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.

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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.
Takeda’s Mission

We strive towards better health for patients worldwide through leading innovation in medicine.

A Snapshot of Takeda Today

An R&D Driven Pharmaceutical Company with Global Presence

- 700+ well-diversified products
- ¥1,509bn global sales
- ¥265bn Operating Income in FY2011
- 70 countries with market presence
- 100+ research collaborations
- #1 pharma company in Japan/Asia
- 7th largest pipeline among global pharma*
- 30,000 employees worldwide

*Source: Citeline Pharma R&D Annual Review 2012
Achieving Sustainable Growth into the Future

Transformation

- Globalization
- Innovation
- Strong Financial Model

FY12-16 CAGR
Net Sales: approx 5%

FY12-16 CAGR
Operating Income: approx 25%

Globalization
Sales contribution of ¥148.7bn in 1H FY12
Emerging Markets 3% of total sales in 1H FY11 to 13% in 1H FY12
Expanding product portfolio of 700+ Brand Generics and OTC products with better fit for emerging markets
Implementing Hybrid Business Model

Growing with BGx/OTC in Emerging Markets while keeping innovative products at the core of Takeda’s Business

Emerging Markets Driving 70% of Market Growth

Global Pharma Market Outlook
Sales US$ bn

2012 | 2016
---|---
Emerging Markets | 294 | 446
Mature Markets | 688 | 755

Global CAGR 12-16:
- Emerging Markets: 11%
- Mature Markets: 2%

Data Source: © 2011 IMS Health. All rights reserved. Estimated based on Market Prognosis Reprinted with permission
### Net Sales Up 13% YoY in Emerging Markets

**Consolidated Takeda sales basis**  
Year-on-year change

<table>
<thead>
<tr>
<th>(billion yen, &lt;%)</th>
<th>Emerging Markets Total</th>
<th>+ 78.0 &lt;+444.3%&gt;</th>
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<tbody>
<tr>
<td>Latin America</td>
<td>+ 27.0 &lt; - &gt;</td>
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<tr>
<td>Russia/CIS</td>
<td>+ 29.5 &lt; - &gt;</td>
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<tr>
<td>Asia</td>
<td>+ 15.1 &lt;+131.2%&gt;</td>
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<tr>
<td>Middle East, Oceania &amp; Africa</td>
<td>+ 6.4 &lt;+168.3%&gt;</td>
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*+13% incl. Nycomed and Multilab (excl. CTE: Currency Translation Effect)*

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<tr>
<td>Emerging Markets</td>
<td>93.5</td>
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<td>Latin America</td>
<td>76.0 (Nycomed &amp; Multilab)</td>
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#### Achieving Exceptional Sales Growth in Emerging Markets

**Takeda’s FY12-FY16 CAGR**

- 17% Total Emerging Markets
- 15% Russia/CIS
- 14% Latin America
- 29% China

- Expand sales of legacy Nycomed products (brand generics / OTC)
- Launch Takeda’s products through all new global sales channel
- Accelerate growth through further investment
Achieving Exceptional Sales Growth in China, Russia/CIS and Latin America

**China**
Net Sales FY12-16 CAGR: 29%
- Continue to invest for sustainable growth
- Implement two step expansion strategy; growth by commercial excellence and growth by new product launches

**Russia/CIS**
Net Sales FY12-16 CAGR: 15%
- Balance portfolio with out-of-pocket and reimbursement
- Build local value chain - adding manufacturing facility in Yaroslavl and local development center

**Latin America**
Net Sales FY12-16 CAGR: 14%
- Position Takeda to capitalize on natural growth drivers of the Brazilian market, such as the expanding middle class
- Access Brazil’s rural areas through Multilab infrastructure

Increasing New Innovative Product Sales in Japan, the US and EU

**Japan**
Net Sales FY12-16 CAGR: 3%
- NESINA: Quickly regain the No.1 position in diabetes
- AZILVA: Maintain the No.1 position in hypertension

**US**
Net Sales FY12-16 CAGR 6%
- Boost sales of new and existing products such as VELCADE, OMONTYS and DEXILANT
- Strengthen gout franchise with Colcrys and Uloric

**EU**
Net Sales FY12-16 CAGR 6%
- Ensure launch and early penetration of new products (NESINA, OMONTYS etc.)
- Add new specialty care products (DAXAS, ADCETRIS, etc)

*New products* refers to products launched from 2009
Implementing 3 Step Strategy for R&D Innovation

