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Committed to Growth & Shareholder Returns

FY2024 Earnings Announcement

May 8th, 2025

Better Health, Brighter Future

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The companies in which Takeda directly and indirectly owns investments are separate entities. In this presentation, "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.

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This presentation and any materials distributed in connection with this presentation 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 presentation 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 presentation may not be indicative of, and are not an estimate, forecast, guarantee or projection of Takeda's future results.

Financial Information and Certain Non-IFRS Financial Measures

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

This 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.

Peak Revenue Potential and PTRS Estimates

References in this presentation to peak revenue ranges are estimates that have not been adjusted for probability of technical and regulatory success (PTRS) and should not be considered a forecast or target. These peak revenue ranges represent Takeda's assessments of various possible future commercial scenarios that may or may not occur. References in this presentation to PTRS are to internal estimates of Takeda regarding the likelihood of obtaining regulatory approval for a particular product in a particular indication. These estimates reflect the subjective judgment of responsible Takeda personnel and have been approved by Takeda's Portfolio Review Committee for use in internal planning.

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 = 149.90, the Noon Buying Rate certified by the Federal Reserve Bank of New York on March 31, 2025. 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.

AGENDA

Opening Remarks & Business Highlights

Christophe Weber, President & CEO

Financial Highlights

Milano Furuta, Chief Financial Officer

Pipeline Update

Andy Plump, President, R&D

Closing Remarks

Christophe Weber, President & CEO

Q&A

Question & Answer Session

FY2024: Topline Growth & Margin Expansion Despite VYVANSE Generic Impact, with Accelerated Progress in our Late-Stage Innovative Pipeline

- Growth & Launch Products more than offset VYVANSE generic erosion to deliver Core Revenue growth
- Steady execution of Efficiency Program to deliver Core Operating Profit growth

Strong Momentum of Growth & Launch Products

Core Revenue

JPY 4,579.8B (USD 30.6B)[1,2]

+2.8% at CER[3]

Growth & Launch Products represent 48% of Core Revenue

+14.7% growth at CER

Driving Efficiencies to Improve Margins

Core Operating Profit

JPY 1,162.6B (USD 7.8B)

+4.9% at CER

Core Operating Profit Margin

25.4% (+65bps)

or +270bps excluding VYVANSE[4]

Progress in Late-Stage Innovative Pipeline

Positive topline results from Ph3 study of **rusfertide** in Polycythemia Vera

Completed Ph3 enrollment for **zasocitinib** & **oveporexton**; on track for data readouts in 2025

1. Please refer to appendix slide A-1 for definition of Core financial measures, and slide A-8 for reconciliation; 2. Please refer to disclaimer on Exchange Rates on slide 2; 3. Constant Exchange Rate. Please refer to appendix slide A-1 for definition
4. Calculated by excluding VYVANSE contribution from both FY23 and FY24 results.

Strong Momentum of Growth & Launch Products +14.7% at CER

Balanced Portfolio Across 6 Key Business Areas

GI	RARE DISEASES	PLASMA-DERIVED THERAPIES (PDT)	ONCOLOGY	VACCINES	NEUROSCIENCE
% of Sales: 30% Growth at CER: +7%	% of Sales: 16% Growth at CER: +5%	% of Sales: 23% Growth at CER: +9%	% of Sales: 12% Growth at CER: +17%	% of Sales: 1% Growth at CER: +8%	% of Sales: 12% Change at CER: -14%

Entyvio® vedolizumab JPY 914.1B **+8.5%**	TAKHZYRO (lanadelumab-flyo) injection JPY 223.2B **+18.9%**	GAMMAGARD LIQUID, HyQvia, Cuvitru IMMUNOGLOBULIN JPY 757.8B **+11.5%**	Fruzaqla® (fruquintinib) capsules JPY 48.0B **+351%**	Qdenga™ Dengue Tetravalent Vaccine (Live, Attenuated) JPY 35.6B **+259%**
Eohilia™ (budesonide oral suspension) 2mg JPY 5.5B **+2,501%**	LIVTENCITY™ (maribavir) tablets 200mg JPY 33.0B **+64.5%**	Flexbumin (Human Albumin), HUMANALBUMIN ALBUMIN JPY 141.4B **+1.1%**	ALUNBRIG® BRIGATINIB JPY 36.4B **+22.7%**	
	ADZYNMA ADAMTS13, recombinant-krhn JPY 7.1B **+1,516%**			

Growth & Launch Products

FY2024 revenue
JPY 2,201.9B
(USD 14.7B)[1]

48% of Total Core Revenue

+14.7% at CER

Absolute values are FY2024 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).
"% of Sales" reflects percentage of FY2024 Core Revenue
1. Please refer to disclaimer on Exchange Rates on slide 2

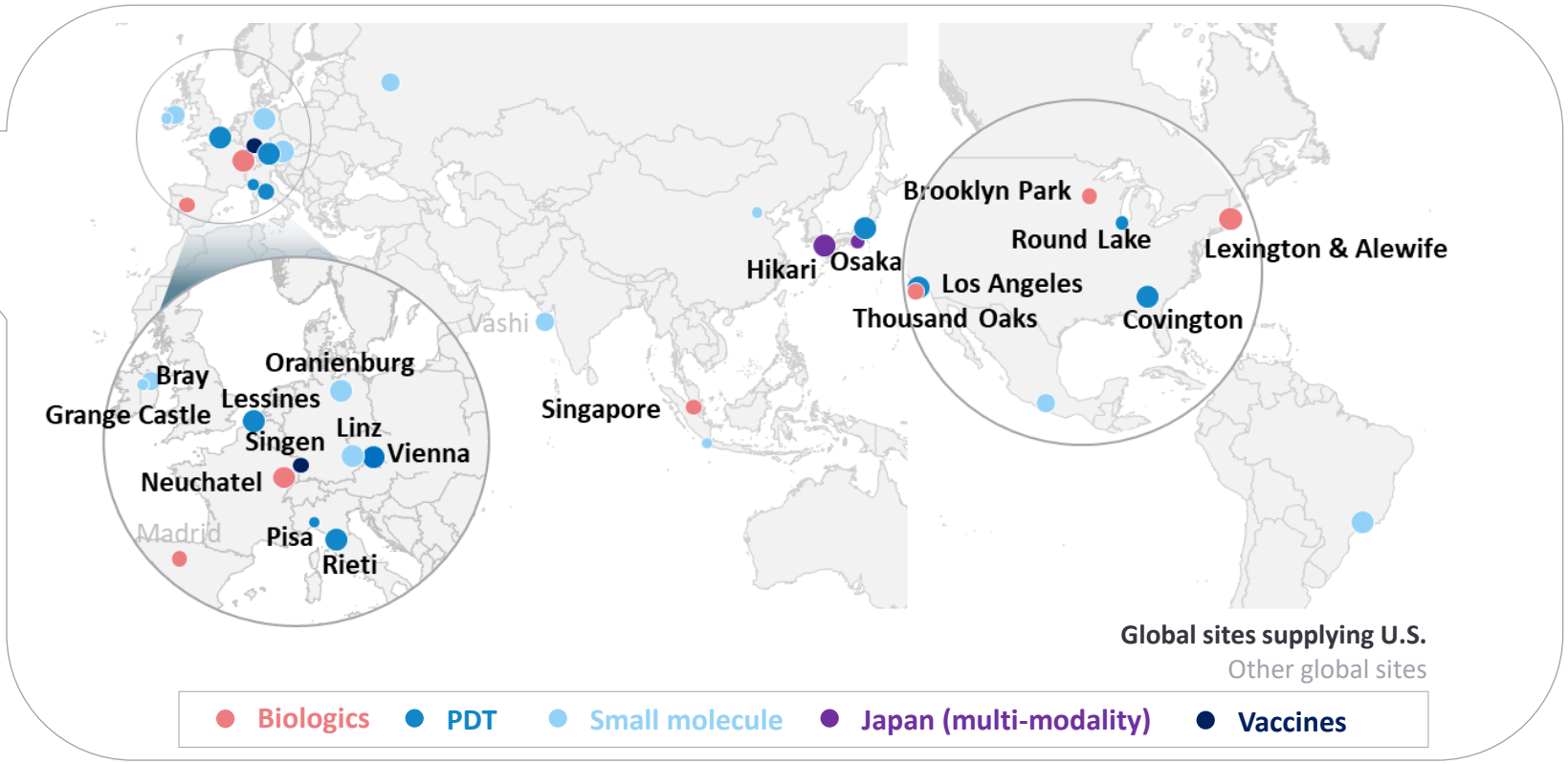
Takeda's Global Manufacturing is Centered in U.S., Europe, Japan & Singapore

- Tariff exposure is determined by revenue contribution of imports, manufacturing location / country of origin, and transfer pricing policy.
- Based on current assumptions, Takeda believes our likely potential exposure to U.S. and China tariffs is limited.
  - ~50% of total Takeda revenue is from the U.S.; value of imports (primarily from Europe/Japan/Singapore) is ~8 to 10% of total U.S. revenue
  - ~4% of total Takeda revenue is from China; value of imports (from U.S.) is ~12 to 15% of total China revenue
- For imports that may be subject to potential tariff impacts, we are taking mitigation measures (e.g. inventory & supply chain management).

Global Manufacturing Network

22 internal global manufacturing sites, with **20** supplying the U.S., including **7** located in the U.S.

Strategic contract manufacturers also distributed across the U.S., Europe and Japan; ~70% of CMO spend is with U.S.-based CMOs



Manufacturing footprint as of April 2025

FY2025 a Pivotal Year as we Prepare for Late-Stage Pipeline Launches

Rusfertide (TAK-121)

Polycythemia Vera

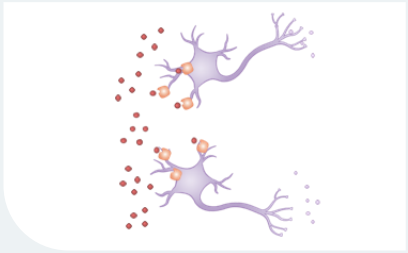
Delivering rapid, consistent & sustained hematocrit control with potential for use at each step of the treatment landscape

Peak revenue potential:
$1-2 billion

Ph3 data readout:
March 2025 ✓

Oveporexton (TAK-861)

Narcolepsy Type 1



On track to be first-in-class orexin agonist with potential to transform NT1 treatment paradigm

Peak revenue potential:
$2-3 billion

Expected Ph3 data readout:
H1 FY2025

Zasocitinib (TAK-279)

Psoriasis

Highly selective TYK2 inhibitor with potential to redefine what is possible with an oral therapy in psoriatic disease

Peak revenue potential:
$3-6 billion[1]

Expected Ph3 data readout:
H2 FY2025

Please refer to the Important Notice at the start of this presentation for more information about peak revenue estimates
1. Peak sales total for psoriasis and psoriatic arthritis. Does not include potential upside from additional indications such as ulcerative colitis and Crohn's disease.

FY2025 Outlook: Final Year of Significant VYVANSE Generic Headwind; Preparing for New Product Launches from Late-Stage Pipeline

(BN YEN, except EPS)	REPORTED FY2025 FORECAST	CORE FY2025 FORECAST	CORE CHANGE AT CER FY2025 MANAGEMENT GUIDANCE
REVENUE	4,530.0	4,530.0	**Broadly Flat**
OPERATING PROFIT	475.0	1,140.0	**Broadly Flat**
EPS	145 yen	485 yen	**Broadly Flat**

ADJUSTED FREE CASH FLOW	750.0 – 850.0
ANNUAL DIVIDEND PER SHARE	200 yen

Key assumptions in FY2025 forecast:

- Takeda's forecast for FY2025 does not reflect the potential impact of tariffs being introduced on pharmaceutical products by the U.S. administration, nor the potential impact of tariffs introduced by other countries in response to U.S. tariffs. We continue to monitor the situation, including potential mitigation strategies, and will update our forecasts if and when a probable impact can be estimated.
- Forecast assumes global VYVANSE revenue of JPY 241.0B, a year-on-year decline of JPY 109.6B (-30% at CER).
- Forecast assumes 150 JPY/USD and 160 JPY/EUR. Please refer to appendix slide A-20 for more details on FX assumptions and sensitivity.

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 FY2025 forecast

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Andy Plump, President, R&D

Closing Remarks
Christophe Weber, President & CEO

Question & Answer Session

FY2024 Results: Topline Growth & Strong Cash Flow Generation

FY2024 (APR-MAR) FINANCIAL RESULTS (SUMMARY)

(BN YEN, except EPS)	REPORTED			CORE[1]			
	FY2024	FY2023	ACTUAL % CHANGE	FY2024	FY2023	ACTUAL % CHANGE	CER[2] % CHANGE
REVENUE	**4,581.6**	4,263.8	**+7.5%**	**4,579.8**	4,263.8	**+7.4%**	**+2.8%**
OPERATING PROFIT	**342.6**	214.1	**+60.0%**	**1,162.6**	1,054.9	**+10.2%**	**+4.9%**
Margin	***7.5%***	*5.0%*	***+2.5pp***	***25.4%***	*24.7%*	***+0.6pp***	
NET PROFIT	**107.9**	144.1	**-25.1%**	**775.6**	756.8	**+2.5%**	**-3.4%**
EPS	**68 yen**	92 yen	**-25.8%**	**491 yen**	484 yen	**+1.5%**	**-4.3%**
OPERATING CASH FLOW	**1,057.2**	716.3	**+47.6%**				
ADJUSTED FREE CASH FLOW[3]	**769.0**	283.4	**+171.3%**				

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

FY2024 Results: Delivered Guidance for Revenue & Core O.P. Growth

MANAGEMENT GUIDANCE FOR FY2024 CORE GROWTH AT CER

	ORIGINAL GUIDANCE [MAY 2024]		LATEST GUIDANCE [JANUARY 2025]	FY2024 RESULTS
CORE REVENUE	Flat to slightly declining	→	Low-single digit % increase	**+2.8%**
CORE OPERATING PROFIT	Approx 10% decline	→	Low-single digit % increase	**+4.9%**
CORE EPS	Mid-10s% decline	→	Flat to slightly declining	**-4.3%**

- Core Revenue delivered latest guidance supported by product momentum including Growth & Launch Products
- Core Operating Profit at high-end of latest guidance due to continued OPEX efficiency
- Core EPS slightly below latest guidance due to higher than anticipated tax expenses

Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations.

Efficiency Program Captured ~JPY 200.0B Annualized Savings to Date

Organizational Agility

- Structural changes impacting approximately 3,000 positions to date
- Optimizing org agility including spans & layers
- Exited R&D site in San Diego; transferred divested manufacturing sites in Austria & Japan

Procurement Savings

- Initiatives to capture savings in categories such as contract manufacturing, R&D services, marketing support & resources, facilities, information technology, etc.

