Consolidated Financial Results for the Nine Month Period Ended December 31, 2012

Hiroshi Takahara
Senior Vice President
Corporate Finance & Controlling Department

February 4, 2013

Takeda Pharmaceutical Company Limited

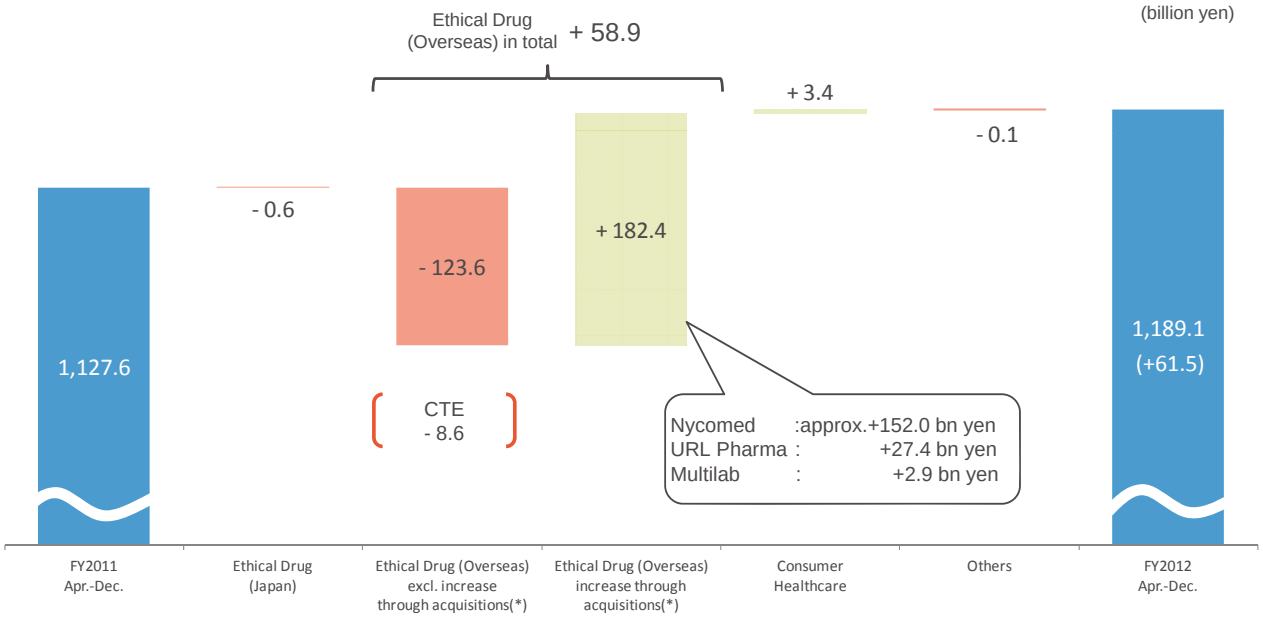
Consolidated Financial Results for the Nine Month Period Ended December 31, 2012

	FY2011 Apr.-Dec. (billion yen)	FY2012 Apr.-Dec. (billion yen)	Year-on-year change (billion yen)	(%)	excl. CTE *5 (billion yen)
Net Sales	**1,127.6**	**1,189.1**	**+ 61.5**	**<+ 5.5>**	**+ 70.3**
Gross Profit	**822.6**	**852.6**	**+ 30.0**	**<+ 3.6>**	**+ 38.4**
excl. Special factors *1	856.8	856.6	- 0.2	<- 0.0>	+ 8.2
SG&A Expenses	**367.8**	**470.3**	**+ 102.5**	**<+ 27.9>**	**+ 108.2**
excl. Special factors *2	305.7	370.0	+ 64.3	<+ 21.0>	+ 69.7
R&D Expenses	**189.7**	**231.6**	**+ 41.8**	**<+ 22.0>**	**+ 40.9**
Operating Income	**265.0**	**150.7**	**- 114.3**	**<- 43.1>**	**- 110.8**
excl. Special factors *3	361.5	255.3	- 106.2	<- 29.4>	- 102.4
Ordinary Income	**265.1**	**151.3**	**- 113.8**	**<- 42.9>**	**- 110.1**
Extraordinary Income/Loss	**17.6**	**14.7**	**- 3.0**	**<- 16.9>**	**- 3.0**
Net Income	**160.6**	**138.9**	**- 21.7**	**<- 13.5>**	**- 19.6**
excl. Extraordinary Income/Loss & Special factors *4	220.3	167.6	- 52.7	<- 23.9>	- 50.3
EBITDA (excl. Extraordinary Income/Loss)	**370.3**	**303.7**	**- 66.6**	**<- 18.0>**	
EPS	**203 yen**	**176 yen**	**- 28 yen**	**<- 13.5>**	
excl. Extraordinary Income/Loss & Special factors *4	279 yen	212 yen	- 67 yen	<- 23.9>	
Exchange Rate **USD**	**79 yen**	**80 yen**	**+ 1 yen**		
Exchange Rate **EUR**	**111 yen**	**102 yen**	**- 9 yen**		

