	208.6	260.5		1,325
Net cash from operating activities (Operating Cash Flow)	437.8	835.0	397.3	90.8 %	5,306
Acquisition of PP&E	(130.9)	(152.0)	(21.1)		(966)
Free Cash Flow*1	306.9	683.0	376.1	122.6 %	4,340
Adjustment for cash temporarily held by Takeda on behalf of third parties*2	9.6	(0.9)	(10.5)		(6)
Proceeds from sales of PP&E	8.6	0.0	(8.6)		0
Acquisition of intangible assets*3	(285.5)	(103.1)	182.4		(655)
Acquisition of option to license	—	(31.8)	(31.8)		(202)
Acquisition of investments*4	(4.7)	(15.2)	(10.5)		(97)
Proceeds from sales and redemption of investments	1.1	26.7	25.6		170
Proceeds from sales of business, net of cash and cash equivalents divested	0.4	9.6	9.2		61
Adjusted Free Cash Flow*1	36.3	568.3	532.0	1,466.3 %	3,611

*1 Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations* for additional information on change in the titles and definitions of Free Cash Flow and Adjusted Free Cash Flow from FY2024.

*2 Adjustment for cash temporarily held by Takeda on behalf of third parties refers to changes in cash balances that are temporarily held by Takeda on behalf of third parties related to vaccine operations and the trade receivables sales program, which are not available to Takeda's immediate or general business use.

*3 Proceeds from sale of intangible assets are separately adjusted as they are recorded within operating cash flows, except certain immaterial transactions.

*4 Acquisition of JPY 80.1 billion debt investments classified as Level 1 in the fair value hierarchy is excluded for the nine-month period ended December 31, 2024.

FY2024 Q3 YTD Adjusted Net Debt to Adjusted EBITDA

NET DEBT/ADJUSTED EBITDA RATIO

(Billion JPY)	FY2024 Q3 YTD
Book value of bonds and loans on consolidated statements of financial position	(4,840.1)
Cash & cash equivalents	494.1
Net Debt[*1]	(4,346.0)
Application of equity credit[*2]	250.0
FX adjustment[*3]	94.8
Cash temporarily held by Takeda on behalf of third parties[*4]	(108.7)
Level 1 debt investments[*4]	83.5
Adjusted Net Debt[*1]	(4,026.4)
Adjusted EBITDA (LTM)[*5]	1,471.0
Adjusted Net Debt/Adjusted EBITDA ratio	2.7x
Book value of bonds and loans on consolidated statements of financial position	(4,840.1)
Application of equity credit[*2]	250.0
FX adjustment[*3]	94.8
Adjusted Gross Debt	(4,495.3)

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

(Billion JPY)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY	
Net cash from operating activities (Operating Cash Flow)	437.8	835.0	397.3	90.8 %
Acquisition of PP&E	(130.9)	(152.0)		
Proceeds from sales of PP&E	8.6	0.0		
Acquisition of intangible assets	(285.5)	(103.1)		
Acquisition of option to license	—	(31.8)		
Acquisition of investments	(4.7)	(95.4)		
Proceeds from sales and redemption of investments	1.1	26.7		
Proceeds from sales of business, net of cash and cash equivalents divested	0.4	9.6		
Payments for the settlement of forward exchange contracts designated as net investment hedges	—	(13.9)		
Net increase (decrease) in short-term loans and commercial papers	280.0	(317.0)		
Proceeds from long-term loans	100.0	90.0		
Repayment of long-term loans	(100.3)	(50.2)		
Proceeds from issuance of bonds	—	934.5		
Repayment of bonds	(220.5)	(733.8)		
Proceeds from the settlement of cross currency interest rate swaps related to bonds and loans	60.1	46.9		
Acquisition of treasury shares	(2.3)	(1.9)		
Interest paid	(78.7)	(78.1)		
Dividends paid	(278.1)	(292.8)		
Others	(47.7)	(34.6)		
Net increase (decrease) in cash and cash equivalents	(260.8)	38.0	298.8	—

*1 Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations* for additional information on change in the titles and definitions of Net Debt and Adjusted Net Debt from FY2024.

*2 Application of equity credit includes JPY 250.0 billion reduction in debt due to a 50% equity credit applied to JPY 500.0 billion principal amount of our hybrid (subordinated) bonds and loans by S&P Global Rating Japan, given that those instruments qualify for certain equity credit for leverage purposes.