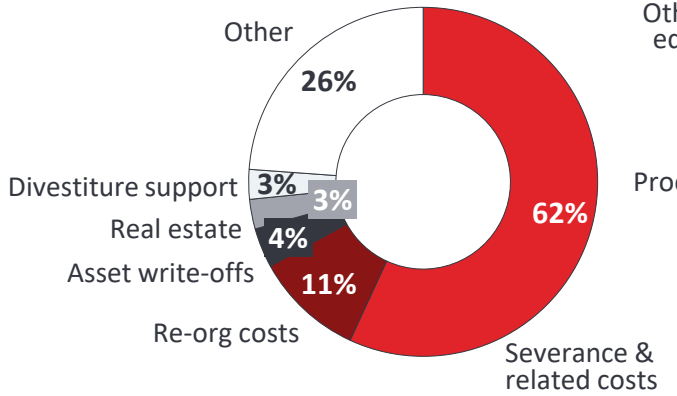
Data, Digital & Technology

- In-sourcing and enhancing DD&T capabilities with expansion of Innovation Capability Centers (ICCs)
- Leveraging data and AI across the entire value chain to create value, including in manufacturing, plasma collection, R&D, sales & marketing, G&A

Restructuring Costs

JPY 128.1B

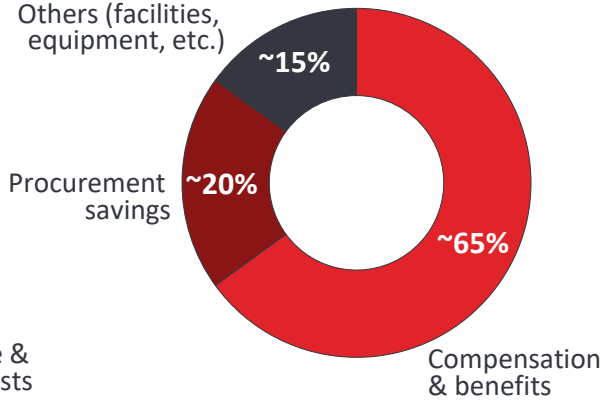
booked in FY24



Annualized Savings

~JPY 200.0B

captured to date



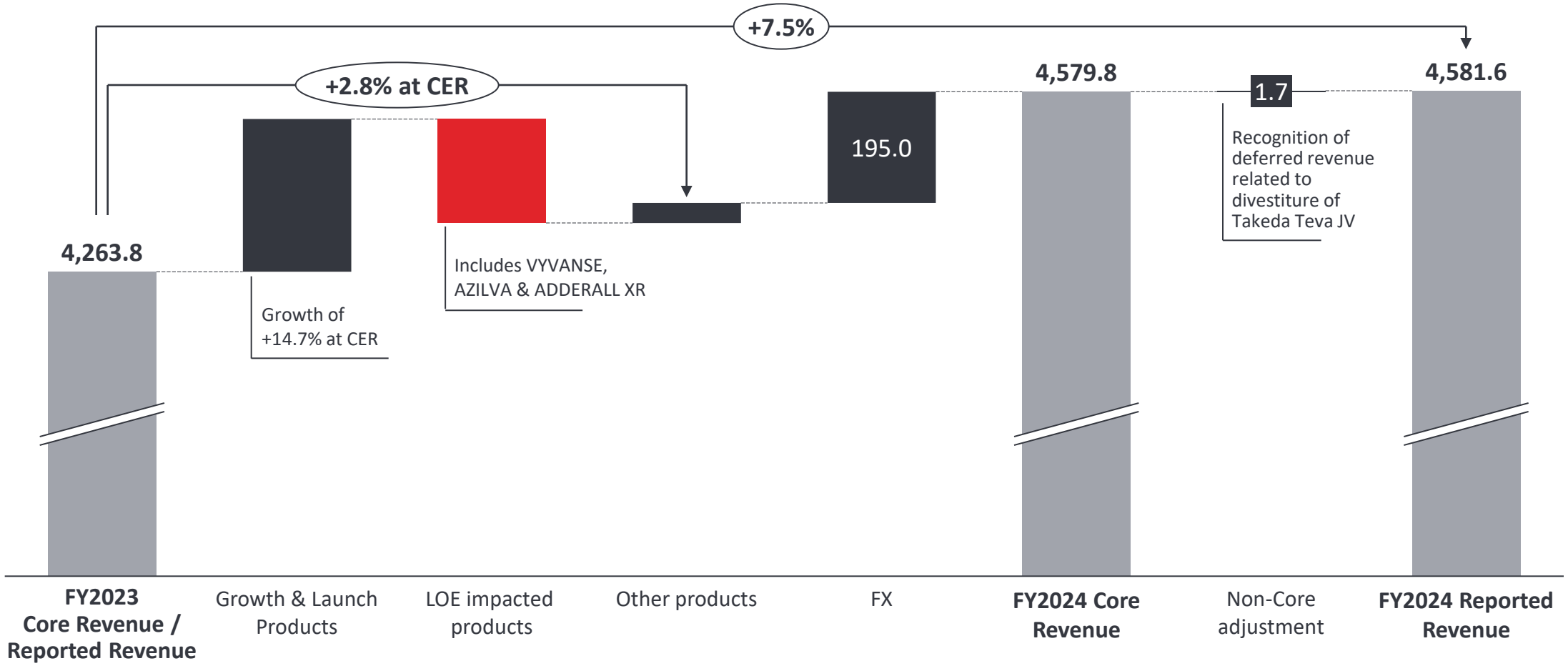
Freeing up resources to:

» Advance prioritized pipeline
» Execute new product launches
» Continue building DD&T capabilities
» Offset inflation headwinds

FY2024 Revenue: Growth & Launch Products More Than Offset Loss of Exclusivity Impact Including VYVANSE

FY2024 REVENUE VS PRIOR YEAR

(BN JPY)

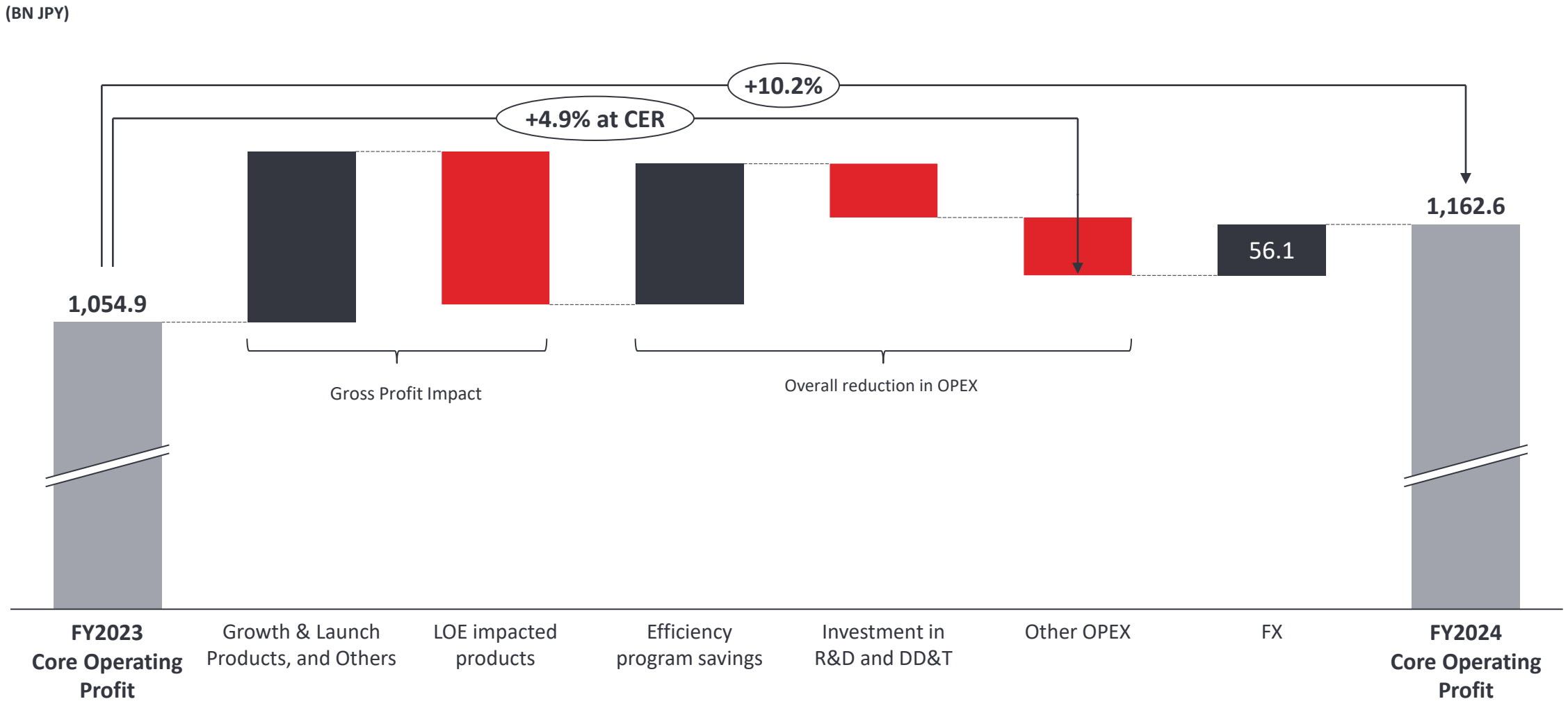


Graphs are illustrative LOE: Loss of Exclusivity

In FY2023, Reported Revenue and Core Revenue were equivalent, as no Core adjustment was made to revenue in that year.

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

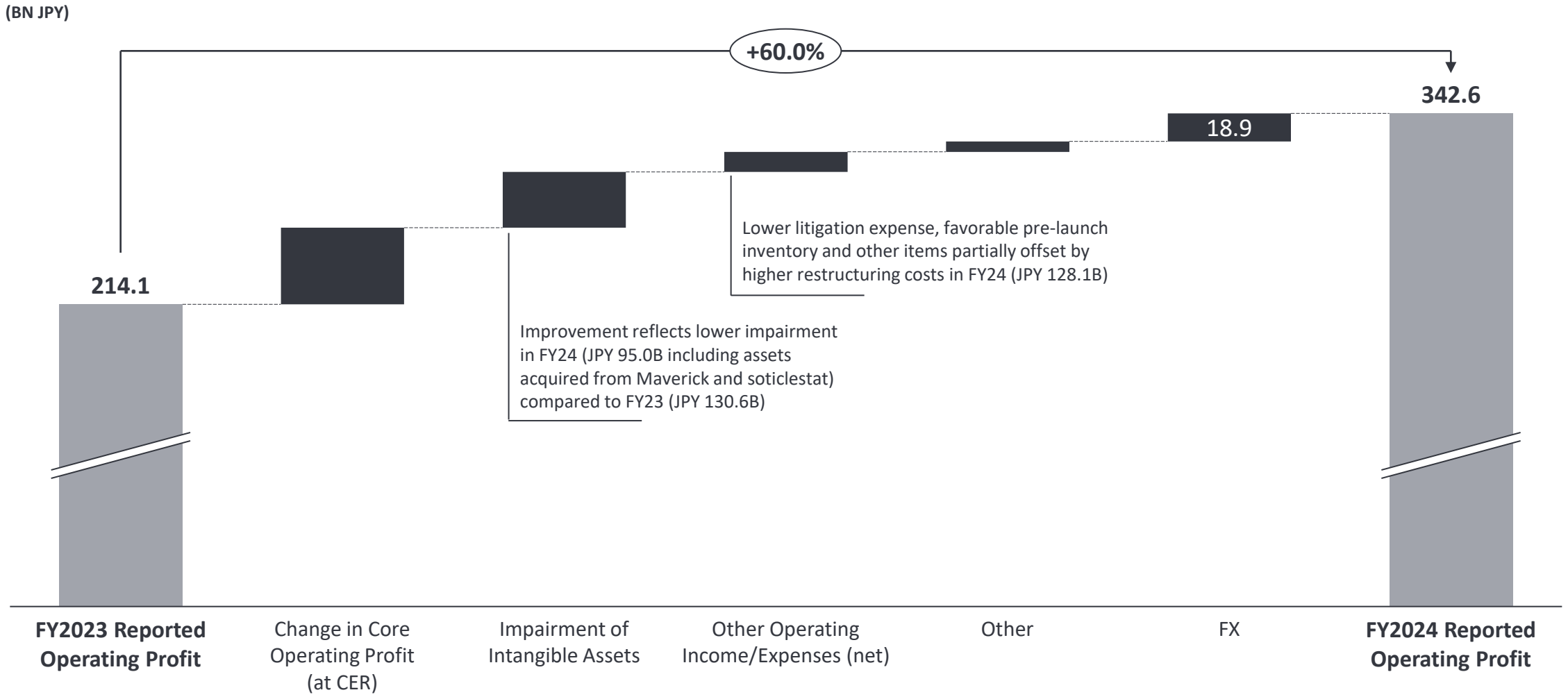
FY2024 CORE OPERATING PROFIT VS PRIOR YEAR



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

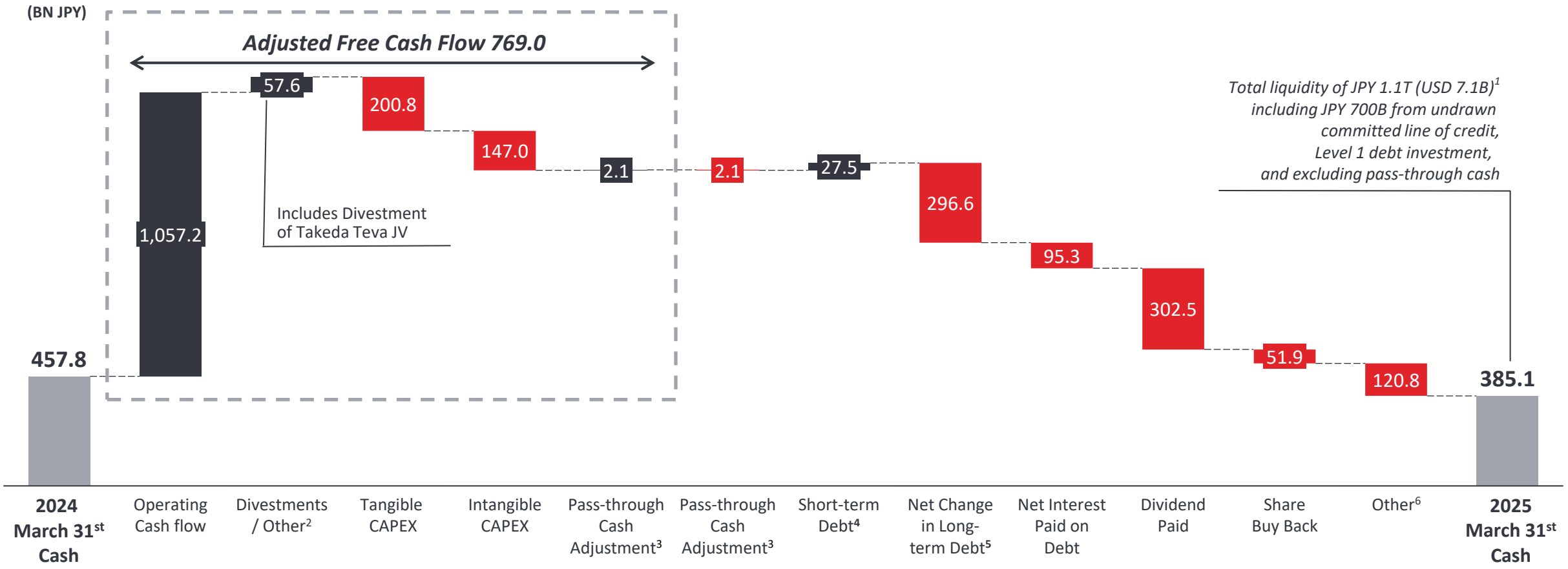
FY2024 REPORTED OPERATING PROFIT VS PRIOR YEAR



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

FY2024 Adj. Free Cash Flow: Strong Result of JPY 769.0B Exceeding Forecast

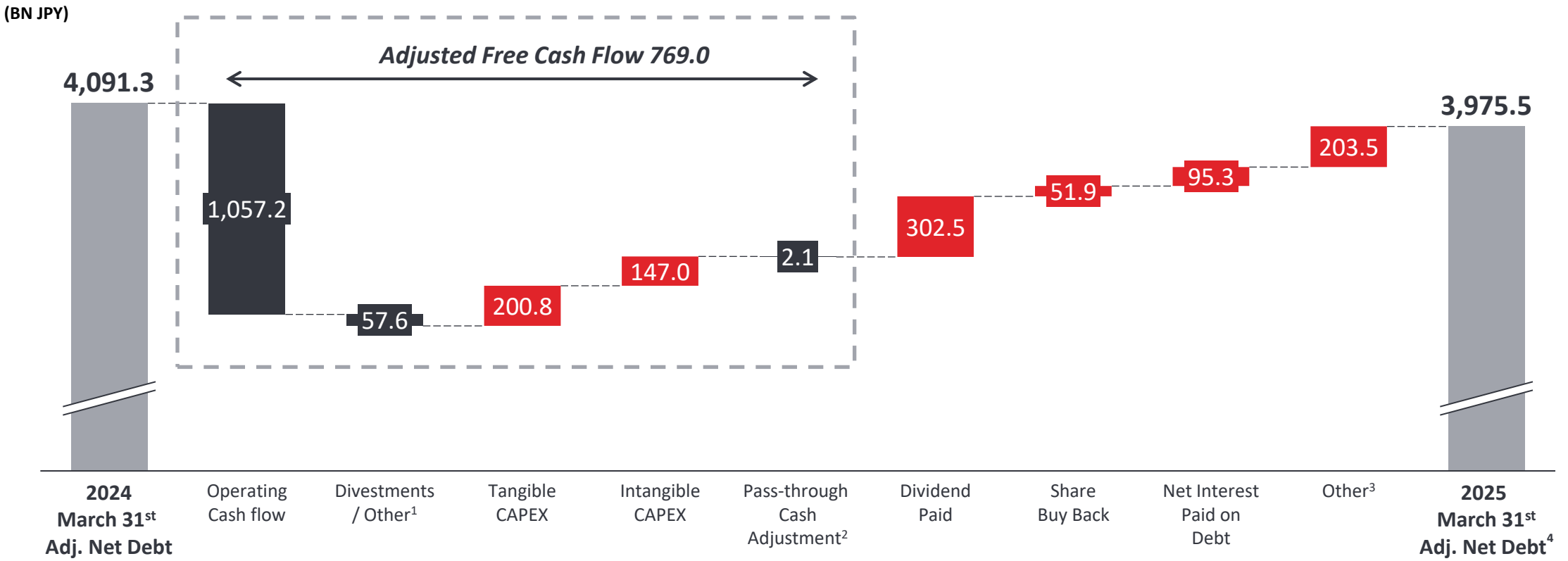
FY2024 CASH FLOW



Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations.
1. Please refer to disclaimer on Exchange Rates on slide 2. Total liquidity includes Level 1 debt investment in US Treasuries (JPY 79.3B).
2. "Divestments / Other" includes proceeds from sale of assets (securities/real estate etc.) net of certain investments.
3. "Pass-through cash adjustment" refers to changes in cash balance that is temporarily held by Takeda on behalf of third parties related to vaccine operations and the trade receivables sales program. This Adjustment ensures that Free Cash Flow is not impacted by any change in Pass-through cash during the current reporting period.
4. "Short-term debt" refers to JPY denominated Commercial Paper and USD denominated Bilateral Loan.
5. "Net Change in Long-term Debt": (Decrease) USD 1.5B SAIIDAC Bond Tender prepayment in July 2024 , JPY 500.0B Hybrid bond Redemption in October 2024, and JPY 313.5B + USD 1.5B Syndicated Loan early repayments in March 2025
(Increase) JPY 460.0B Hybrid Bond Issuance in June 2024, USD 3.0B Bond Issuance in July 2024, and JPY 40.0B Hybrid Loan borrowing in October 2024
6. "Other" includes items such as Level 1 debt investment in US Treasuries, FX impact on cash, lease obligations and cash proceeds from re-setting of certain derivatives