*1: Special factors in Gross Profit: an increase in COGS related to inventory step-up due to revaluation to fair value resulting from corporate acquisitions
*2: Special factors in SG&A Expenses: amortization of intangible assets and goodwill resulting from corporate acquisitions
*3: Special factors in Operating Income: *1 and *2
*4: Special factors in Net Income and EPS: in addition to *1 and *2, non-operating expenses resulting from corporate acquisitions and transfer price tax refund
*5: CTE: Currency Translation Effect (shall apply hereinafter)

Breakdown of Change in Net Sales by Business Segment

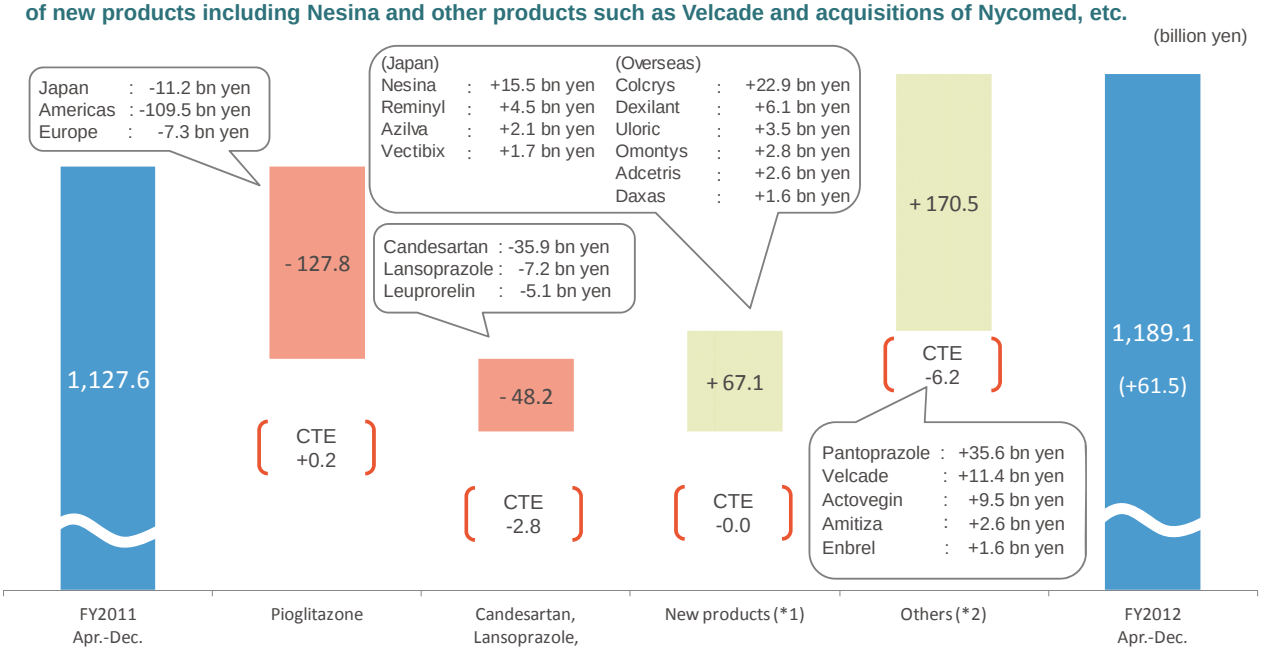
Ethical Drug (Overseas) in total increased by 58.9 billion yen
Increase in net sales through acquisitions including Nycomed is approximately 182.4 billion yen



(*): Increase in Net Sales related to acquisitions in and after FY2011, i.e. Nycomed (acquired at the end of Sep 2011), URL Pharma (June 2012) and Multilab (July 2012).
It consists of Nycomed sales (Apr – Sep 2012), URL Pharma sales (Jun - Dec 2012) and Multilab sales (Jul - Dec 2012).
Nycomed sales (Apr – Sep 2012) is regarded as the increase through acquisition because the same period in previous year was not consolidated.

Breakdown of Change in Net Sales by Product

Despite sales decrease of mature products such as Pioglitazone and Candesartan, sales increased due to growth of new products including Nesina and other products such as Velcade and acquisitions of Nycomed, etc.

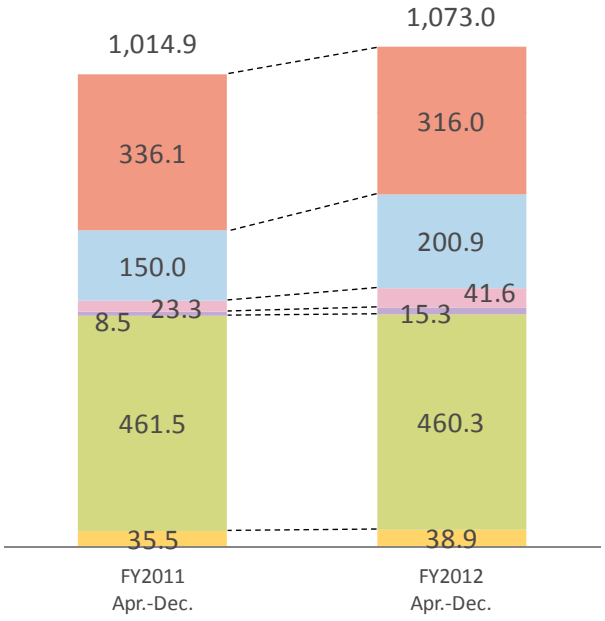


*1: New products represent products launched in and after 2009 (including the new products in acquired companies, but excluding fixed dose drugs with the existing drugs and formulation change drugs.)
*2: It represents existing products such as Velcade in addition to the obtained products with acquisitions other than *1