*3 FX adjustment refers to change from month-end rate to average rate used for non-JPY debt calculation outstanding at the beginning of the period to match with adjusted EBITDA (which is calculated based on average rates). New non-JPY debt incurred and existing non-JPY debt redeemed during the reporting period are translated to JPY at relevant spot rates as of the relevant date.

*4 Adjustments related to cash temporarily held by Takeda on behalf of third parties related to vaccine operations and to the trade receivables sales program, which is not available to Takeda's immediate or general business use, and debt investments classified as Level 1 in the fair value hierarchy being recorded as Other Financial Assets.

*5 LTM represents Last Twelve Months (January 2024 - December 2024). Calculated by subtracting FY2023 Q3 YTD from FY2023 Full Year and adding FY2024 Q3 YTD.

FY2023 Adjusted Net Debt to Adjusted EBITDA

NET DEBT/ADJUSTED EBITDA RATIO

(Billion JPY)	FY2023
Book value of bonds and loans on consolidated statements of financial position	(4,843.8)
Cash & cash equivalents	457.8
Net Debt[*1]	(4,386.0)
Application of equity credit[*2]	250.0
FX adjustment[*3]	152.5
Cash temporarily held by Takeda on behalf of third parties[*4]	(107.8)
Level 1 debt investments[*4]	—
Adjusted Net Debt[*1]	(4,091.3)
Adjusted EBITDA	1,319.9
Adjusted Net Debt/Adjusted EBITDA ratio	3.1x
Book value of bonds and loans on consolidated statements of financial position	(4,843.8)
Application of equity credit[*2]	250.0
FX adjustment[*3]	152.5
Adjusted Gross Debt	(4,441.2)

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

(Billion JPY)	FY2022	FY2023	vs. PY	
Net cash from operating activities (Operating Cash Flow)	977.2	716.3	(260.8)	(26.7)%
Acquisition of PP&E	(140.7)	(175.4)		
Proceeds from sales of PP&E	1.0	8.6		
Acquisition of intangible assets	(493.0)	(305.3)		
Acquisition of investments	(10.2)	(6.8)		
Proceeds from sales and redemption of investments	22.3	8.0		
Proceeds from sales of business, net of cash and cash equivalents divested	8.0	20.0		
Net increase in short-term loans and commercial papers	40.0	277.0		
Proceeds from long-term loans	75.0	100.0		
Repayment of long-term loans	(75.2)	(100.4)		
Repayment of bonds	(281.5)	(220.5)		
Proceeds from the settlement of cross currency interest rate swaps related to bonds	—	60.1		
Purchase of treasury shares	(26.9)	(2.3)		
Interest paid	(108.6)	(100.4)		
Dividends paid	(279.4)	(287.2)		
Others	(47.0)	(93.6)		
Net increase (decrease) in cash and cash equivalents	(339.1)	(101.9)	237.2	69.9 %

*1 The FY2023 presentation included herein has been adjusted for new definitions applied starting from the quarter ended June 30, 2024; please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations* for additional information on change in the titles and definitions of Net Debt and Adjusted Net Debt from FY2024.

*2 Application of equity credit includes JPY 250.0 billion reduction in debt due to a 50% equity credit applied to JPY 500.0 billion principal amount of our hybrid (subordinated) bonds and loans by S&P Global Rating Japan, given that those instruments qualify for certain equity credit for leverage purposes.

*3 FX adjustment refers to change from month-end rate to average rate used for non-JPY debt calculation outstanding at the beginning of the period to match with adjusted EBITDA (which is calculated based on average rates). New non-JPY debt incurred and existing non-JPY debt redeemed during the reporting period are translated to JPY at relevant spot rates as of the relevant date.

*4 Adjustments related to cash temporarily held by Takeda on behalf of third parties related to vaccine operations and to the trade receivables sales program, which is not available to Takeda's immediate or general business use, and debt investments classified as Level 1 in the fair value hierarchy being recorded as Other Financial Assets.

FY2024 Q3 YTD Net Profit to Adjusted EBITDA Bridge

(Billion JPY)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY	
Net profit	147.2	211.2	64.0	43.5 %
Income tax expenses (benefit)	(46.9)	71.1		
Depreciation and amortization	541.3	571.6		
Interest expense, net	82.0	87.8		
EBITDA	723.6	941.8	218.2	30.2 %
Impairment losses	134.3	38.2		
Other operating expense (income), net, excluding depreciation and amortization and other miscellaneous expenses (non-cash item)	116.4	135.2		
Finance expense (income), net, excluding interest expense, net	44.6	44.2		
Share of loss (profit) on investments accounted for under the equity method	(2.7)	3.2		
Other costs*1	50.5	51.8		
Adjusted EBITDA	1,066.6	1,214.4	147.8	13.9 %

*1 Includes adjustments for non-cash equity-based compensation expense and other one time non-cash expense.