Leverage Ratio Improved by 0.3x in FY2024

FY2024 CHANGE IN ADJUSTED NET DEBT

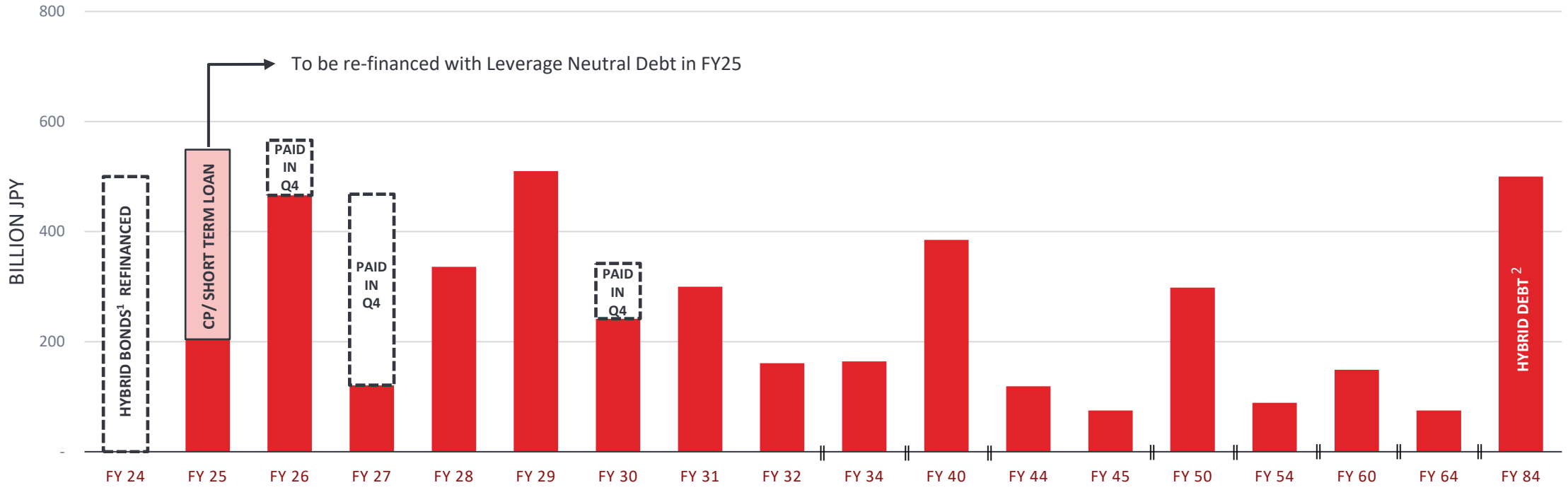


Adj. EBITDA (BN JPY)	**1,319.9**									**1,441.0**
Adj. Net Debt / Adj. EBITDA	**3.1x**									**2.8x**

Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations.
1. "Divestments / Other" includes proceeds from sale of assets (securities/real estate etc.) net of certain investments
2. "Pass-through cash adjustment" refers to changes in cash balance that is temporarily held by Takeda on behalf of third parties related to vaccine operations and the trade receivables sales program. This Adjustment ensures that Free Cash Flow is not impacted by any change in Pass-through cash during the current reporting period.
3. Includes cash and non-cash adjustments to debt book-value, lease obligations, certain investments and re-setting of certain derivatives. Non-cash adjustments include changes due to debt amortization and FX impact from converting non-JPY debt into JPY.
4. Excludes pass-through cash balance of JPY 105.8B; Includes Level 1 debt investment in US Treasuries of JPY 79.3B

Prepaid Syndicated Loans in Q4 with Cash On-hand & Short-term Funding; Short-term Funding to be Re-financed in FY2025

MATURITY LADDER AS OF MARCH 31, 2025



Prepaid Syndicated Loans (JPY 313.5B and USD 1,500M) in Q4
with Cash On-hand, Commercial Paper JPY 270.0B and Short-term Loan USD 500M

100% Debt at Fixed rate (~2% Weighted Average); Average Debt Maturity ~9 years

1. In October 2024, Takeda paid for early redemption of Hybrid Bonds (Issued in June 2019, maturity date of June 2079) on their first call date using proceeds from Hybrid Bonds Issuance (Q1, JPY 460B) and Hybrid Loans Issuance (Q3, JPY 40B)
2. FY 84 Hybrid Debt (JPY 500B) comprises JPY 460B Hybrid Bonds (Issued in June 2024, maturity date of June 2084) and Hybrid Loans (JPY 40B Issued in October 2024, maturity date of October 2084).
   Non-JPY debt principal calculated as at end of March 2025 FX Rates (149.01 JPY/USD and 161.33 JPY/EUR). This reflects the actual conversion rate used for reporting purposes.

FY2025 Outlook: Final Year of Significant VYVANSE Generic Headwind; Preparing for New Product Launches from Late-Stage Pipeline

(BN YEN, except EPS)	REPORTED		CORE		CORE CHANGE AT CER
	FY2025 FORECAST	VS. PRIOR YEAR	FY2025 FORECAST	VS. PRIOR YEAR	FY2025 MANAGEMENT GUIDANCE
REVENUE	4,530.0	-1.1%	4,530.0	-1.1%	**Broadly Flat**
OPERATING PROFIT	475.0	+38.7%	1,140.0	-1.9%	**Broadly Flat**
EPS	145 yen	+111.8%	485 yen	-1.2%	**Broadly Flat**

ADJUSTED FREE CASH FLOW	750.0 – 850.0
ANNUAL DIVIDEND PER SHARE	200 yen

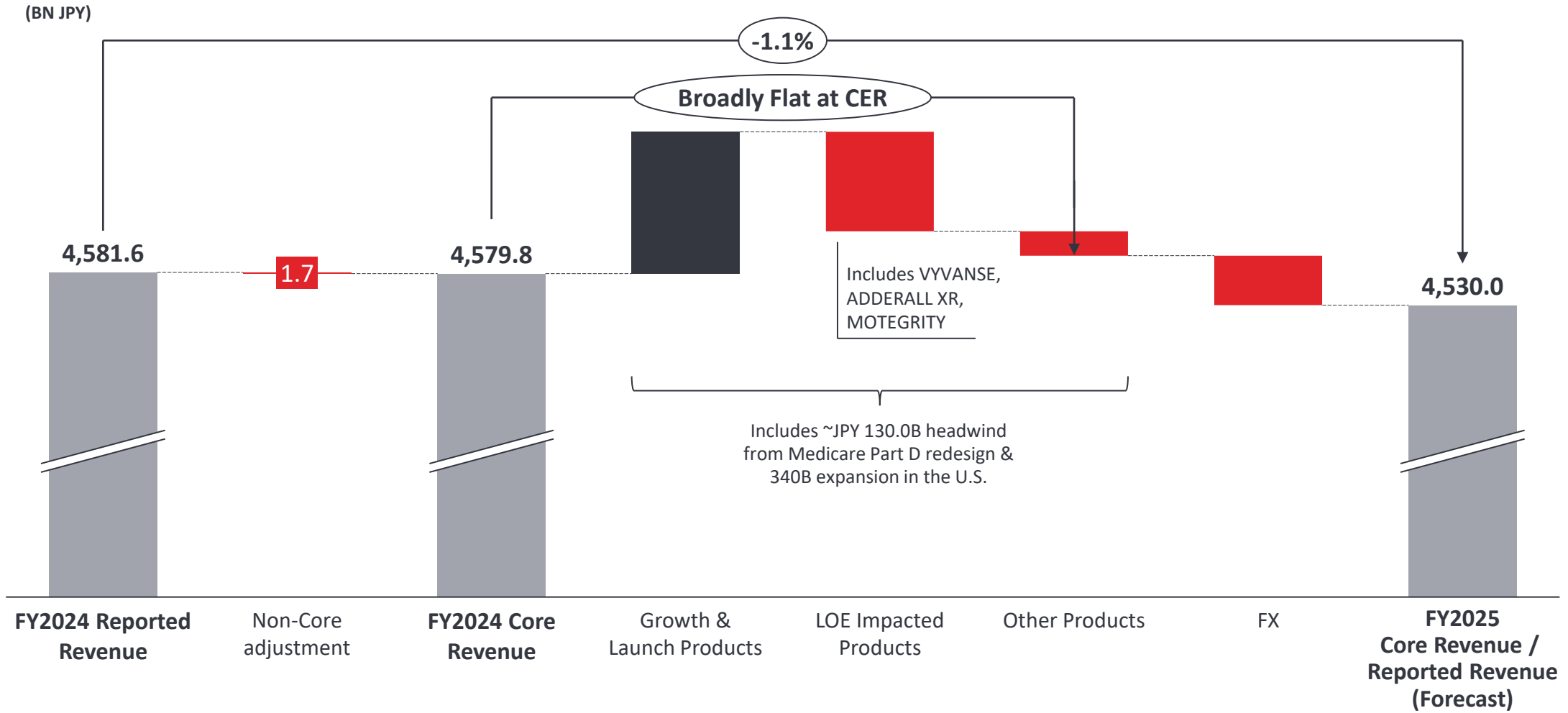
Key assumptions in FY2025 forecast:

- Takeda's forecast for FY2025 does not reflect the potential impact of tariffs being introduced on pharmaceutical products by the U.S. administration, nor the potential impact of tariffs introduced by other countries in response to U.S. tariffs. We continue to monitor the situation, including potential mitigation strategies, and will update our forecasts if and when a probable impact can be estimated.
- Forecast assumes global VYVANSE revenue of JPY 241.0B, a year-on-year decline of JPY 109.6B (-30% at CER).
- Forecast assumes 150 JPY/USD and 160 JPY/EUR. Please refer to appendix slide A-20 for more details on FX assumptions and sensitivity.

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 FY2025 forecast

Core Revenue Expected to be Broadly Flat at CER, with Growth & Launch Products Momentum Offsetting Carry-over of VYVANSE Generic Impact

FY2025 REVENUE FORECAST

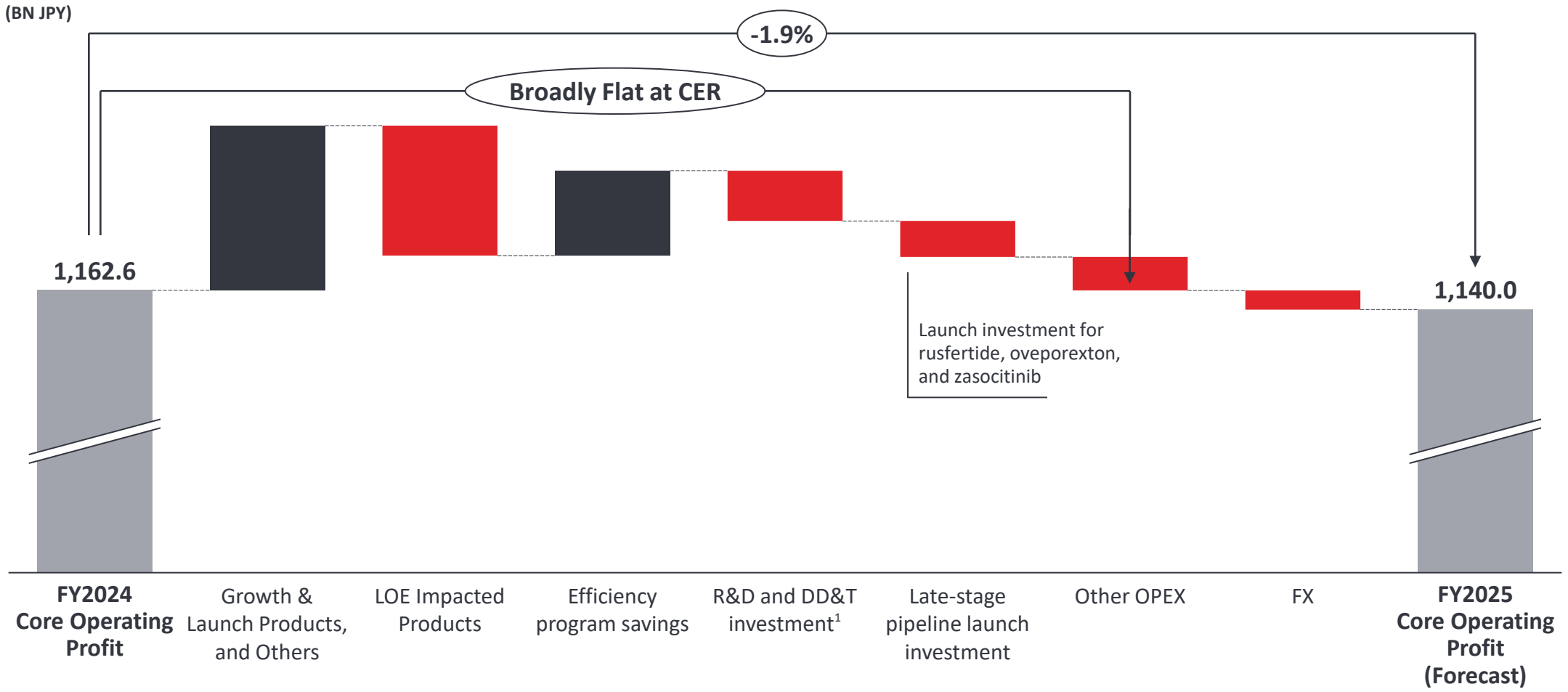


Graphs are illustrative

Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations. In FY2025, Reported Revenue and Core Revenue are expected to be equivalent, with no Core adjustment.