Net Sales in Ethical Drugs by Region

Europe and Asia: Growth drivers in net sales

(billion yen)

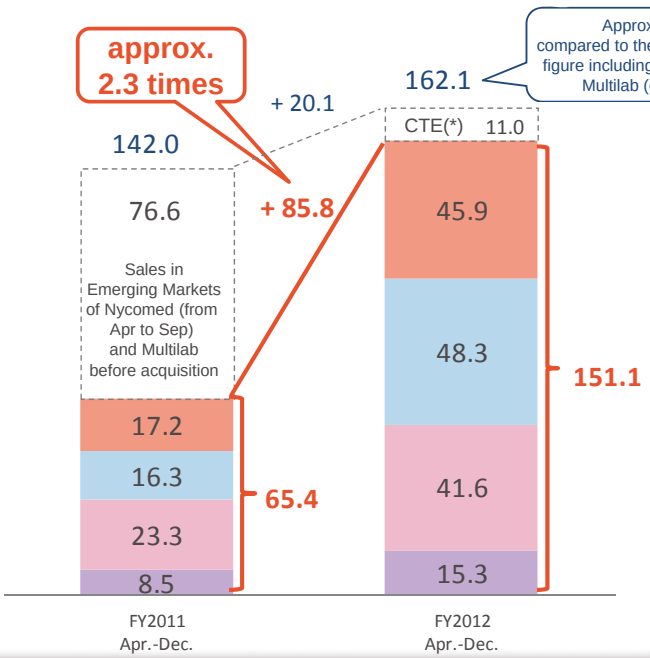


	Year-on-year change <%>	excl. CTE
Net Sales in Ethical Drugs	+ 58.1 <+ 5.7%>	+ 66.7 <+ 6.6%>
Americas (incl. Latin America)	- 20.1 <- 6.0%>	- 22.0 <- 6.5%>
Europe (incl. Russia/CIS)	+ 50.9 <+ 33.9%>	+ 60.1 <+ 40.1%>
Asia	+ 18.3 <+ 78.2%>	+ 19.2 <+ 82.1%>
Middle East, Oceania & Africa	+ 6.8 <+ 79.2%>	+ 7.1 <+ 82.7%>
Japan	- 1.1 <- 0.2%>	
Royalty income & Service income	+ 3.4 <+ 9.7%>	+ 3.5 <+ 9.9%>

Net Sales in Ethical Drugs Emerging Markets

Net sales in emerging markets substantially increased by approximately 2.3 times over the same period of the previous year due to the Nycomed and Multilab acquisitions

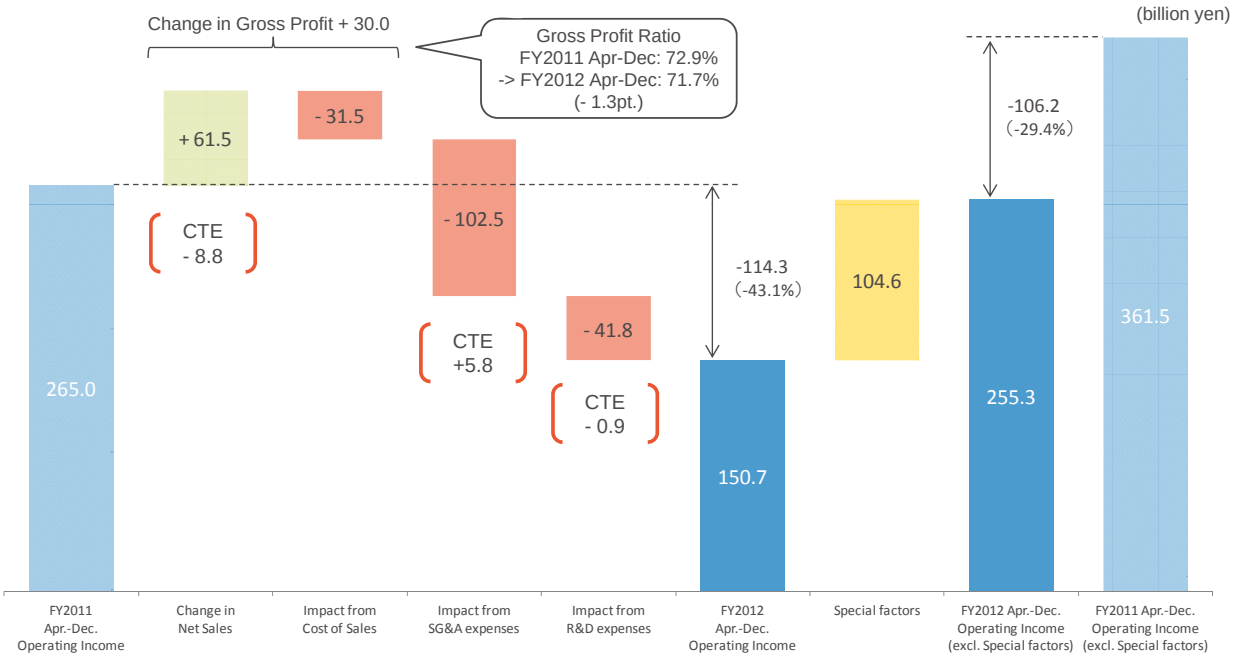
(billion yen)



