FY2026 Q1 Earnings Results

Better Health, Brighter Future

EMBARKING ON A NEW ERA:

The Next Phase of Growth for Takeda

OUR GROWTH ROADMAP — TWO HORIZONS

HORIZON 1

Transforming for Growth

- Launch three new medicines
- Advance robust late-stage pipeline
- Ensure resilience of core in-line brands
- Execute transformation program

HORIZON 2

Growth Acceleration

- Scale revenue from new launches
- Launch next wave new medicines from late-stage pipeline
- Deliver new drug candidates
- Improve efficiencies with advanced technology

3 MAJOR UPCOMING LAUNCHES IN THE COMING MONTHS

ORZEYFUL™

NEUROSCIENCE

Treatment for narcolepsy type 1

Now approved in China and regulatory applications are filed in the U.S. and Japan.

EXPECTED LAUNCH: 2026 (H2)

rusfertide

ONCOLOGY

Potential treatment for polycythemia vera

Regulatory application filed in the U.S

EXPECTED LAUNCH: 2026 (H2)

zasocitinib

GASTROINTESTINAL AND INFLAMMATION

Potential treatment for psoriasis

On track for regulatory filings in the U.S.

EXPECTED LAUNCH: 2027 (H1)

5 ADDITIONAL LATE-STAGE PROGRAMS ADVANCING

mezagitamab
IgA Nephropathy/ Immune Thrombocytopenia

elritercept
2L Anemia-associated MDS

fazirsiran
Alpha-1 Antitrypsin Deficiency Liver Disease

TAK-928
2L Immuno-oncology/Chemo-refractory Squamous Non-small Cell Lung Cancer

TAK-921
3L+ Gastric Cancer

ORZEYFUL is the proprietary name approved in China for oveporexton.
References to ORZEYFUL are provided for consistency only and should not be interpreted as indicating regulatory approval or a acceptance of the proprietary name in jurisdictions where the product remains under regulatory review

Our robust business foundation enables us to invest in innovation and advance impact for patients globally

CORE IN-LINE BRANDS AND NEW LAUNCHES, FUNDING OUR FUTURE

CORE IN-LINE BRANDS
+2.3% at CER

Select products launched 6+ years ago that generate over ¥100.0B in annual revenue and are actively promoted

NEW LAUNCHES
+22.6% at CER

Select products launched within past 5 years and upcoming launch products

TAKEDA CAPITAL MARKETS DAY

Friday, December 11, 2026, 8:30 a.m. to 3 p.m. JST at Takeda's Tokyo Global HQ

Outlining our longer-term ambition and strategy for growth acceleration

FINANCIAL PERFORMANCE

FY2026 Q1 RESULTS (April – June 2026)

Core Revenue	¥1,219.9B
Core Operating Profit	¥358.9B
Core EPS	¥154

Solid first quarter performance broadly in line with guidance, underpinned by resilient demand across core in-line brands

FY2026 FORECAST – a year of growth investment

Core Revenue	¥4,640.0B
Core Operating Profit	¥1,160.0B
Core EPS	¥472

> "Our solid performance this quarter marks a good start to the fiscal year and keeps us on track to achieve our full-year targets."

– Julie Kim, President & CEO

This presentation contains forward-looking statements, beliefs or opinions regarding Takeda's future business, future position and results of operations. For more information about our use of forward-looking statements, including important cautionary language, see Takeda's FY2026 Q1 investor presentation (available at https://www.takeda.com/investors/financial-results/quarterly-results/), which is hereby incorporated by reference. Nothing contained herein should be considered a solicitation, promotion or advertisement for any prescription drugs including the ones under development.

CER Change eliminates the effect of foreign exchange rates from year-over-year comparisons by translating financial results in accordance with IFRS or Core (non-IFRS) financial measures for the current period using corresponding exchange rates in the same period of the previous fiscal year, provided, however, that the results of operations of subsidiaries in countries experiencing hyperinflation, and for which IAS 29, Financial Reporting in Hyperinflationary Economies, is applied, are not adjusted for CER Change, and instead are calculated in accordance with IAS 29.

Core Revenue, Core Operating Profit, Core Net Profit for the year attributable to owners of the Company, Core EPS, Constant Exchange Rate ("CER") change, Net Debt, Adjusted Net Debt, EBITDA, Adjusted EBITDA, Free Cash Flow and Adjusted Free Cash Flow are Non-IFRS measures, i.e., measures not calculated and presented in accordance with IFRS. See the financial appendix at the end of Takeda's FY2026 Q1 investor presentation (available at https://www.takeda.com/investors/financial-results/quarterly-results/) for further information about Takeda's Non-IFRS Measures and reconciliations to the most directly comparable measures calculated and presented in accordance with IFRS.