Core O.P. Expected to be Broadly Flat at CER, with Efficiency Program Savings, & Investments in R&D, DD&T, and Launch Preparation for Late-stage Pipeline

FY2025 CORE OPERATING PROFIT FORECAST



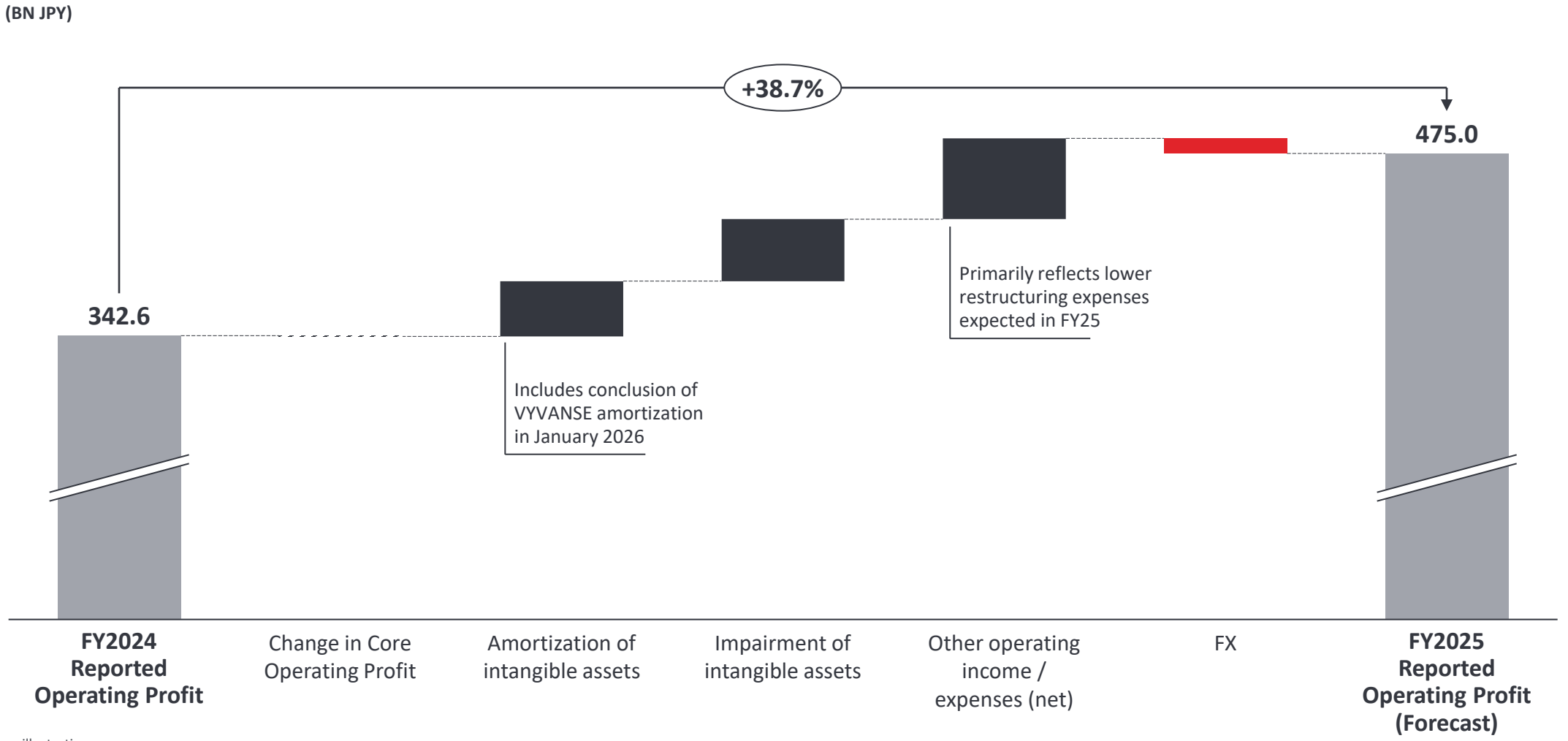
Graphs are illustrative.

Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations

1. In March 2025, Takeda entered into a development funding agreement with Blackstone Life Sciences ("BXLS") for mezagitamab. Under this agreement, Takeda will receive up to a total of USD 300 million to co-fund Phase 3 trials of mezagitamab in ITP and IgAN from FY2025 through FY2028. Takeda will recognize the funding as a reduction of R&D expenses as incurred. BXLS is eligible to receive regulatory approval milestones of up to USD 240 million and cumulative sales milestones of up to USD 300 million if all related milestones are achieved. Additionally, upon commercialization, BXLS will be entitled to receive royalties on U.S. sales.

Reported Operating Profit Forecast Reflects Lower Restructuring Expenses and Conclusion of VYVANSE Amortization in January 2026

FY2025 REPORTED OPERATING PROFIT FORECAST



Graphs are illustrative.
Note: Slide includes non-IFRS metrics. Please refer to appendix for definitions and reconciliations

Committed to Growth & Shareholder Returns

Guided by our vision to discover and deliver life-transforming treatments, and supported by our balance sheet (maintaining solid investment grade credit ratings; targeting 2x adjusted net debt / adjusted EBITDA), we will allocate capital to deliver sustainable value to patients and attractive returns to our shareholders.

INVEST IN GROWTH DRIVERS

Strategic investment in:

- Internal & external opportunities to enhance the pipeline
- New product launches
- Plasma-Derived Therapies

SHAREHOLDER RETURNS

- Progressive dividend policy of increasing or maintaining the dividend each year
  - » Proposed increase to 200 yen in FY2025
- Share buybacks when appropriate

AGENDA

Opening Remarks & Business Highlights
Christophe Weber, President & CEO

Financial Highlights
Milano Furuta, Chief Financial Officer

Pipeline Update
Andy Plump, President, R&D

Closing Remarks
Christophe Weber, President & CEO

Question & Answer Session

Key FY24 Pipeline Achievements: Advancing Late-Stage Pipeline

KEY REGULATORY APPROVALS

Entyvio® vedolizumab
U.S. Crohn's
(Sub-Cutaneous)

Fruzaqla™ (fruquintinib) capsules
EU mCRC
Japan mCRC

Qdenga™ Dengue Tetravalent Vaccine (Live, Attenuated)
Vietnam, Israel, Switzerland

HyQvia Human Normal Immunoglobulin (10%) Recombinant Human Hyaluronidase
Japan PID, SID

ADZYNMA ADAMTS13, recombinant-krhn
EU cTTP

LIVTENCITY™ (maribavir) tablets 200mg
Japan post-transplant CMV (refractory)

Livmarli® (maralixibat) oral solution
Japan PFIC, ALGS

vonvendi [von Willebrand factor (Recombinant)]
China vWD

MAJOR GLOBAL NME MILESTONES

zasocitinib
Psoriasis
Phase 3 Pivotal Studies Complete Enrollment

zasocitinib
Psoriatic Arthritis
Phase 3 Start

oveporexton
NT1
+ Phase 2b Data SLEEP 2024
Phase 3 Start
Phase 3 Complete Enrollment

TAK-360
(Next-Gen oral OX2R agonist)
+ Phase 1
Phase 2 Start IH and NT2[1]

mezagitamab
IgAN
+ POC Data ASN Kidney Week
+ Advance to Phase 3 decision

mezagitamab
ITP
+ Phase 2b Data ISTH
Phase 3 Start

rusfertide
Polycythemia Vera
+ Phase 3 Readout

elritercept
Anemia-associated MDS/MF
In-licensing
+ Phase 2b Data ASH 2024
+ Advance to Phase 3 decision 2L AA MDS[2]

1. Phase 2 NT2 trial open for enrollment.
2. Phase 3 trial in anemia-associated second line very low, low or intermediate risk myelodysplastic syndrome patients open for enrollment. (NCT06499285)

For full glossary of abbreviations please refer to appendix.
ALGS: Alagille syndrome
cTTP: congenital thrombotic thrombocytopenic purpura
CMV: cytomegalovirus
IgAN: immunoglobulin A nephropathy
IH: idiopathic hypersomnia
ITP: immune thrombocytopenia
mCRC: metastatic colorectal cancer
MDS: myelodysplastic syndrome
MF: myelofibrosis
NT 1 or 2: narcolepsy type1 or 2
PFIC: Progressive Familial Intrahepatic Cholestasis
PID, SID: primary immunodeficiency; secondary immunodeficiency
vWD: von Willebrand disease

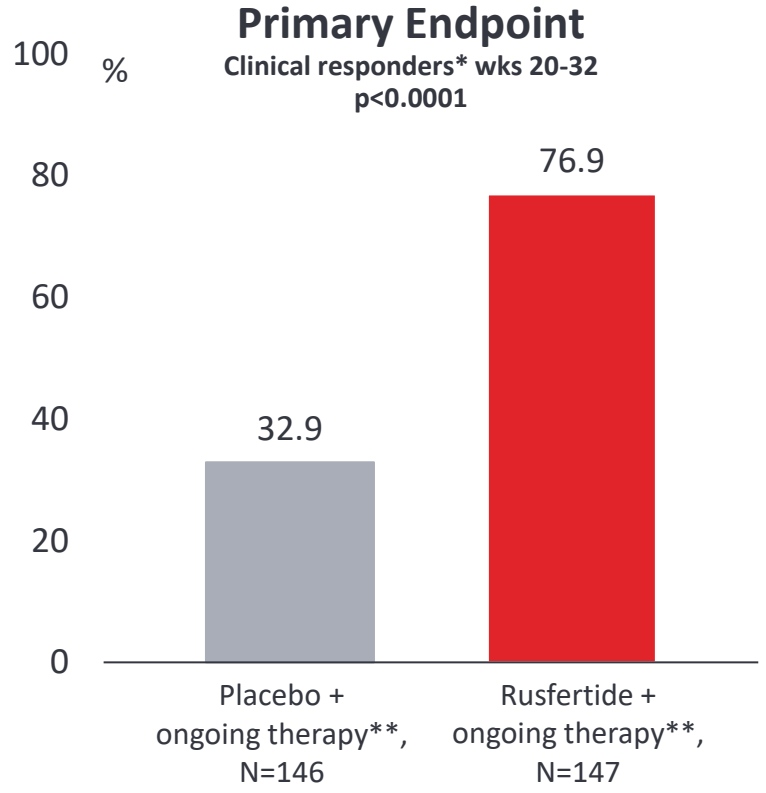
FY25 is a Pivotal Year with Three Anticipated Phase 3 Data Readouts

	Rusfertide	Oveporexton	Zasocitinib
H1 FY25	**VERIFY Study** **Polycythemia Vera** ASCO Plenary Session 2025 Positive Phase 3 Data ✓	**The First Light Study** **The Radiant Light Study** **Narcolepsy Type 1** Phase 3 Readout	
		Narcolepsy Type 1 Target Medical Conference Phase 3 Data	**LATITUDE-PsO-3004** **Head-to-head vs. deucravacitinib** **Psoriasis** Phase 3 Start
H2 FY25	**VERIFY Study** **Polycythemia Vera** 52-Week Response Durability, Safety		
	Polycythemia Vera Target Filing US	**Narcolepsy Type 1** Target Filing US Initiate Global Filings	**LATITUDE-PsO-3001** **LATITUDE-PsO-3002** **Psoriasis** Phase 3 Readout
			Psoriasis Target Medical Conference Phase 3 Data

✓ Milestone achieved

ASCO Plenary Session: Rusfertide Phase 3 VERIFY Study Met Primary and All Four Key Secondary Endpoints in Phlebotomy-Dependent Patients with Polycythemia Vera (PV)

Rusfertide Phase 3 key data



Rusfertide addresses key unmet needs in PV

- Uncontrolled hematocrit (>45%) is associated with ~4x higher rate of major thrombosis or death from cardiovascular causes[1].
- Real-world data shows that 78% of patients have uncontrolled hematocrit[2] despite being on current treatments
- Phlebotomy is burdensome, can exacerbate fatigue, iron deficiency
- Cytoreductive therapies can cause significant side effects

- **Met Patient Reported Outcomes: PROMIS Fatigue and MFSAF questionnaires**
- **Rusfertide was generally well tolerated. Overall AE and SAE rates were comparable between the two treatment arms.**
- **No evidence of increased risk of secondary cancers in rusfertide-treated patients vs. placebo**

* Clinical responders: were not phlebotomy eligible during wks 20-32 AND did not receive a phlebotomy during wks 20-32

**Ongoing therapy could include therapeutic phlebotomy and/or cytoreductive therapy.

Next steps: Phase 3 data at ASCO 2025 plenary session → Safety/durability of response at week 52 → Filing in U.S. in H2 FY2025

1. Marchioli R, et al. N Engl J Med 2013; 368:22-33; 2. Verstovsek S, et al. Ann Hematol. 2023 Mar;102(3):571-581

Data Driven Decisions FY24: Continuing Focus on Most Promising Programs

New to Phase 1

- **TAK-004** Nausea & Vomiting

New to Phase 2

- **TAK-360** IH ★
- **TAK-360** NT2[1] ★
- **zasocitinib** Ulcerative Colitis
- **elritercept** AA MF
- **mirvetuximab** PROC (JP)

New to Phase 3

- **zasocitinib** Psoriatic arthritis
- **oveporexton** NT1 ★
- **mezagitamab** ITP ★
- **mezagitamab** IgAN[2] ★
- **elritercept** 2L AA MDS[3]
- **rusfertide** Polycythemia Vera ★
- **VONVENDI®** vWD Pediatric Prophylaxis ★
- **mirvetuximab** PSOC (JP)

Removed from Phase 1

- **TAK-280** B7-H3 Solid Tumor
- **TAK-500** Solid tumors
- **TAK-007** Autoimmune Diseases
- **ICLUSIG®** Pediatric Ph+ ALL

Removed from Phase 2

- **dazostinag** Solid tumors
- **TAK-186** EGFR Solid Tumor
- **zamaglutenase** Celiac Disease
- **danavorexton** Postanesthesia recovery
- **TAK-653**[4] Inadequate resp. in MDD

Removed from Phase 3

- **soticlestat** DS
- **soticlestat** LGS
- **pabinafusp alfa** Hunter Syndrome
- **ENTYVIO®** GvHD Prophylaxis
- **ALOFISEL®** Pediatric Perianal Fistulas in Crohn's
- **CABOMETYX®** mCRPC combo w/atezolizumab (JP)

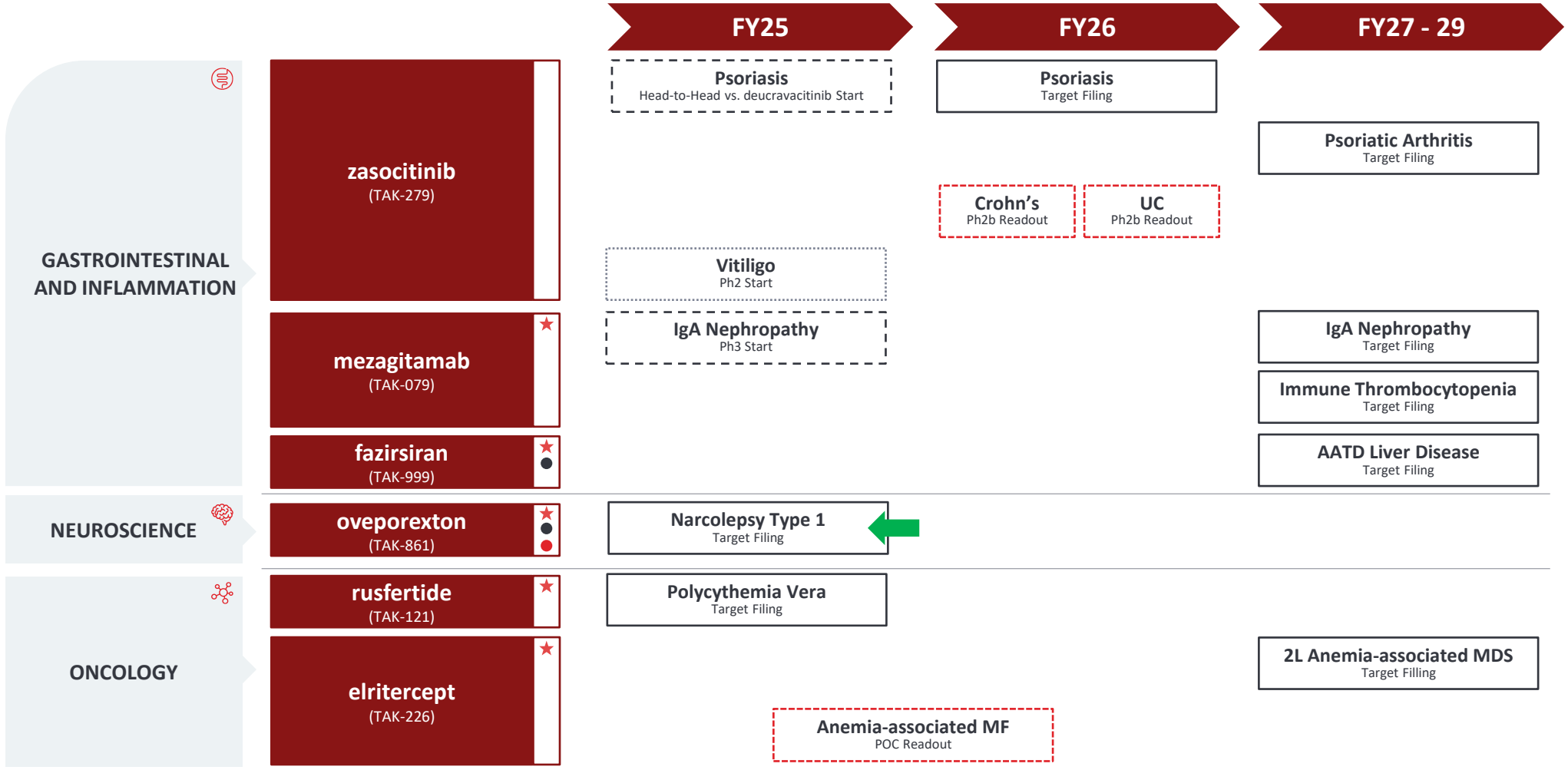
★ Orphan Drug Designation potential (in any region / indication for a given asset)

APPROVED | NME | LCM

1. Phase 2 NT2 trial posted May 2025 (NCT06952699) and is actively enrolling.
2. Phase 3 Mezagitamab IgAN trial is planned.
3. Phase 3 Elritercept MDS trial actively recruiting.
4. Positive Phase 2b data; agreement with Neurocrine amended; Takeda re-acquired Japan rights.