	Year-on-year change <%>	Ref:Compared to the previous year's figure including Nycomed and Multilab (excl. CTE)
Net Sales in Emerging Markets	+ 85.8 <+ 131.2%>	<+ 14.1%>
Latin America	+ 28.8 <+ 167.6%>	<+ 16.5%>
Russia/CIS	+ 32.0 <+ 195.6%>	<+ 19.1%>
Asia	+ 18.3 <+ 78.2%>	<+ 18.2%>
Middle East, Oceania & Africa	+ 6.8 <+ 79.2%>	<- 11.5%>

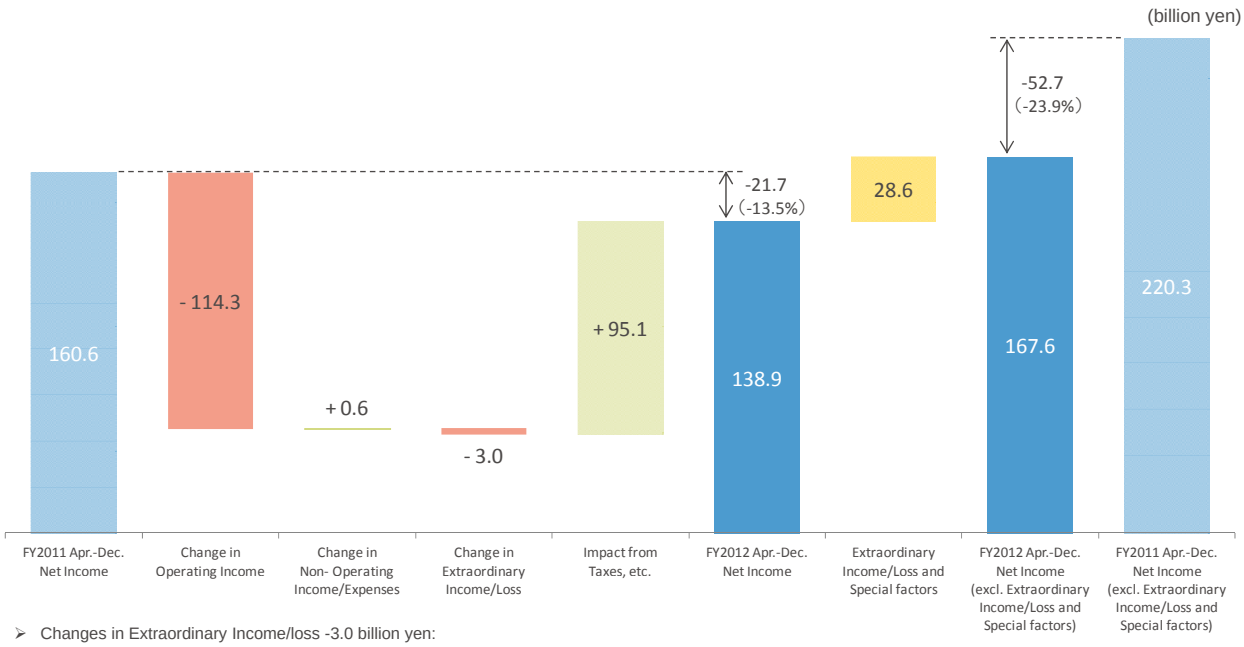
(*):CTE arisen from Euro-Yen exchange rate fluctuations

Breakdown of Change in Operating Income



- Impact from SG&A expenses -102.5 billion yen: increased expenses and increased amortization of intangible assets and goodwill resulting from the acquisitions
- Impact from R&D expenses -41.8 billion yen: increased development costs by steady progression of the late-stage pipeline

Breakdown of Change in Net Income



- Changes in Extraordinary Income/loss -3.0 billion yen:
  FY2011: gains on sale of underutilized real estate 17.6 billion yen (gain)
  FY2012: gains on sales of investment securities 17.0 billion yen (gain), interest on the refund related to transfer price tax 11.6 billion yen (gain)
  expenses related to the overseas restructuring 14.0 billion yen (loss)
- Impact from Taxes, etc. +95.1 billion yen:
  FY2012: transfer price tax refund 45.6 billion yen (gain)