FY2024 Q3 YTD Net Profit to Adjusted EBITDA LTM Bridge

(Billion JPY)	FY2023 Full Year (Apr - Mar)	FY2023 Q3 YTD (Apr - Dec)	FY2024 Q3 YTD (Apr - Dec)	FY2024 Q3 LTM*1 (Jan - Dec)
Net profit	144.2	147.2	211.2	208.2
Income tax expenses (benefit)	(91.4)	(46.9)	71.1	26.6
Depreciation and amortization	728.0	541.3	571.6	758.4
Interest expense, net	108.2	82.0	87.8	114.0
EBITDA	889.0	723.6	941.8	1,107.3
Impairment losses	150.0	134.3	38.2	54.0
Other operating expense (income), net, excluding depreciation and amortization and other miscellaneous expenses (non-cash item)	162.2	116.4	135.2	181.0
Finance expense (income), net, excluding interest expense, net	59.5	44.6	44.2	59.1
Share of loss (profit) on investments accounted for under the equity method	(6.5)	(2.7)	3.2	(0.5)
Other costs*2	69.9	50.5	51.8	71.2
Adjusted EBITDA	1,324.1	1,066.6	1,214.4	1,472.0
EBITDA from divested products*3	(4.2)			(1.0)
Adjusted EBITDA (LTM)	1,319.9			1,471.0

*1 LTM represents Last Twelve Months (January 2024 - December 2024). Calculated by subtracting FY2023 Q3 YTD from FY2023 Full Year and adding FY2024 Q3 YTD.

*2 Includes adjustments for non-cash equity-based compensation expense and other one time non-cash expense.

*3 Represents adjustments for EBITDA from divested products which are removed as part of LTM Adjusted EBITDA.

FY2024 Q3 YTD CAPEX, Depreciation and Amortization and Impairment Losses

(Billion JPY)	FY2023 Q3 YTD	FY2024 Q3 YTD	vs. PY		Revised Forecast (January 30, 2025)
Capital expenditures*1	416.4	255.1	(161.3)	(38.7)%	380.0 - 420.0
Tangible assets	130.9	152.0	21.1	16.1 %	
Intangible assets	285.5	103.1	(182.4)	(63.9)%	
Depreciation and amortization	541.3	571.6	30.4	5.6 %	768.0
Depreciation of tangible assets*2 (A)	129.8	130.7	0.9	0.7 %	
Amortization of intangible assets (B)	411.4	441.0	29.5	7.2 %	
Of which Amortization associated with products (C)	387.7	411.7	24.0	6.2 %	550.0
Of which Amortization excluding intangible assets associated with products (D)	23.8	29.3	5.5	23.4 %	
Depreciation and amortization (excluding intangible assets associated with products) (A)+(D)	153.6	160.0	6.4	4.2 %	218.0
Impairment losses	134.3	38.2	(96.1)	(71.5)%	
Impairment losses on intangible assets associated with products*3	119.3	28.5	(90.8)	(76.1)%	50.0
Amortization and impairment losses on intangible assets associated with products	507.0	440.2	(66.8)	(13.2)%	600.0