All timelines are approximate estimates as of May 8th, 2025, are subject to change and are subject to clinical and regulatory success. Table is not comprehensive. Only major regions (U.S., EU, Japan, China). For full glossary of abbreviations please refer to appendix.

Accelerating the Development of Life Transforming Medicines which 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

Phase 2 study start

Accelerated from previously assumed timeline

All timelines are approximate estimates as of May 8th, 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.

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Foundations in Place to Support New Chapter of Growth for Takeda

Topline Growth Outlook

- Continued momentum of Growth & Launch Products, with anticipated boost from late-stage pipeline launches
- Limited expected generic exposure in portfolio until early 2030s[1]

Robust Late-stage Pipeline

- Accelerating late-stage assets with potential to generate significant value
- Three new molecular entities with Phase 3 data readouts expected by end of CY2025

Operational Efficiency

- Capturing efficiencies across the value chain, supported by data & technology, to support R&D and new launch investment

Commitment to Shareholder Returns

- Strong cashflow outlook underpins progressive dividend policy and flexible approach to share buybacks
- Investing in R&D and pursuing asset-specific business development to further enhance long-term corporate value

Targeting Core Operating Profit margin improvement to reach low-to-mid 30s%

1. Major products expected to face generic/biosimilar competition between FY2024-2029 represent ~10% of FY2024 revenue: Gattex U.S. (Patent expired; timing of potential generic entry unknown), Trintellix U.S. (Patent expires Dec '26), Iclusig U.S. (Patent expires Jan '27), Vectibix JP (generic launch anticipated FY26), Vyvanse EU (Patent expires FY24-29 depending on country), Livtencity U.S. (regulatory protection expires Nov '28), Ninlaro U.S. (Patent expires Nov '29)

Better Health for People, Brighter Future for the World

Our vision is to discover and deliver life-transforming treatments, guided by our commitment to:

PATIENT

- Responsibly translate science into highly innovative, life-changing medicines and vaccines
- Accelerate access to improve lives worldwide

PEOPLE

- Create an exceptional people experience

PLANET

- Protect our planet

…AND BY UNLEASHING THE POWER OF DATA AND DIGITAL

- We strive to transform Takeda into the most trusted, science-driven, digital biopharmaceutical company

We are guided by our values of Takeda-ism which incorporate **Integrity**, **Fairness**, **Honesty**, and **Perseverance**, with Integrity at the core. They are brought to life through actions based on **Patient-Trust-Reputation-Business**, in that order.

Q&A SESSION

CHRISTOPHE WEBER
Representative Director;
President & CEO

ANDY PLUMP
Director; President,
Research & Development

MILANO FURUTA
Director;
Chief Financial Officer

JULIE KIM
President,
US Business Unit

GILES PLATFORD
President, Plasma-Derived
Therapies Business Unit

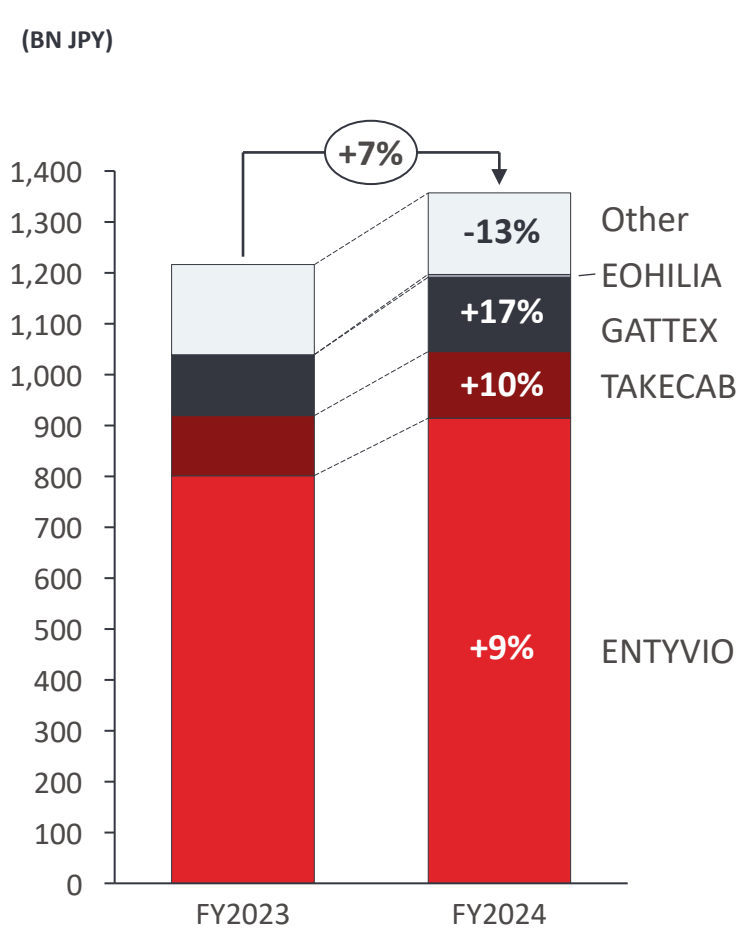
TERESA BITETTI
President, Global Oncology
Business Unit

APPENDIX

ENTYVIO Growth Momentum Building with Expansion of ENTYVIO PEN

GI PORTFOLIO

FY2024 REVENUE



Entyvio® vedolizumab

FY2024 Revenue JPY 914.1B (+8.5% growth)

- ENTYVIO maintains share leadership even as IBD treatment options increase
- In the U.S., ENTYVIO remains the #1 brand in IBD (UC and Crohn's combined) with total IBD patient share remaining stable over the last year.[1] Also, ENTYVIO maintains patient share as the lead 1L biologic in UC 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 with increased awareness and positive experiences among patients and HCPs
- 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
- No change to assumption of biosimilar entry timing. Any biosimilar that seeks to launch prior to 2032 would need to address potential infringement and / or the validity of all relevant patents

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Eohilia™ (budesonide oral suspension) 2mg

FY2024 Revenue JPY 5.5B (+2,500% growth)

- 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 and education
- EOHILIA is the only FDA-approved treatment with a strong recommendation as a first-line treatment option for Eosinophilic Esophagitis, based on the American College of Gastroenterology guidelines

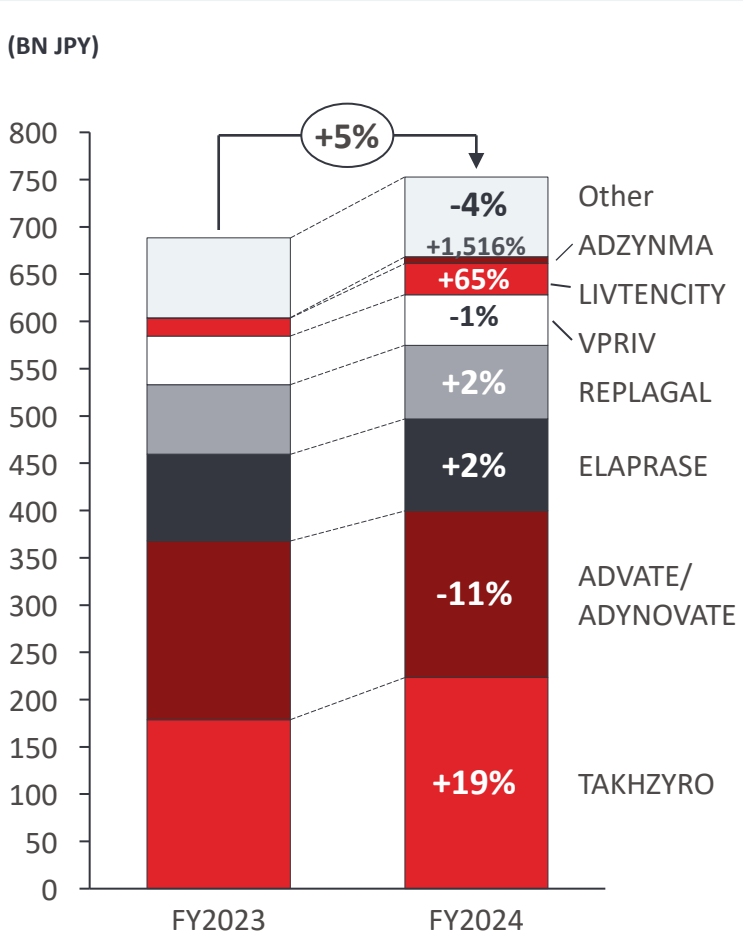
1. Source: US Patient Share – IQVIA - March 2025

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 REVENUE



TAKHZYRO (lanadelumab-flyo) injection

FY2024 Revenue JPY 223.2B (+18.9% 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 Revenue JPY 33.0B (+64.5% 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 Revenue JPY 7.1B (+1,516% growth)

- 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

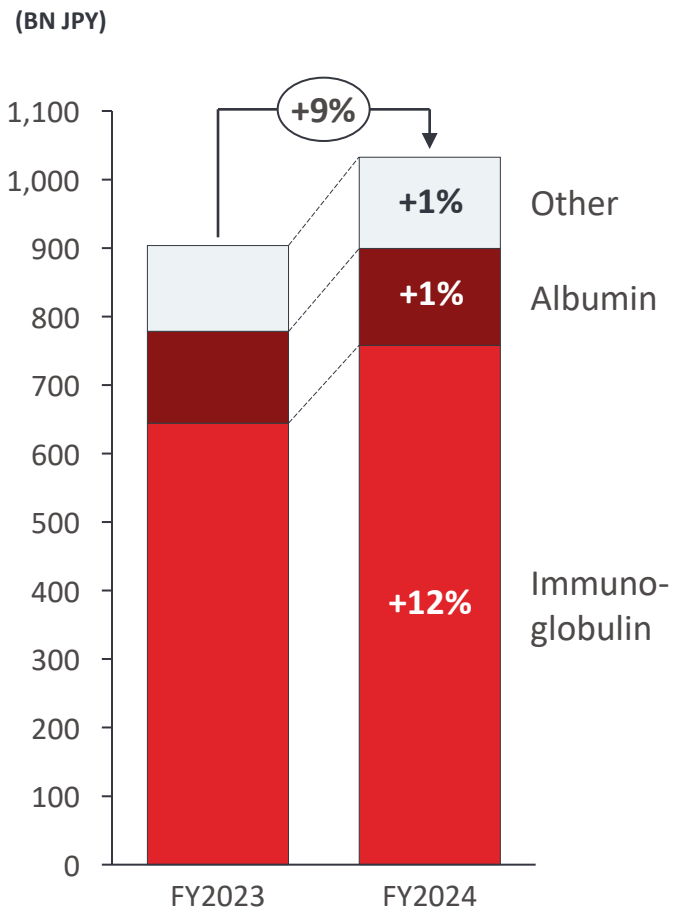
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

HCP: Healthcare professional

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

PDT PORTFOLIO

FY2024 REVENUE



Immunoglobulin

FY24 Revenue JPY 757.8B (+11.5% 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 Revenue JPY 141.4B (+1.1% growth)

- Strong demand globally, despite headwinds impacting demand and supply in China
- FY2024 growth impacted by planned necessary upgrades to manufacturing operations
- Anticipate return to a growth trajectory of high single digit % in FY2025

Flexbumin (Human Albumin) · HUMANALBUMIN SOLUTION FOR INFUSION

CONTINUING TO INVEST IN PLASMA DONATION AND CAPACITY EXPANSION

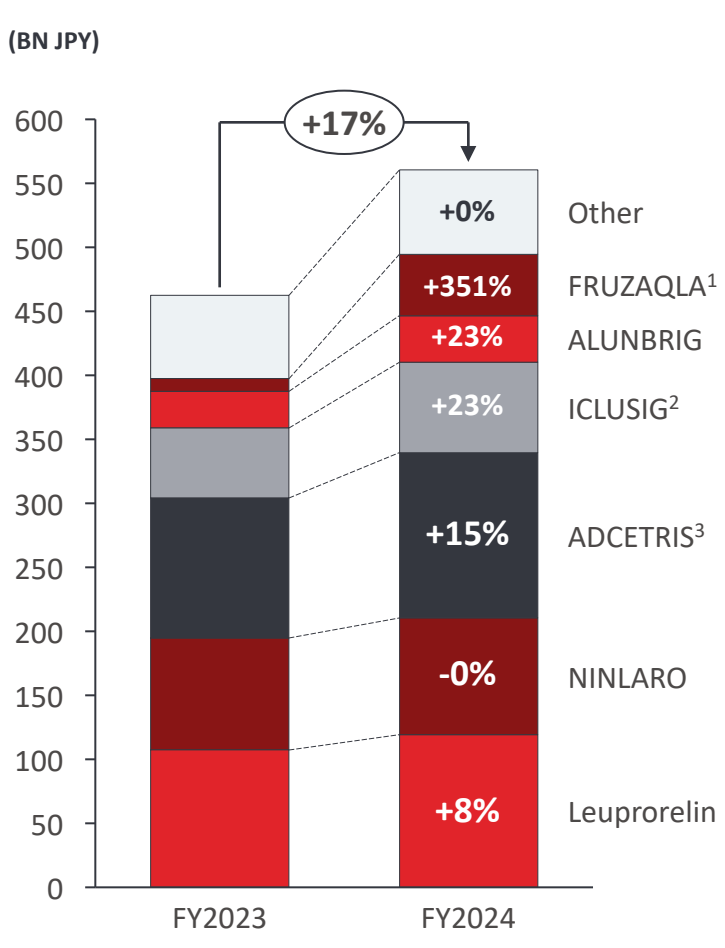
- Plasma donation volume continues to grow with an expanding network, reaching 275 centers after opening 15 in FY2024. FY2025 growth will focus on ramping up new centers and network transformation
- Initiated personalized nomogram deployment in FY2024 to safely boost plasma donation volumes; expect full U.S. rollout by end of FY2025
- Significant investment in data and digital helps attract and retain donors through the delivery of an exceptional, personalized and differentiated donor experience
- 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 REVENUE



Fruzaqla® (fruquintinib) capsules

FY2024 Revenue JPY 48.0B (+351% growth)

- Approved or launched in more than 20 countries in FY24; growth driven by strong uptake in the U.S.
- Reimbursement received in the U.S. and Japan, among other countries; rapid advancement in reimbursement and pricing negotiations continuing
- Key drivers include the need for new treatment options in mCRC and ongoing positive feedback from oncologists

ADCETRIS® brentuximab vedotin

FY2024 Revenue JPY 129.0B (+14.8% growth)

- Increased use in 1L Hodgkin lymphoma is primary driver of growth
- In April 2025, the CHMP adopted a positive opinion for ADCETRIS for the treatment of adult patients with newly diagnosed stage IIb/III/IV Hodgkin lymphoma in combination with ECADD
- BrECADD treatment combination now included in HL guidelines from NCCN (category 1), GHSG (German Hodgkin Study Group) and other international guidelines

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

FY2024 Revenue JPY 70.7B (+23.0% growth)

- Continued growth due to U.S. label expansion for newly diagnosed Philadelphia chromosome-positive acute lymphoblastic leukemia (Ph+ ALL) in combination with chemotherapy

NCCN: National Comprehensive Cancer Network. BrECADD: ADCETRIS in combination with etoposide, cyclophosphamide, doxorubicin, dacarbazine and dexamethasone.
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., Australia and Canada. Outside of the U.S., Australia and Canda, ICLUSIG is marketed in over 60 markets by four 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.