Cash Flow Statement

	FY2011 Apr.-Dec. (billion yen)	FY2012 Apr.-Dec. (billion yen)	Ref: FY2011 Apr.-Mar. (billion yen)
Net cash provided by (used in) operating activities	248.2	222.8	336.6
Income before income taxes and minority interests	282.7	166.0	252.5
Depreciation and amortization	90.0	121.3	128.0
Amortization of goodwill	14.1	24.6	22.2
Increase/decrease in working capital	- 30.1	- 36.8	64.7
Income tax paid (incl. tax refund)	- 128.9	27.2	- 152.1
Net cash provided by (used in) investing activities	- 1,072.3	- 128.7	- 1,094.0
Payment for purchases of property, plant and equipment	- 49.7	- 54.5	- 61.9
Payment for acquisition of subsidiaries' shares	- 1,031.4	- 86.2	- 1,040.0
Net cash provided by (used in) financing activities	404.9	- 140.2	393.8
Net increase (decrease) in short-term loans	540.6	- 243.0	239.8
Proceeds from issuance of bonds	-	238.0	189.6
Dividends paid	- 132.6	- 132.4	- 142.0
Effect of exchange rate changes on cash and cash equivalents	- 69.9	12.8	- 54.9
Net increase (decrease) in cash and cash equivalents	- 489.1	- 33.3	- 418.5
Cash and cash equivalents, end of period	383.6	420.9	454.2

Takeda will maintain 300 billion yen level of R&D investment, ensure steady repayment of debts and maintain stable dividend payment.

note: Since the statutory disclosure of Cash Flow Statement is not required for the third quarter, the figures have not been audited.

FY2012 Financial Forecasts

FY2012 forecasts are unchanged from the latest announcement (not changed from the original announcement)

		FY2011	FY2012		Year-on-year change	
		Actual (billion yen)	Apr.-Dec. Actual (billion yen)	Apr.-Mar. Forecasts (billion yen)	Apr.-Mar. (billion yen)	<%>
Net sales		1,508.9	1,189.1	1,550.0	+ 41.1	<+ 2.7>
R&D expenses		281.9	231.6	310.0	+ 28.1	<+ 10.0>
Operating income		265.0	150.7	160.0	- 105.0	<- 39.6>
excl. Special factors *1		414.5	255.3	305.0	- 109.5	<- 26.4>
Ordinary income		270.3	151.3	150.0	- 120.3	<- 44.5>
Extraordinary Income/Loss		-17.9	14.7	55.0	+ 72.9	-
Net income		124.2	138.9	155.0	+ 30.8	<+ 24.8>
excl. Extraordinary income/loss & Special factors *2		248.2	167.6	190.0	- 58.2	<- 23.4>
EBITDA(excl. Extraordinary Income/Loss)		422.6	303.7	345.0	- 77.6	<- 18.4>
EPS		157 yen	176 yen	196 yen	+ 39.1	<+ 24.8>
excl. Extraordinary income/loss & Special factors *2		314 yen	212 yen	241 yen	- 73.7	<- 23.4>
Exchange Rate	USD	79 yen	80 yen	82 yen	+ 2.4	*3
	EUR	109 yen	102 yen	105 yen	- 4.0	

*1: Special factors in Operating Income: amortization of intangible assets and goodwill resulting from corporate acquisitions, and an increase in COGS related to inventory step-up due to revaluation to fair value also resulting from corporate acquisitions

*2: Special factors in Net Income and EPS: in addition to *1, non-operating expenses resulting from corporate acquisitions and transfer price tax refund

*3: Exchange rate is changed from the latest announcement in October, i.e., USD 80yen ->82yen, EUR 100yen ->105yen

Reference: Impact of 1 yen change in the foreign exchange rate	FY2012 (billion yen)	
	USD	EUR
Net Sales	4.5	4.0
Operating Income	- 0.3	0.1
Net Income	0.1	- 0.1

APPENDIX

Summary of Acquisitions from April to December 2012

Month Year	Corporate Name	Corporate Profile at the Acquisition Date and Acquisition Amount		Benefit
Jun.2012	URL Pharma	Common Stock	: US$ 1 thousand	【Strengthening Takeda's franchise in gout treatment in the U.S.】 – Acquired its leading product Colcrys (a drug for treatment of acute gout) – Realizing synergy with its existing product Colcrys and Uloric (a drug for hyperuricemia for adult patients with chronic gout) – Entered into a definitive agreement with Caraco Pharmaceutical Laboratories, Ltd. in Dec 2012 for the sale of URL generic business.
		Capital surplus	: US$ 1,870 thousand	
		Location	: Philadelphia, Pennsylvania, U.S.	
		Acquisition Amount	: US$800 MM upfront and future performance-based contingent earn out payments beginning in 2015.	
Jul. 2012	Multilab	Common Stock	: BRL 41,750 thousand	【Enhancing sales structure in Brazil】 – Acquired Multilab's own branded generic drugs and OTC products including Multigrip, the country's best-selling OTC product for cold and flu treatment – Acquired well established distribution network in high growth developing regions of the country – Positions Takeda as one of the top ten pharmaceutical companies in the country in terms of revenues (Based on IMS), and enables Takeda to meet diverse medical needs in the country
		Location	: São Jerônimo, Rio Grande do Sul, Brazil	
		Acquisition Amount	: BRL 500 MM upfront and up to BRL 40 MM in additional future milestone payments	
Oct. 2012	LigoCyte	Common Stock	: US$ 10 thousand	【Advancing global vaccine business】 – Acquired the only norovirus vaccine in clinical trials – Introduced LigoCyte's virus-like particle platform (VLP) technology – Acquired preclinical development of vaccines against respiratory syncytical virus, influenza and rotavirus
		Capital surplus	: US$ 1,372 thousand	
		Location	: Bozeman, Montana, U.S.	
		Acquisition Amount	: $60 MM upfront, with future contingent consideration based on the progress of development projects	
Nov. 2012	Envoy	Common Stock	: US$ 8 MM	【Advancing innovative drug discovery】 – Acquired bacTRAP technology® that enables the identification of novel targets expressed in disease-relevant cell – Acquired Envoy's pre-clinical central nervous system (CNS) assets including programs for Parkinson's disease and Cognitive Impairment Associated with Schizophrenia (CIAS).
		Location	: Jupiter, Florida, U.S.	
		Acquisition Amount	: Up to US$ 140MM, including upfront and contingent payments	