- **Invigorate Discovery**
- **Enrich the Mid-stage Pipeline**
- **Maximize/deliver the Late-stage pipeline**

**POC&C**
- Re-purpose existing assets
- Pursue new indications

**Velcade** (bortezomib)
- TAK-700

**AZTIVA**
- MLN9708
- TAK-875

**Daxas**
- (Nesina)

**envoy therapeutics**

**intellikine**

**Omontys**
- peginesatide

**Lu AA21004**
- lurasidone

**ADCetris**
- brentuximab vedotin
Maximizing Potential of Innovative Products

- **VELCADE® (bortezomib):**
  - Global market leader for patient share in Multiple Myeloma
  - Sustained OS survival (5 years)
  - Subcutaneous administration (70% of overall use)

- **NESINA® (alogliptin):**
  - Highly selective DPP4 inhibitor for type 2 diabetes
  - PDUFA date January 25th
  - No. 2 share in Japan DPP4i market

- **OMONTYS® (peginesatide):**
  - Once-monthly ESA for anemia treatment in CKD patients on dialysis
  - Supply agreement with Fresenius and US Renal

- **ADCETRIS® (brentuximab vedotin):**
  - Antibody-drug conjugate for CD30 positive cancers
  - Approved in EU for R/R Hodgkin Lymphoma and R/R sALCL

Enhancing Late-Stage Pipeline in Core Therapeutic Areas

- **Cardiovascular & Metabolic**
  - Phase III: 4
  - Filed: 6

- **Oncology**
  - Phase III: 9
  - Filed: 2

- **Central Nervous System**
  - Phase III: 5
  - Filed: 2

- **General Medicine**
  - Phase III: 3
  - Filed: 5

- **Vaccine**
  - Phase III: 1
  - Filed: -

- **Respiratory & Immunology**
  - Phase III: -
  - Filed: 1

Includes Life-Cycle Management and fixed-dose combinations
Ensuring Steady Pipeline Approval

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Planned Launches from Promising Pipeline

TAK-875
- First in class GPR40 agonist for diabetes
- Phase 3 in US, EU, Japan
- Reduces glucose levels with low risk of hypoglycemia (2.0% versus glimepiride 16.1%)
- Initiated trials to assess concomitant use with other anti-diabetics including DPP-4 inhibitor

MLN0002 (vedolizumab)
- Gut-selective monoclonal antibody: targets α4β7 integrin on leukocytes involved in ulcerative colitis (UC) and Crohn’s disease (CD)
- Phase 3 UC study GEMINI I and Phase 3 CD study GEMINI II met primary endpoints of response (induction) and remission (maintenance)
- Efficacy in patients who are anti-TNFα naïve and those with prior anti-TNFα failure
Planned Launches from Promising Pipeline

TAK-700 (orteronel)
- Oral non-steroidal 17, 20 lyase inhibitor for prostate cancer
- Phase 3 in US, EU, Japan
- Two global phase 3 trials in chemo-naïve and post-chemo metastatic castration-resistant prostate cancer (mCRPC)
- May allow dosing without prednisone

MLN9708 (ixazomib citrate)
- First oral proteasome inhibitor
- Phase 3 in US, EU and Phase 1 in Japan for relapsed/refractory multiple myeloma
- Evidence for improved tissue distribution in animal models relative to bortezomib
- Strong efficacy in relapsed patients and in combination in newly diagnosed patients with MM
- Potential in a broad range of hematological and solid tumors

Preliminary response data over course of treatment – patients treated at RP2D (2.23 mg/m² / 4.0 mg)

Strong Financial Model
Enhancing Free Cash Flow

Increase Operating Margin
- Increase sales of new and existing products
- Reduce procurement and manufacturing costs
- Improve shared services
- Selectively prioritize R&D projects

Optimize Balance Sheet
- Improve asset efficiency - dispose of securities and unused real estate
- Reduce working capital
- Streamline global cash management

Free Cash Flow

- Strategic Investment
- Stable Dividend Payment
- Repayment of Debt

Achieving Sustainable Growth

Value Creation at Takeda will come through:

- **Globalization**
  Market products around the world establishing portfolios well tailored to each region

- **Innovation**
  Deliver innovative medicine through internal and external expertise to prevent, treat and cure diseases with high unmet medical needs

- **Strong Financial Model**
  Implement strong financial model to increase free cash flow