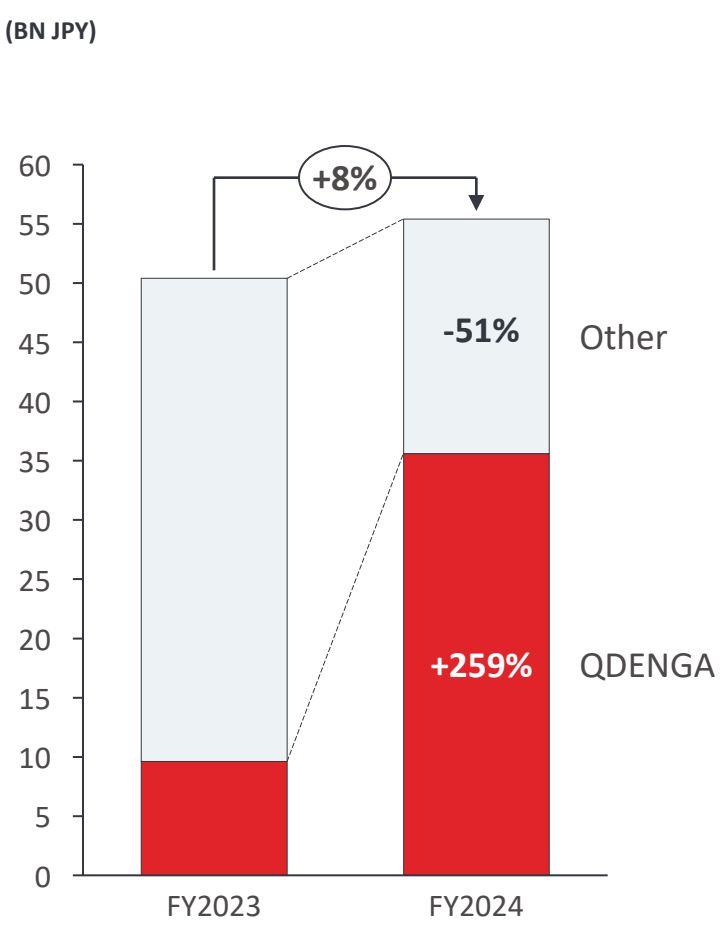
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

VACCINES

QDENGA Demand Continues to Exceed Expectations

VACCINES PORTFOLIO

FY2024 REVENUE



Qdenga™ Dengue Tetravalent Vaccine (Live, Attenuated)

FY2024 Revenue JPY 35.6B (+259% growth)

- Strong global demand: now available in 29 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
- Approximately 9 million doses manufactured in FY2024, plan to reach 15.5 million doses in FY2025; on track towards reaching 100 million doses by FY2030

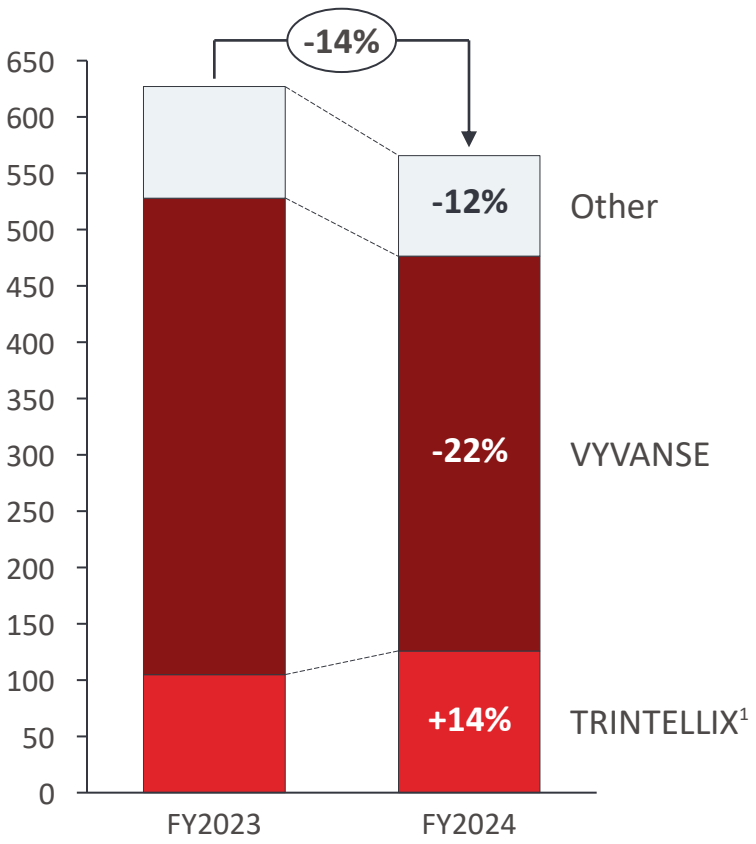
Absolute values are presented on an IFRS (reported) basis;
Year-on-year changes are at CER (please refer to appendix slide A-1 for definition).

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

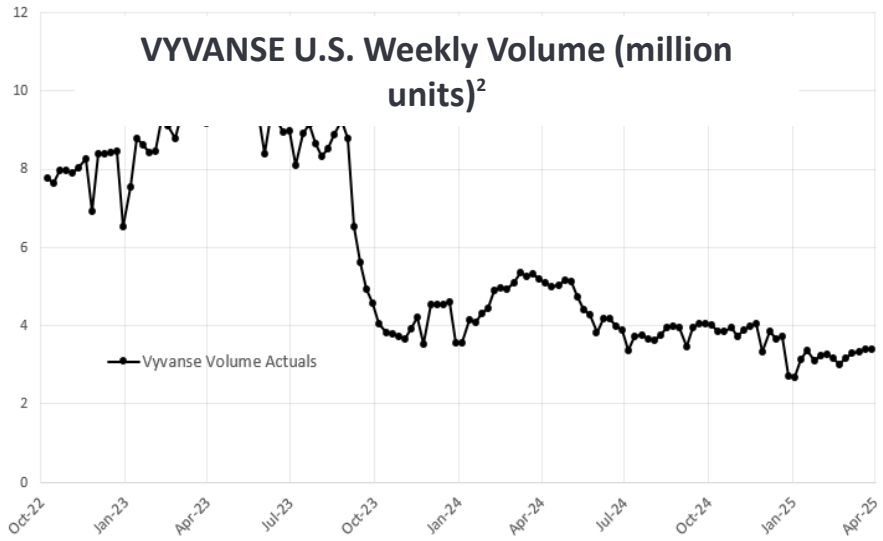
VYVANSE U.S. Loss of Exclusivity Impact from August 2023

NEUROSCIENCE PORTFOLIO

FY2024 REVENUE



FY2024 Revenue JPY 350.6B (-21.6% change)



- U.S. revenue declined -29.2% at CER in FY2024, impacted by Loss of Exclusivity that occurred August 2023
- Outside the U.S., major markets where VYVANSE/ELVANSE has experienced Loss of Exclusivity to date include Canada (Jun 2024), Brazil (Jul 2024), and Germany (Aug 2024).

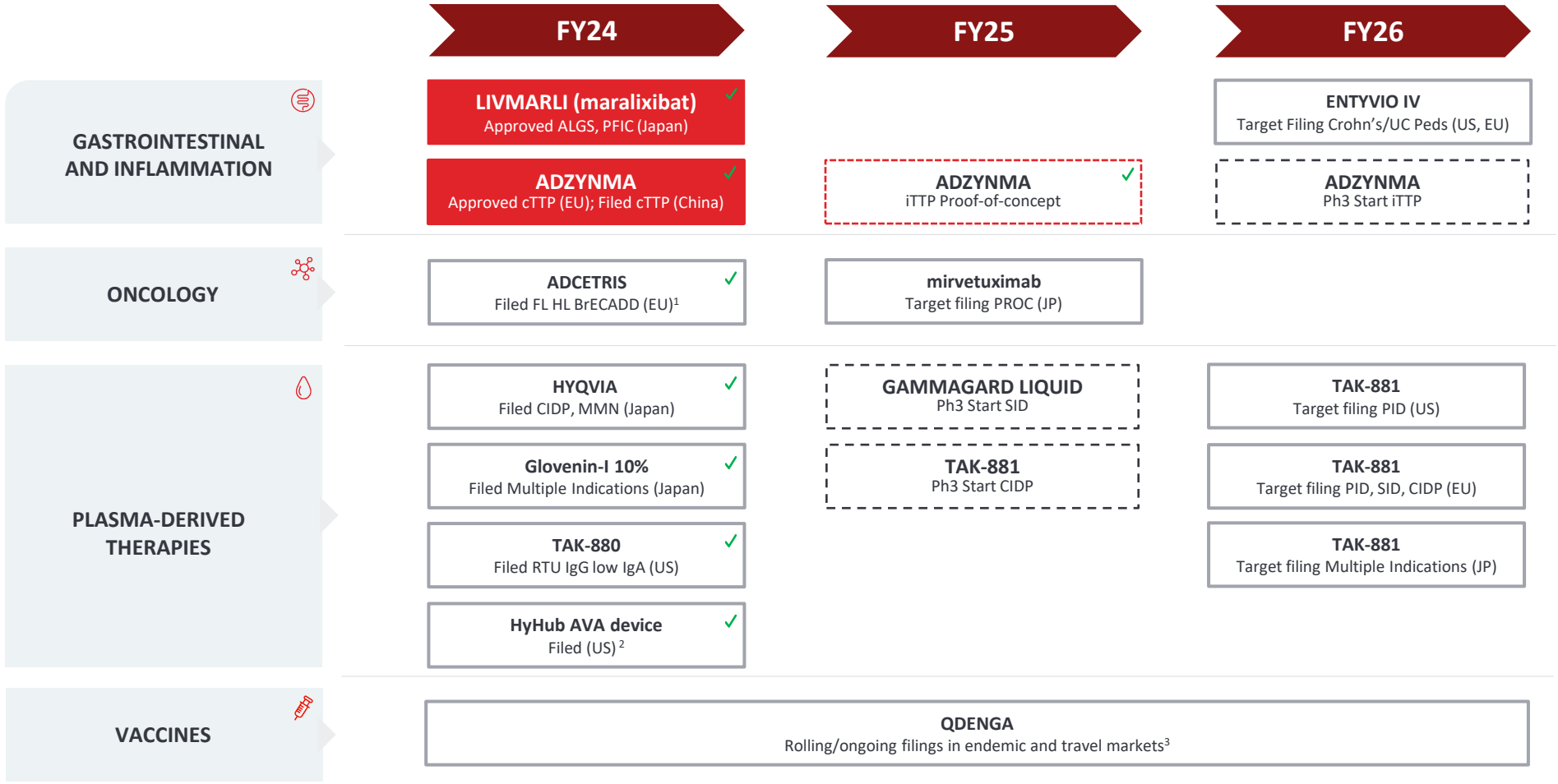
FY2024 Revenue JPY 125.7B (+14.2% growth)

- In the U.S., growth of +13.6% 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 +19.6% growth in FY2024

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

Maximizing Potential of Marketed Portfolio Through LCM Expansions



1. Submission based on data from German Hodgkin Study Group HD21 trial. Positive CHMP opinion.
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 May 8th, 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.

FY24 Report Card for NME Approvals and Indication Expansions

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	✗ ✗
	rusfertide	Polycythemia Vera	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 May 8th, 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.

Preparing for an Exciting FY25: Potential Key Phase 3 NME Readouts and Indication Expansions

KEY PIVOTAL READOUTS	oveporexton	Narcolepsy type 1	Phase 3 readout
	zasocitinib	Psoriasis	Phase 3 readout
	mirvetuximab	Platinum resistant ovarian cancer	Pivotal readout[1]
KEY POTENTIAL REGULATORY APPROVALS	ADCETRIS	Frontline Hodgkin lymphoma (BrECADD regimen)	EU approval
	VONVENDI	Pediatric von Willebrand disease (on-demand/surgery)	U.S. approval
	TAK-880	Low IgA IgG primary immunodeficiency	U.S. approval EU approval ✓

✓ Milestone achieved

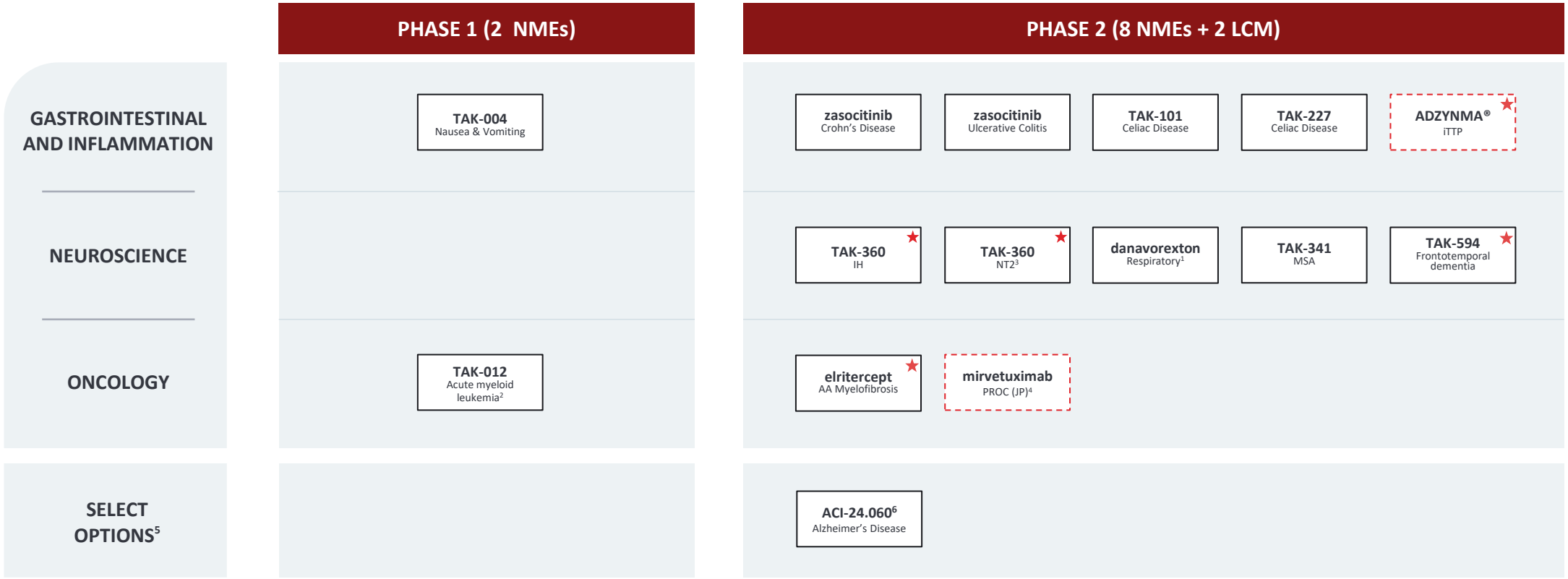
✗ Milestone not achieved

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.

1. Phase 1/2 Pivotal trial which may allow for filing in Japan.

All timelines are approximate estimates as of May 8th, 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



1. Danavorexton trials in respiratory conditions under development
2. Currently in phase 1 of a phase 1/2 trial
3. Phase 2 NT2 trial posted May 2025 (NCT06952699) and is actively enrolling.
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 May 8th, 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 (16 LCMs)
GASTROINTESTINAL AND INFLAMMATION	zasocitinib – Psoriasis zasocitinib – Psoriatic Arthritis mezagitamab – ITP ★ mezagitamab – IgAN[1] ★ fazirsiran – AATD Liver Disease ★ ENTYVIO® IV – Pediatric UC/Crohn's ENTYVIO® SC – Pediatric UC/Crohn's	ADZYNMA® – cTTP (EU) ★ maralixibat – ALGS (JP) ★ maralixibat – PFIC (JP) ★ ADZYNMA® – cTTP (CN) ★
NEUROSCIENCE	oveporexton – NT1	
ONCOLOGY	rusfertide – Polycythemia Vera ★ elritercept – 2L AA MDS[2] 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 Glovenin-I 10% – Multiple Indications (JP)
VACCINES	QDENGA® – Dengue Vaccine Booster	Nuvaxovid® – COVID-19 Variant Vaccine (JP)
SELECT OPTIONS[3]	olverembatinib[4] HQP1351 – CP-CML ★	

1. Phase 3 Mezagitamab IgAN trial is planned.
2. Phase 3 Elritercept MDS trial actively recruiting.
3. Select options: Other selected assets that Takeda holds contractual rights to potentially clinically develop and/or commercialize in the future.
4. 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 May 8th, 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.