Changes of Net Sales in Ethical Drugs by Major Products

	Major Sales Region	FY2009 Actual (billion yen)	FY2010 Actual (billion yen)	FY2011 Actual (billion yen)	FY2011 Apr.-Dec. (billion yen)	FY2012 Apr.-Dec. (billion yen)	Year-on-year Change Apr.-Dec. (billion yen)	<%>
Leuprorelin	Worldwide	120.4	116.4	120.7	92.8	87.7	-5.1	<- 5.5>
Lansoprazole	Worldwide	216.1	133.6	122.1	92.9	85.6	-7.2	<- 7.8>
Candesartan	Worldwide	218.3	218.0	216.3	168.8	132.9	-35.9	<- 21.3>
Pioglitazone	Worldwide	383.3	387.9	296.2	237.0	109.2	-127.8	<- 53.9>
Enbrel	Japan	32.3	38.4	41.4	31.7	33.3	1.6	<+ 5.1>
Nesina	Japan	-	1.6	15.5	10.2	25.8	15.5	<+ 151.4>
Vectibix	Japan	-	9.4	17.2	13.0	14.7	1.7	<+ 12.8>
Amitiza	U.S.	19.8	18.6	18.7	13.9	16.5	2.6	<+ 18.6>
Velcade	U.S.	46.2	50.8	58.1	42.5	53.9	11.4	<+ 26.8>
Uloric	U.S.	4.4	9.1	12.9	9.3	12.8	3.5	<+ 37.4>
Dexilant	U.S.	8.5	18.1	24.1	17.4	23.5	6.1	<+ 35.3>
Colcrys (*1)	U.S.	0.9	12.6	36.8	27.8	29.8	2.0	<+ 7.2>
Pantoprazole (*2)	Europe/ Emerging Market	158.3	105.6	82.6	64.5	56.5	-8.0	<- 12.5>
Actovegin (*2)	Europe/ Emerging Market	14.2	16.9	18.6	13.5	14.2	0.7	<+ 5.2>
Calcium (*2)	Europe/ Emerging Market	14.1	14.9	15.7	11.6	11.0	-0.7	<- 5.7>
Tachosil (*2)	Europe/ Emerging Market	12.8	12.9	13.8	10.7	10.1	-0.6	<- 5.7>
Daxas (*2)	Europe/ Emerging Market	-	0.4	2.4	1.7	2.2	0.5	<+ 27.3>
Ref: Nycomed Products in Total (approx.) (*2) (Million EUR)	Europe/ Emerging Market	2,918	2,838	2,984	2,263	2,333	69	<+ 3.1>
Exchange Rate	USD	93 yen	86 yen	79 yen	79 yen	80 yen	+ 1 yen	
	EUR	131 yen	113 yen	109 yen	111 yen	102 yen	- 9 yen	
	Ref:EUR (fiscal year ended Dec.)	130 yen	116 yen	-	-	-	-	

*1: Colcrys is a product of URL Pharma, Inc. acquired in June 2012. The sales until May 2012 represent the amount before acquisition. Each amount before acquisition is reclassified to Takeda fiscal year (Apr to Mar).
*2: Those are products of Nycomed acquired at the end of Sep 2011. The sales until Sep 2011 represent the amount before acquisition. The sales in FY2009 and FY2010 show calendar year sales, but in FY2011, the sales are reclassified to Takeda fiscal year (Apr to Mar).

Breakdown of Special factors and Extraordinary Income/Loss

(billion yen)
(negative amount represents gain)

Breakdown of Special factors and Extraordinary Income/Loss	FY2011 Apr.-Dec.	FY2012 Apr.-Dec.	
<COGS> Increase in COGS related to inventory step-up due to revaluation to fair value	34.2	4.1	
URL Pharma acquisition and Multilab acquisition	-	4.1	
<SG&A> Amortization of intangible assets	48.2	75.9	
TAP integration	7.4	6.6	Amortize until 2012
Millennium acquisition	28.1	28.4	Amortize until 2018
Nycomed acquisition	12.0	34.4	Amortize until 2026
URL Pharma acquisition	-	5.8	Amortize until 2030
<SG&A> Amortization of goodwill	14.1	24.6	
Millennium acquisition	9.0	9.1	Amortize until 2028
Nycomed acquisition	4.3	13.3	Amortize until 2031
URL Pharma acquisition	-	1.3	Amortize until 2028
Impact of Special factors on Operating Income	96.5	104.6	
<Non-Operating Expenses> Non-Operating Expenses resulting from corporate acquisitions	-	4.1	
<Extraordinary Income/Loss>	-17.6	-14.7	
Gains on sales of investment securities	-	-17.0	
Restructuring cost of foreign subsidiaries	-	14.0	
Interest on trancefer price tax refund	-	-11.6	
Gain on sales of noncurrent assets	-17.6	-	
Impact of Special factors and Extraordinary Income/Loss on Income before Income Taxes and Minority Interests	78.8	94.0	
Income Taxes and Income Tax Adjustment relating to impact described above	-19.2	-19.8	
Transfer price tax refund	-	-45.6	
Impact of Special factors and Extraordinary Income/Loss on Net Income	59.7	28.6	

until 2021 for Daxas

until 2029 for Colcrys

Nycomed: 47.7

Breakdown of EBITDA

(billion yen)