*1 Cash flow base

*2 Includes depreciation of investment properties

*3 Includes in-process R&D

FY2024 Full Year Detailed Forecast

	(BN JPY)	Previous Forecast (October 31, 2024)	Revised Forecast (January 30, 2025)	vs. Previous Forecast		Variances
REPORTED	Revenue	4,480.0	4,590.0	110.0	2.5 %	Business momentum including Vyvanse, plus FX benefit
	Cost of sales	(1,555.0)	(1,585.0)	(30.0)	(1.9)%	
	Gross Profit	2,925.0	3,005.0	80.0	2.7 %	Reflects revenue growth; Gross margin negatively impacted by implementation of accounting process to recognize accumulated FX impact of inventories
	SG&A expenses	(1,105.0)	(1,115.0)	(10.0)	(0.9)%	Mainly FX impact
	R&D expenses	(770.0)	(740.0)	30.0	3.9 %	FX headwind offset by moving post-trial access costs for TAK-611 & TAK-609 (previously anticipated as R&D expenses) to Other Operating Expenses & higher cost savings from efficiency program
	Amortization of intangible assets associated with products	(541.0)	(550.0)	(9.0)	(1.7)%	Mainly FX impact
	Impairment losses on intangible assets associated with products*1	(50.0)	(50.0)	—	—	
	Other operating income	19.0	19.0	—	—	
	Other operating expenses	(213.0)	(225.0)	(12.0)	(5.6)%	Post-trial access costs for TAK-611 & TAK-609, partially offset by higher reversal of pre-launch inventory
	Operating profit	265.0	344.0	79.0	29.8 %	
	Finance income (expenses), net	(168.0)	(178.0)	(10.0)	(6.0)%	Higher finance expenses related to the decision to divest Takeda Teva JV, and FX impact
	Profit before tax	93.0	162.0	69.0	74.2 %	
	Net profit attributable to owners of the Company	68.0	118.0	50.0	73.5 %	Reflects increase in PBT; tax rate assumption is unchanged
	Basic EPS (yen)	43	75	32	73.5 %	
	Core Revenue*2	4,480.0	4,590.0	110.0	2.5 %	Business momentum including Vyvanse, plus FX benefit
	Core Operating Profit*2	1,050.0	1,150.0	100.0	9.5 %	Business momentum including Vyvanse and lower R&D expenses, partially offset by impact of implementation of accounting process to recognize accumulated FX impact of inventories.
	Core EPS (yen)*2	456	507	50	11.0 %	
	Adjusted Free Cash Flow*2	400.0 to 500.0	550.0 to 650.0			Reflects upgrade in Core Operating profit plus proceeds expected as a part of upcoming sale of Teva JV and more favorable cash tax rate, partially offset by payment for elritercept in-licensing deal of $200M.
	CAPEX (cash flow base)	(380.0) to (420.0)	(380.0) to (420.0)			
	Depreciation and amortization (excl. intangible assets associated with products)	(215.0)	(218.0)	(3.0)	(1.4)%	Mainly FX impact
	Cash tax rate on Adjusted EBITDA (excl. divestitures)*2	Mid teen %	Low teen %			
	USD/JPY	150	153	3	1.9 %	
	EUR/JPY	165	165	—	—	

*1 Includes in-process R&D.

*2 Please refer to *Definition and Explanation of Non-IFRS Measures and U.S. Dollar Convenience Translations*, for the definition of Non-IFRS Measures and FY2024 Full Year Reconciliation from Reported Operating Profit to Core Operating Profit Forecast.

FY2024 Full Year Reconciliation from Reported Operating Profit to Core Operating Profit Forecast

(Billion JPY)	REPORTED	REPORTED TO CORE ADJUSTMENTS			CORE
		Amortization of intangible assets	Impairment of intangible assets	Other operating income (expenses) and other adjustments	
Revenue	4,590.0				4,590.0
Cost of sales	(1,585.0)				(3,440.0)
Gross Profit	3,005.0				
SG&A expenses	(1,115.0)				
R&D expenses	(740.0)				
Amortization of intangible assets associated with products	(550.0)	550.0			—
Impairment losses on intangible assets associated with products*1	(50.0)		50.0		—
Other operating income	19.0			(19.0)	—
Other operating expenses	(225.0)			225.0	—
Operating profit	344.0	550.0	50.0	206.0	1,150.0

*1 Includes in-process R&D

FY2024 Full Year FX Rates Assumptions and Currency Sensitivity vs. Forecast

	Average Exchange Rates vs. JPY				Impact of depreciation of yen from January 2025 to March 2025 (100 million JPY)				
	FY2023 Q3 Actual (Apr-Dec)	FY2024 Q3 Actual (Apr-Dec)	FY2024 Full Year Assumption (Apr-Mar)	FY2024 Q4 Assumption (Jan-Mar)		Revenue (IFRS)	Operating Profit (IFRS)	Net Profit (IFRS)	Core Operating Profit (non-IFRS)
USD	143	152	153	156	1% depreciation	34.3	(6.2)	(6.3)	3.8
					1 yen depreciation	22.1	(4.0)	(4.0)	2.5
EUR	155	165	165	166	1% depreciation	11.3	(9.4)	(7.8)	(7.2)
					1 yen depreciation	6.8	(5.7)	(4.7)	(4.3)
RUB	1.6	1.6	1.6	1.4	1% depreciation	0.4	0.1	0.1	0.2
CNY	20.0	21.1	21.2	21.5		4.5	3.0	2.4	3.0
BRL	28.9	27.9	27.2	25.4		1.4	0.9	0.7	0.9

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