Zasocitinib (TAK-279):
Best-in-class potential due to high selectivity, once daily oral administration

Latitude

	PHASE 2b START	PHASE 2b READOUT	PHASE 3	FILING
Psoriasis		✓ Ph2b March 2023	✓ Ph3 Start FY2023	Target FY2026
			H2H vs. deucravacitinib Start FY2025	
Psoriatic Arthritis		✓ Ph2b September 2023	✓ Ph3 Start FY2024	Target FY28/29
Crohn's Disease	✓ Ph2b March 2024	Target FY2026		
Ulcerative Colitis	✓ Ph2b June 2024	Target FY2026		
Vitiligo	Ph2 FY2025			

✓ Milestone achieved

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

All timelines are approximate estimates as of May 8th, 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 (VARSITY) ENT vs. ada[1]	ENTYVIO® IV (Global)
	ENTYVIO® SC Pediatric (Global)	ENTYVIO® IV (EXIGEM) ENT + tof (US/Can)[3]		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 (Global)
	ENTYVIO® SC Pediatric (Global)	ENTYVIO® IV (VICTRIVA) ENT + upa (Global)[3]		ENTYVIO® SC (US, EU, JP)
		ENTYVIO® (VOICE) ENT or ust (US/Can)[3,4]		
		ENTYVIO® IV (VECTORS) (Global)[3,4]		
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 May 8th, 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.

Diverse and Experienced Takeda Executive Team

CEO

CHRISTOPHE WEBER[1]
Representative Director;
President & CEO

RAMONA SEQUEIRA[2]
President,
Global Portfolio Division

GILES PLATFORD
President, Plasma-Derived
Therapies Business Unit

Business Units

JULIE KIM
President,
US Business Unit

ASUKA MIYABASHIRA
President, Japan Pharma
Business Unit

TERESA BITETTI
President, Global
Oncology Business Unit

Business Functions

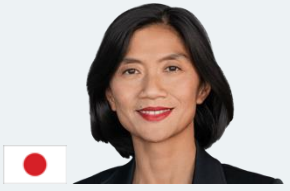
ANDY PLUMP
Director; President,
Research & Development

GABRIELE RICCI
Chief Data &
Technology Officer

THOMAS WOZNIEWSKI
Global Manufacturing &
Supply Officer

ELAINE SHANNON
Global Quality Officer

MARCELLO AGOSTI
Global Business
Development Officer



AKIKO AMAKAWA
Corporate Strategy
Officer, CEO Chief of Staff

Business Partner

MILANO FURUTA
Director; Chief Financial
Officer

LAUREN DUPREY
Chief Human Resources
Officer

MWANA LUGOGO
Chief Ethics &
Compliance Officer

TAKAKO OHYABU
Chief Global Corporate Affairs
& Sustainability Officer

YOSHIHIRO NAKAGAWA[3]
Global General Counsel
Until June 30th, 2025

NATALIE FURNEY
Global General Counsel
From July 1st, 2025

1. Christophe Weber has announced his intention to retire in June 2026, to be succeeded by Julie Kim as CEO
2. Ramona Sequeira has announced her intention to retire in summer 2025
3. Yoshihiro Nakagawa will retire at the end of June 2025, and will remain a special advisor through July 2026

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
AE	adverse event
ALGS	Alagille syndrome
ASCO	American Society of Clinical Oncology
ASH	American Society of Hematology
ASN	American Society of Nephrology
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
GvHD	graft versus host disease
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
ISTH	International Society on Thrombosis and Haemostasis
ITP	immune thrombocytopenia
iTTP	immune thrombotic thrombocytopenic purpura
IV	intravenous
JAK	Janus kinase
LCM	lifecycle management
LGS	Lennox-Gastaut syndrome
mCRC	metastatic colorectal cancer
MDD	major depressive disorder
MDS	myelodysplastic syndrome
MF	myelofibrosis
MFSAF	Myelofibrosis Symptom Assessment Form
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
OX2R	orexin 2 receptor
PDT	plasma derived therapies
PFIC	progressive familial intrahepatic cholestasis
Ph+ ALL	Philadelphia chromosome-positive acute lymphoblastic leukemia
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
PROMIS	Patient-Reported Outcomes Measurement Information System
PsO	psoriasis
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
SAE	serious adverse event
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
wk(s)	week(s)
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 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), shares in associates, 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), sales of shares in associates, 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 = 149.9 JPY, the Noon Buying Rate certified by the Federal Reserve Bank of New York on March 31, 2025. 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 Reported Results with CER % Change

(Billion JPY, except EPS)	FY2023	FY2024	vs. PY			(Million USD, except EPS) FY2024 Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	4,263.8	4,581.6	317.8	7.5%	2.9%	30,564
Cost of sales	(1,426.7)	(1,580.2)	(153.5)	(10.8)%	(6.5)%	(10,542)
Gross profit	2,837.1	3,001.3	164.3	5.8%	1.1%	20,022
Margin	*66.5 %*	*65.5 %*		*(1.0) pp*	*(1.2) pp*	*65.5 %*
SG&A expenses	(1,053.8)	(1,104.8)	(50.9)	(4.8)%	(0.6)%	(7,370)
R&D expenses	(729.9)	(730.2)	(0.3)	0.0%	4.5%	(4,871)
Amortization of intangible assets associated with products	(521.5)	(548.2)	(26.7)	(5.1)%	0.3%	(3,657)
Impairment losses on intangible assets associated with products*1	(130.6)	(95.0)	35.5	27.2%	28.7%	(634)
Other operating income	19.4	26.2	6.8	35.3%	30.8%	175
Other operating expenses	(206.5)	(206.7)	(0.2)	(0.1)%	3.6%	(1,379)
Operating profit	214.1	342.6	128.5	60.0%	51.2%	2,285
Margin	*5.0 %*	*7.5 %*		*2.5 pp*	*2.4 pp*	*7.5 %*
Finance income	52.1	46.5	(5.5)	(10.6)%	(11.9)%	311
Finance expenses	(219.8)	(210.1)	9.8	4.5%	7.2%	(1,401)
Share of profit (loss) of investments accounted for using the equity method	6.5	(4.0)	(10.5)	—	—	(27)
Profit before tax	52.8	175.1	122.3	231.7%	206.4%	1,168
Income tax (expenses) benefit	91.4	(66.9)	(158.3)	—	—	(447)
Net profit for the year	144.2	108.1	(36.1)	(25.0)%	(33.1)%	721
Non-controlling interests	(0.1)	(0.2)	(0.1)	(65.7)%	(66.3)%	(1)
Net profit attributable to owners of the Company	144.1	107.9	(36.1)	(25.1)%	(33.2)%	720
Basic EPS (JPY or USD)	92.09	68.36	(23.73)	(25.8)%	(33.8)%	0.46

*1 Includes in-process R&D

When comparing results to 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 previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q4 (Jan-Mar) Reported Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q4 (Jan-Mar)	FY2024 Q4 (Jan-Mar)	vs. PY			(Million USD, except EPS) FY2024 Q4 (Jan-Mar) Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	1,050.9	1,053.4	2.5	0.2%	(2.0)%	7,027
Cost of sales	(382.5)	(382.1)	0.4	0.1%	1.8%	(2,549)
Gross profit	668.4	671.3	3.0	0.4%	(2.0)%	4,478
Margin	*63.6 %*	*63.7 %*		*0.1 pp*	*0.0 pp*	*63.7 %*
SG&A expenses	(285.2)	(295.9)	(10.6)	(3.7)%	(1.4)%	(1,974)
R&D expenses	(195.9)	(216.0)	(20.2)	(10.3)%	(6.6)%	(1,441)
Amortization of intangible assets associated with products	(133.8)	(136.5)	(2.7)	(2.0)%	1.9%	(911)
Impairment losses on intangible assets associated with products*1	(11.3)	(66.5)	(55.3)	(489.6)%	(477.0)%	(444)
Other operating income	9.3	10.4	1.1	11.9%	11.0%	70
Other operating expenses	(61.6)	(41.8)	19.8	32.2%	32.5%	(279)
Operating profit	(10.1)	(74.9)	(64.9)	(644.2)%	(602.8)%	(500)
Margin	*(1.0)%*	*(7.1)%*		*(6.2) pp*	*(5.9) pp*	*(7.1)%*
Finance income	6.6	18.7	12.1	183.0%	207.1%	125
Finance expenses	(47.8)	(50.3)	(2.5)	(5.2)%	(5.1)%	(336)
Share of profit (loss) of investments accounted for using the equity method	3.7	(0.8)	(4.5)	—	—	(5)
Profit before tax	(47.5)	(107.3)	(59.8)	(125.8)%	(113.4)%	(716)
Income tax (expenses) benefit	44.5	4.2	(40.3)	(90.6)%	(92.0)%	28
Net profit for the period	(3.0)	(103.1)	(100.1)	(3,343.3)%	(3,167.9)%	(688)
Non-controlling interests	(0.0)	(0.1)	(0.0)	(142.8)%	(147.3)%	(0)
Net profit attributable to owners of the Company	(3.0)	(103.2)	(100.1)	(3,318.5)%	(3,144.5)%	(688)
Basic EPS (JPY or USD)	(1.92)	(65.25)	(63.33)	(3,292.5)%	(3,119.9)%	(0.44)

*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 Core Results with CER % Change

(Billion JPY, except EPS)	FY2023	FY2024	vs. PY			(Million USD, except EPS) FY2024 Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	4,263.8	4,579.8	316.1	7.4%	2.8%	30,553
Cost of sales	(1,426.3)	(1,581.8)	(155.5)	(10.9)%	(6.6)%	(10,552)
Gross profit	2,837.5	2,998.0	160.5	5.7%	0.9%	20,000
Margin	*66.5 %*	*65.5 %*		*(1.1) pp*	*(1.2) pp*	*65.5 %*
SG&A expenses	(1,053.0)	(1,105.0)	(52.1)	(4.9)%	(0.7)%	(7,372)
R&D expenses	(729.6)	(730.4)	(0.7)	(0.1)%	4.4%	(4,872)
Operating profit	1,054.9	1,162.6	107.8	10.2%	4.9%	7,756
Margin	*24.7 %*	*25.4 %*		*0.6 pp*	*0.5 pp*	*25.4 %*
Finance income	51.5	34.3	(17.2)	(33.4)%	(34.5)%	229
Finance expenses	(193.5)	(175.0)	18.5	9.6%	12.5%	(1,167)
Share of profit (loss) of investments accounted for using the equity method	5.9	1.1	(4.8)	(81.2)%	(82.2)%	7
Profit before tax	918.8	1,023.1	104.3	11.3%	5.8%	6,825
Income tax (expenses) benefit	(161.9)	(247.3)	(85.4)	(52.7)%	(48.7)%	(1,649)
Net profit for the year	756.9	775.8	18.9	2.5%	(3.4)%	5,176
Non-controlling interests	(0.1)	(0.2)	(0.1)	(65.7)%	(66.3)%	(1)
Net profit attributable to owners of the Company	756.8	775.6	18.8	2.5%	(3.4)%	5,174
Basic EPS (JPY or USD)	484	491	7	1.5%	(4.3)%	3.28

When comparing results to 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 previous fiscal year is presented as positive when favorable to profits, and negative when unfavorable to profits.

FY2024 Q4 (Jan-Mar) Core Results with CER % Change

(Billion JPY, except EPS)	FY2023 Q4 (Jan-Mar)	FY2024 Q4 (Jan-Mar)	vs. PY			(Million USD, except EPS) FY2024 Q4 (Jan-Mar) Convenience USD Translation
			AER		CER	
			Amount of Change	% CHANGE	% CHANGE	
Revenue	1,050.9	1,051.7	0.8	0.1%	(2.1)%	7,016
Cost of sales	(382.0)	(383.5)	(1.4)	(0.4)%	1.4%	(2,558)
Gross profit	668.8	668.2	(0.6)	(0.1)%	(2.6)%	4,458
Margin	*63.6 %*	*63.5 %*		*(0.1) pp*	*(0.3) pp*	*63.5 %*
SG&A expenses	(283.9)	(295.8)	(11.9)	(4.2)%	(1.9)%	(1,974)
R&D expenses	(195.6)	(216.0)	(20.4)	(10.4)%	(6.8)%	(1,441)
Operating profit	189.3	156.4	(33.0)	(17.4)%	(18.9)%	1,043
Margin	*18.0 %*	*14.9 %*		*(3.1) pp*	*(3.1) pp*	*14.9 %*
Finance income	6.5	12.9	6.3	96.9%	121.1%	86
Finance expenses	(41.2)	(47.4)	(6.2)	(15.0)%	(14.9)%	(316)
Share of profit (loss) of investments accounted for using the equity method	1.6	(0.4)	(2.0)	—	—	(3)
Profit before tax	156.2	121.4	(34.8)	(22.3)%	(23.0)%	810
Income tax (expenses) benefit	(43.0)	(44.7)	(1.7)	(4.0)%	(5.1)%	(298)
Net profit for the period	113.2	76.8	(36.5)	(32.2)%	(33.6)%	512
Non-controlling interests	(0.0)	(0.1)	(0.0)	(142.8)%	(147.3)%	(0)
Net profit attributable to owners of the Company	113.2	76.7	(36.5)	(32.3)%	(33.7)%	512
Basic EPS (JPY or USD)	72	49	(24)	(32.8)%	(34.2)%	0.32

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 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	Other operating income/ expenses	Others	
Revenue	4,581.6			(1.7)			4,579.8
Cost of sales	(1,580.2)					(1.6)	(1,581.8)
Gross profit	3,001.3			(1.7)		(1.6)	2,998.0
SG&A expenses	(1,104.8)					(0.3)	(1,105.0)
R&D expenses	(730.2)					(0.1)	(730.4)
Amortization of intangible assets associated with products	(548.2)	548.2					—
Impairment losses on intangible assets associated with products*1	(95.0)		95.0				—
Other operating income	26.2			(3.8)	(22.4)		—
Other operating expenses	(206.7)				206.7		—
Operating profit	342.6	548.2	95.0	(5.6)	184.3	(2.0)	1,162.6
Margin	7.5 %						25.4 %
Finance income and (expenses), net	(163.5)			18.9		4.0	(140.7)
Share of profit (loss) of investments accounted for using the equity method	(4.0)					5.1	1.1
Profit before tax	175.1	548.2	95.0	13.3	184.3	7.1	1,023.1
Income tax (expenses) benefit	(66.9)	(114.9)	(23.4)	(4.1)	(45.1)	7.3	(247.3)
Non-controlling interests	(0.2)						(0.2)
Net profit attributable to owners of the Company	107.9	433.3	71.6	9.3	139.2	14.3	775.6
Basic EPS (JPY)	68						491
Number of shares (millions)	1,579						1,579

*1 Includes in-process R&D.

FY2024 Q4 (Jan-Mar) 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	Other operating income/ expenses	Others	
Revenue	1,053.4			(1.7)			1,051.7
Cost of sales	(382.1)					(1.4)	(383.5)
Gross profit	671.3			(1.7)		(1.4)	668.2
SG&A expenses	(295.9)					0.0	(295.8)
R&D expenses	(216.0)					(0.0)	(216.0)
Amortization of intangible assets associated with products	(136.5)	136.5					—
Impairment losses on intangible assets associated with products*1	(66.5)		66.5				—
Other operating income	10.4			(3.8)	(6.6)		—
Other operating expenses	(41.8)				41.8		—
Operating profit	(74.9)	136.5	66.5	(5.6)	35.1	(1.4)	156.4
Margin	(7.1)%						14.9 %
Finance income and (expenses), net	(31.6)			(0.5)		(2.5)	(34.5)
Share of profit (loss) of investments accounted for using the equity method	(0.8)					0.4	(0.4)
Profit before tax	(107.3)	136.5	66.5	(6.0)	35.1	(3.4)	121.4
Income tax (expenses) benefit	4.2	(28.8)	(15.2)	1.8	(8.6)	1.9	(44.7)
Non-controlling interests	(0.1)						(0.1)
Net profit attributable to owners of the Company	(103.2)	107.8	51.3	(4.2)	26.5	(1.5)	76.7
Basic EPS (JPY)	(65)						49
Number of shares (millions)	1,581						1,581

*1 Includes in-process R&D.