Breakdown of EBITDA	FY2011 Apr.-Dec.	FY2012 Apr.-Dec.
Ordinary Income	**265.1**	**151.3**
+ Special factors in Operating Income: Amortization of intangible assets	48.2	75.9
+ Special factors in Operating Income: Amortization of goodwill	14.1	24.6
+ Depreciation and Amortization (excl. Special factors)	41.8	45.5
+ Interest paid	1.2	2.3
+ Others	-	4.1
EBITDA (excl. Extraordinary Income/Loss)	**370.3**	**303.7**

Third Quarter of Fiscal 2012
Updates Related to R&D Activities

Tsudoi Miyoshi
Head of Chief Medical & Scientific Officer Office

February 4, 2013

R&D Pipeline Stage-Ups
(since November 1, 2012)

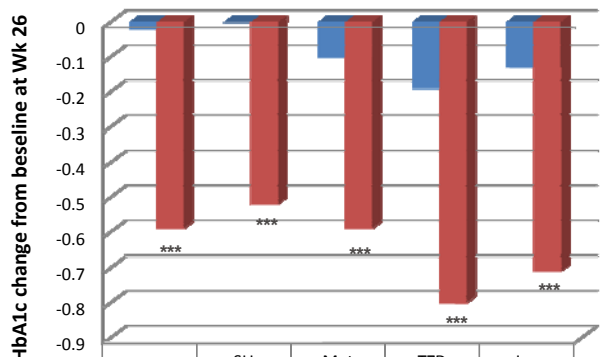
			P-1	P-2	P-3	Filing	Approval
NESINA® (SYR-322)	Diabetes Mellitus	US				→	
OSENI® (SYR-322 / PIO)	Diabetes Mellitus (fixed-dose combination with pioglitazone)	US				→	
KAZANO® (SYR-322 / MET)	Diabetes Mellitus (fixed-dose combination with metformin)	US				→	
BENET®	Osteoporosis (Once Monthly Formulation)	JP				→	
ADCETRIS®	Front Line Hodgkin Lymphoma	EU		→			
ADCETRIS®	Front Line Mature T-Cell Lymphoma	EU		→			

Approval of NESINA (alogliptin) Family in the US

Product Characteristics

- The first DPP4 inhibitor to have prospective CV outcome data in a high CV risk population due to recent acute coronary syndrome event (EXAMINE trial)
- Approved in monotherapy as "NESINA", in a fixed dose combination with pioglitazone as "OSENI", and in a fixed-dose combination with metformin as "KAZANO"
- "OSENI" is the first DPP4 inhibitor and thiazolidinedione combination approved in the US

Key Phase 3 Data



	mono therapy	SU add-on	Met add-on	TZD add-on	Ins add-on
Placebo	-0.02	0	-0.1	-0.19	-0.13
Alo 25 mg	-0.59	-0.52	-0.59	-0.8	-0.71

*** P<0.001 vs. placebo

Elsewhere in the world…

- Filed in EU and several Emerging Markets including China and Brazil
- Approved in Japan as monotherapy ("NESINA", April 2010) and fixed-dose combination with pioglitazone ("LIOVEL", July 2011)

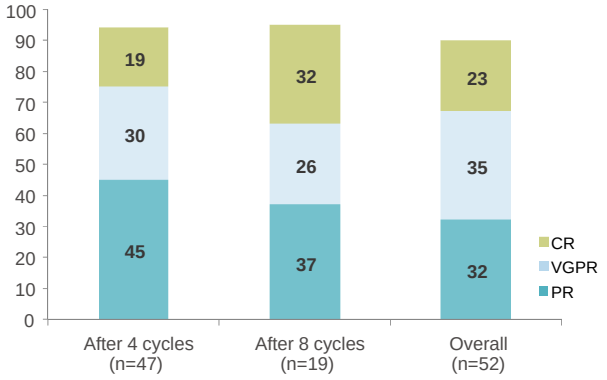
MLN9708 (ixazomib citrate) Data Presented at ASH 2012

Program Status

- First oral proteasome inhibitor in Phase 3
- Developing the all-oral regimen in both Relapsed/Refractory Multiple Myeloma (MM) and front line MM
- Single oral weekly dose
- On-going registration supportive clinical trials include two Phase 3 trials (R/R MM and R/R AL Amyloidosis)
- 5 more trials in start-up including Phase 3 front line MM
- Takeda has global marketing rights

Phase 1/2 Data in Front Line MM

Preliminary responses with MLN9708, lenalidomide and dexamethasone



- Of 3 response-evaluable patients who have completed 12 cycles, 2 achieved CR and 1 VGPR

ADCETRIS (brentuximab vedotin) Data Presented at ASH 2012

Program Status

- Antibody-drug conjugate in-licensed from Seattle Genetics (Takeda has rights Ex. US/Canada)
- EU approval in October 2012 for Relapsed/Refractory Hodgkin Lymphoma (HL) and R/R systemic anaplastic large cell lymphoma
- Potential for further use in other CD30 expressing malignancies

Phase 1 Data in Newly Diagnosed Hodgkin Lymphoma

	ADCETRIS plus ABVD*	ADCETRIS plus AVD**
Complete Remission after 6 cycles	95%	96%
Pulmonary toxicity (any event)	44%	0

- With ABVD alone, expected CR rate in advanced HL is 70-80%, expected pulmonary toxicity rate is 10-25%
- Most common Adverse Events in ADCETRIS + AVD arm were nausea (85%), neutropenia (77%), peripheral sensory neuropathy (73%)

*adriamycin, bleomycin, vinblastine, dacarbazine
**adriamycin, vinblastine, dacarbazine

Phase 1 Data in Newly Diagnosed Mature T-Cell Lymphoma

	ADCETRIS plus CHP†
Objective Response	100%
Complete Response Partial Response	88% 12%

- Front line anthracycline containing regimens (e.g. CHOP††) achieve OR rates of 76-88% and CR rates of 39%-53% in various MTCLs
- Most common Adverse Events of any grade were nausea (62%), peripheral sensory neuropathy (62%), diarrhea (58%), fatigue (54%)

†cyclophosphamide, doxorubicin, prednisone
††cyclophosphamide, doxorubicin, oncovin, prednisone

Acquisition of Envoy Therapeutics

envoy™ THERAPEUTICS

Enables Takeda to identify novel drug targets that are highly selectively expressed in disease-relevant cell populations

Brings a promising pre-clinical pipeline with innovative programs for Parkinson's Disease, CIAS* and other disease indications

*Cognitive Impairment Associated with Schizophrenia

Envoy's proprietory bacTRAP technology®

- Enables the identification of proteins in-vivo that are produced by specific cell types without requiring the isolation of those cells
- Especially powerful in tissues of the brain, where many hundreds of cell types are intermingled
- Enables the identification of new drug targets and prioritization of existing drug targets to develop drugs with better efficacy and fewer side effects

[stained protein on mouse brain tissue]

Ensuring Steady Pipeline Approval

	FY12	FY13	FY14	FY15-FY16
JP	LOTRIGA (TAK-085)	ATL-962	SYR-472, Lu AA21004, TAK-536/CCB[2], TAK-438, SGN-35	TAK-875, MLN0002, MLN9708, TAK-385, TAK-700, TAK-816
US	NESINA (SYR-322), OSENI (SYR-322/PIO[3]), KAZANO (SYR-322/MET[4])	Lu AA21004	TAK-700, MLN0002	TAK-875, MLN9708, MLN8237
EU	ADCETRIS (SGN-35), REVESTIVE (teduglutide), RIENSO (ferumoxytol)	SYR-322, SYR-322/PIO[3], SYR-322/MET[4], Lurasidone, Peginesatide, TAK-390MR	TAK-491/CLD[5], MLN0002	TAK-875, MLN9708, TAK-700
EM[1]	In emerging markets, compounds including SYR-322, TAK-491, SGN-35, MEPACT, TAK-375, TAK-390MR, DAXAS will be launched consecutively.			

Already-approved drugs in red

[1] Emerging Market, [2] Calcium Channel Blocker, [3] Pioglitazone (ACTOS), [4] Metformin, [5] Chlorthalidone

Note: Some in-licensed pipelines (including Amgen products) are not publicly disclosed based upon the disclosure policies of the originator companies.

In-house | In-license

Takeda R&D Value & Mission

Value

Takeda is a pharmaceutical company committed to the discovery and development of innovative solutions addressing unmet medical needs of patients through R&D investment

Mission

- Meet the future promise of Takeda as a leader in the pharmaceutical industry by providing solutions to patients with unmet medical needs
- Transform the R&D organization to be an engine of growth that is an industry leader in R&D productivity

Forward-Looking Statements

This presentation contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future.

All forward-looking statements are based on judgments derived from the information available to the Company at this time. Forward looking statements can sometimes be identified by the use of forward-looking words such as "may," "believe," "will," "expect," "project," "estimate," "should," "anticipate," "plan," "continue," "seek," "pro forma," "potential," "target, " "forecast," or "intend" or other similar words or expressions of the negative thereof.

Certain risks and uncertainties could cause the Company's actual results to differ materially from any forward looking statements contained in this presentation. These risks and uncertainties include, but are not limited to, (1) the economic circumstances surrounding the Company's business, including general economic conditions in the US and worldwide; (2) competitive pressures; (3) applicable laws and regulations; (4) the success or failure of product development programs; (5) decisions of regulatory authorities and the timing thereof; (6) changes in exchange rates; (7) claims or concerns regarding the safety or efficacy of marketed products or product candidates; and (8) integration activities with acquired companies.

We assume no obligation to update or revise any forward-looking statements or other information contained in this presentation, whether as a result of new information, future events, or otherwise.