FY2023 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	4,263.8					4,263.8
Cost of sales	(1,426.7)				0.4	(1,426.3)
Gross profit	2,837.1				0.4	2,837.5
SG&A expenses	(1,053.8)				0.9	(1,053.0)
R&D expenses	(729.9)				0.3	(729.6)
Amortization of intangible assets associated with products	(521.5)	521.5				—
Impairment losses on intangible assets associated with products*1	(130.6)		130.6			—
Other operating income	19.4			(19.4)		—
Other operating expenses	(206.5)			206.5		—
Operating profit	214.1	521.5	130.6	187.1	1.5	1,054.9
Margin	5.0 %					24.7 %
Finance income and (expenses), net	(167.8)				25.8	(142.0)
Share of profit (loss) of investments accounted for using the equity method	6.5				(0.5)	5.9
Profit before tax	52.8	521.5	130.6	187.1	26.8	918.8
Income tax (expenses) benefit	91.4	(108.7)	(28.6)	(43.1)	(73.0)	(161.9)
Non-controlling interests	(0.1)					(0.1)
Net profit attributable to owners of the Company	144.1	412.8	102.0	144.1	(46.2)	756.8
Basic EPS (JPY)	92					484
Number of shares (millions)	1,564					1,564

*1 Includes in-process R&D.

FY2023 Q4 (Jan-Mar) 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	1,050.9					1,050.9
Cost of sales	(382.5)				0.5	(382.0)
Gross profit	668.4				0.5	668.8
SG&A expenses	(285.2)				1.3	(283.9)
R&D expenses	(195.9)				0.3	(195.6)
Amortization of intangible assets associated with products	(133.8)	133.8				—
Impairment losses on intangible assets associated with products*1	(11.3)		11.3			—
Other operating income	8.6			(8.6)		—
Other operating expenses	(60.8)			60.8		—
Operating profit	(10.1)	133.8	11.3	52.2	2.0	189.3
Margin	(1.0)%					18.0 %
Finance income and (expenses), net	(41.2)				6.5	(34.7)
Share of profit (loss) of investments accounted for using the equity method	3.7				(2.2)	1.6
Profit before tax	(47.5)	133.8	11.3	52.2	6.4	156.2
Income tax (expenses) benefit	44.5	(26.2)	(2.2)	(11.3)	(47.9)	(43.0)
Non-controlling interests	(0.0)					(0.0)
Net profit attributable to owners of the Company	(3.0)	107.7	9.1	40.9	(41.5)	113.2
Basic EPS (JPY)	(2)					72
Number of shares (millions)	1,569					1,569

*1 Includes in-process R&D.

FY2024 Adjusted Free Cash Flow

(Billion JPY)	FY2023	FY2024	vs. PY		(Million USD) FY2024 Convenience USD Translation
Net profit	144.2	108.1	(36.1)	(25.0)%	721
Depreciation, amortization and impairment losses	878.0	867.9	(10.1)		5,790
Decrease (increase) in trade working capital	(110.5)	(101.0)	9.5		(674)
Income taxes paid	(219.9)	(170.6)	49.4		(1,138)
Tax refunds and interest on tax refunds received	17.9	20.2	2.3		135
Other	6.7	332.6	325.9		2,219
Net cash from operating activities (Operating Cash Flow)	716.3	1,057.2	340.8	47.6 %	7,053
Acquisition of PP&E	(175.4)	(200.8)	(25.4)		(1,340)
Free Cash Flow*1	540.9	856.4	315.5	58.3 %	5,713
Adjustment for cash temporarily held by Takeda on behalf of third parties*2	18.0	2.1	(15.9)		14
Proceeds from sales of PP&E	8.6	0.1	(8.5)		1
Acquisition of intangible assets*3	(305.3)	(147.0)	158.3		(981)
Acquisition of option to license	—	(31.8)	(31.8)		(212)
Acquisition of investments*4	(6.8)	(17.4)	(10.7)		(116)
Proceeds from sales and redemption of investments	8.0	29.4	21.4		196
Acquisition of shares in associates	—	(1.0)	(1.0)		(7)
Proceeds from sales of shares in associates	—	57.7	57.7		385
Proceeds from sales of business, net of cash and cash equivalents divested	20.0	20.6	0.6		137
Adjusted Free Cash Flow*1	283.4	769.0	485.5	171.3 %	5,130

*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 fiscal year ended March 31, 2025.

FY2024 Adjusted Net Debt to Adjusted EBITDA

NET DEBT/ADJUSTED EBITDA RATIO

(Billion JPY)	FY2024
Book value of bonds and loans on consolidated statements of financial position	(4,515.3)
Cash & cash equivalents	385.1
Net Debt[*1]	(4,130.2)
Application of equity credit[*2]	250.0
FX adjustment[*3]	(68.9)
Cash temporarily held by Takeda on behalf of third parties[*4]	(105.8)
Level 1 debt investments[*4]	79.3
Adjusted Net Debt[*1]	(3,975.5)
Adjusted EBITDA	1,441.0
Adjusted Net Debt/Adjusted EBITDA ratio	2.8x
Book value of bonds and loans on consolidated statements of financial position	(4,515.3)
Application of equity credit[*2]	250.0
FX adjustment[*3]	(68.9)
Adjusted Gross Debt	(4,334.2)

NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

(Billion JPY)	FY2023	FY2024	vs. PY	
Net cash from operating activities (Operating Cash Flow)	716.3	1,057.2	340.8	47.6 %
Acquisition of PP&E	(175.4)	(200.8)		
Proceeds from sales of PP&E	8.6	0.1		
Acquisition of intangible assets	(305.3)	(147.0)		
Acquisition of option to license	—	(31.8)		
Acquisition of investments	(6.8)	(97.5)		
Proceeds from sales and redemption of investments	8.0	29.4		
Acquisition of shares in associates	—	(1.0)		
Proceeds from sales of shares in associates	—	57.7		
Proceeds from sales of business, net of cash and cash equivalents divested	20.0	20.6		
Payments for the settlement of forward exchange contracts designated as net investment hedges	(33.3)	(13.8)		
Net increase (decrease) in short-term loans and commercial papers	277.0	27.5		
Proceeds from long-term loans	100.0	90.0		
Repayment of long-term loans	(100.4)	(587.2)		
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)	(51.9)		
Interest paid	(100.4)	(113.0)		
Dividends paid	(287.2)	(302.5)		
Others	(60.3)	(44.6)		
Net increase (decrease) in cash and cash equivalents	(101.9)	(61.3)	40.6	39.9 %

*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.

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 Net Profit to Adjusted EBITDA Bridge

(Billion JPY)	FY2023	FY2024	vs. PY	
Net profit	144.2	108.1	(36.1)	(25.0)%
Income tax expenses (benefit)	(91.4)	66.9		
Depreciation and amortization	728.0	761.4		
Interest expense, net	108.2	117.7		
EBITDA	889.0	1,054.2	165.1	18.6 %
Impairment losses	150.0	106.5		
Other operating expense (income), net, excluding depreciation and amortization and other miscellaneous expenses (non-cash item)	162.2	163.2		
Finance expense (income), net, excluding interest expense, net	59.5	45.8		
Share of loss (profit) on investments accounted for under the equity method	(6.5)	4.0		
Other adjustments:	69.9	67.4		
Teva JV related adjustment	—	(1.7)		
Other costs *1	69.9	69.2		
EBITDA from divested products *2	(4.2)	(0.2)		
Adjusted EBITDA	1,319.9	1,441.0	121.1	9.2 %

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

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

FY2024 CAPEX, Depreciation and Amortization and Impairment Losses

(Billion JPY)	FY2023	FY2024	vs. PY		FY2025 Forecast
Capital expenditures*1	480.7	347.8	(132.9)	(27.6)%	270.0 - 320.0
Tangible assets	175.4	200.8	25.4	14.5 %	
Intangible assets	305.3	147.0	(158.3)	(51.8)%	
Depreciation and amortization	728.0	761.4	33.4	4.6 %	716.0
Depreciation of tangible assets*2 (A)	174.1	173.8	(0.3)	(0.1)%	
Amortization of intangible assets (B)	553.9	587.6	33.7	6.1 %	
Of which Amortization associated with products (C)	521.5	548.2	26.7	5.1 %	500.0
Of which Amortization excluding intangible assets associated with products (D)	32.4	39.4	7.0	21.6 %	
Depreciation and amortization (excluding intangible assets associated with products) (A)+(D)	206.5	213.2	6.7	3.3 %	216.0
Impairment losses	150.0	106.5	(43.5)	(29.0)%	
Impairment losses on intangible assets associated with products*3	130.6	95.0	(35.5)	(27.2)%	50.0
Amortization and impairment losses on intangible assets associated with products	652.1	643.2	(8.9)	(1.4)%	550.0

*1 Cash flow base

*2 Includes depreciation of investment properties

*3 Includes in-process R&D

FY2024 Actual vs. Forecast (Jan. 2025)

	(BN JPY)	FY2024 Forecast (January 30, 2025)	FY2024 Actual	vs. Forecast		Variances
REPORTED	Revenue	4,590.0	4,581.6	(8.4)	(0.2)%	Mainly FX headwind
	Cost of sales	(1,585.0)	(1,580.2)	4.8	0.3%	Mainly FX benefit
	Gross Profit	3,005.0	3,001.3	(3.7)	(0.1)%	
	SG&A expenses	(1,115.0)	(1,104.8)	10.2	0.9%	Mainly FX benefit
	R&D expenses	(740.0)	(730.2)	9.8	1.3%	Mainly FX benefit
	Amortization of intangible assets associated with products	(550.0)	(548.2)	1.8	0.3%	
	Impairment losses on intangible assets associated with products*1	(50.0)	(95.0)	(45.0)	(90.1)%	Loss due to termination of TAK-186 and TAK-280 acquired through Maverick Therapeutics Inc. (27.8 B) and others
	Other operating income	19.0	26.2	7.2	38.0%	Revaluation of contingent consideration and deferred income recognized as a result of the Teva JV divestiture
	Other operating expenses	(225.0)	(206.7)	18.3	8.1%	Lower pre-launch inventory
	Operating profit	344.0	342.6	(1.4)	(0.4)%	
	Finance income (expenses), net	(178.0)	(163.5)	14.5	8.1%	FX gain and derivative gain associated with prepaid syndicated loan
	Profit before tax	162.0	175.1	13.1	8.1%	
	Net profit attributable to owners of the Company	118.0	107.9	(10.1)	(8.5)%	Increase in US international tax provision (e.g., BEAT) and lower R&D tax credits
	Basic EPS (yen)	75	68	(6)	(8.5)%	
	Core Revenue*2	4,590.0	4,579.8	(10.2)	(0.2)%	Mainly FX headwind
	Core Operating Profit*2	1,150.0	1,162.6	12.6	1.1%	Mainly FX benefit
	Core EPS (yen)*2	507	491	(15)	(3.0)%	
	Adjusted Free Cash Flow*2	550.0 to 650.0	769.0			Higher Core OP, lower cash tax, restructuring cost, capex, and working capital
	CAPEX (cash flow base)	(380.0) to (420.0)	(347.8)			Lower than projected business development spend
	Depreciation and amortization (excl. intangible assets associated with products)	(218.0)	(213.2)	4.8	2.2%	
	Cash tax rate on Adjusted EBITDA (excl. divestitures)*2	Low teen %	Approx.10%			
	USD/JPY	153	152	(0)	(0.3)%	
	EUR/JPY	165	163	(2)	(0.9)%	

*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 FY2025 Full Year Reconciliation from Reported Operating Profit to Core Operating Profit Forecast.

FY2025 Full Year Detailed Forecast

	(BN JPY)	FY2024 Actual	FY2025 Forecast (May 8, 2025)	vs. PY		Variances
REPORTED	Revenue	4,581.6	4,530.0	(51.6)	(1.1)%	LOE impact (mainly VYVANSE), pricing and FX headwinds, partially offset by Growth & Launch Products
	Cost of sales	(1,580.2)	(1,540.0)	40.2	2.5%	
	Gross Profit	3,001.3	2,990.0	(11.3)	(0.4)%	Less impact from implementation of accounting process to recognize accumulated FX impact of inventories
	SG&A expenses	(1,104.8)	(1,100.0)	4.8	0.4%	Savings from the Efficiency Program and FX benefits partially offset by investments in DD&T and new launches
	R&D expenses	(730.2)	(750.0)	(19.8)	(2.7)%	Ramp-up of trial costs offset by the Efficiency Program and FX benefits
	Amortization of intangible assets associated with products	(548.2)	(500.0)	48.2	8.8%	Conclusion of amortization of several products, including VYVANSE (in January FY25)
	Impairment losses on intangible assets associated with products *1	(95.0)	(50.0)	45.0	47.4%	
	Other operating income	26.2	10.0	(16.2)	(61.9)%	Reduction of divestiture gains (FY24 TACHOSIL manufacturing site) and others
	Other operating expenses	(206.7)	(125.0)	81.7	39.5%	Primarily reflects lower restructuring expenses projected in FY25 (FY24 actual: 128.1 B vs. FY25 forecast: 48.0 B)
	Operating profit	342.6	475.0	132.4	38.7%	
	Finance income (expenses), net	(163.5)	(167.0)	(3.5)	(2.1)%	
	Profit before tax	175.1	307.0	131.9	75.3%	
	Net profit attributable to owners of the Company	107.9	228.0	120.1	111.3%	Mainly driven by increase of profit before tax partially offset by lower derecognition of tax loss carry forward
	Basic EPS (yen)	68	145	76	111.8%	
	Core Revenue *2	4,579.8	4,530.0	(49.8)	(1.1)%	LOE impact (mainly VYVANSE), pricing and FX headwinds, partially offset by Growth & Launch Products
	Core Operating Profit *2	1,162.6	1,140.0	(22.6)	(1.9)%	Maily due to FX headwinds
	Core EPS (yen) *2	491	485	(6)	(1.2)%	
	Adjusted Free Cash Flow *2	769.0	750.0 to 850.0			While Core OP is flat FY 24 vs. FY 25, we expect higher FCF in FY 25 mainly due to lower restructuring spend in FY 25
	CAPEX (cash flow base)	(347.8)	(270.0) to (320.0)			
	Depreciation and amortization (excl. intangible assets associated with products)	(213.2)	(216.0)	(2.8)	(1.3)%	
	Cash tax rate on Adjusted EBITDA (excl. divestitures) *2	Approx.10%	Mid teen%			
	USD/JPY	152	150	(2)	(1.6)%	
	EUR/JPY	163	160	(3)	(2.1)%	

*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 FY2025 Full Year Reconciliation from Reported Operating Profit to Core Operating Profit Forecast.

FY2025 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)	
Revenue	4,530.0				4,530.0
Cost of sales	(1,540.0)				(3,390.0)
Gross Profit	2,990.0				
SG&A expenses	(1,100.0)				
R&D expenses	(750.0)				
Amortization of intangible assets associated with products	(500.0)	500.0			—
Impairment losses on intangible assets associated with products*1	(50.0)		50.0		—
Other operating income	10.0			(10.0)	—
Other operating expenses	(125.0)			125.0	—
Operating profit	475.0	500.0	50.0	115.0	1,140.0

*1 Includes in-process R&D

FY2025 Full Year FX Rates Assumptions and Currency Sensitivity vs. Forecast

	Average Exchange Rates vs. JPY			Impact of depreciation of yen from April 2025 to March 2026 (100 million JPY)				
	FY2023 Actual (Apr-Mar)	FY2024 Actual (Apr-Mar)	FY2025 Full Year Assumption (Apr-Mar)		Revenue (IFRS)	Operating Profit (IFRS)	Net Profit (IFRS)	Core Operating Profit (non-IFRS)
USD	144	152	150	1% depreciation	234.3	8.3	(1.1)	52.5
				1 yen depreciation	156.2	5.5	(0.7)	35.0
EUR	156	163	160	1% depreciation	65.6	(28.2)	(25.0)	(17.1)
				1 yen depreciation	41.0	(17.6)	(15.7)	(10.7)
RUB	1.6	1.6	1.7	1% depreciation	5.6	3.3	2.5	3.8
CNY	20.1	21.1	20.5		19.5	11.8	8.9	11.9
BRL	29.1	27.4	25.9		12.9	9.7	6.4	9.8

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