

Better Health, Brighter Future



Takeda Pharmaceutical Company On the Road to Sustained Growth

34th Annual J.P. Morgan Healthcare Conference

Christophe Weber

President & Chief Executive Officer

Takeda Pharmaceutical Company Limited

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Global, Diverse and Experienced Takeda's Executive Team (TET)



Yasuchika Hasegawa
Chairman of the Board



Christophe Weber
President & CEO



Shinji Honda
Corporate Strategy Officer



Masato Iwasaki
President Japan Pharma BU



Andrew Plump
Chief Medical and Scientific Officer



Rudolf van Houten
Acting Chief Financial Officer



Christophe Bianchi
President Global Oncology BU



Ramona Sequeira
President US BU



Giles Platford
President Emerging Markets BU



Yoshihiro Nakagawa
Global General Counsel



David Osborne
Global Human Resources Officer



Rajeev Venkayya
President Global Vaccine BU



Marc Princen
President EUCAN BU



Haruhiko Hirate
Corporate Communications and Public Affairs Officer



Gerard Greco
Global Quality Officer



Thomas Wozniowski
Global Manufacturing and Supply Officer

BU: Business Unit

Takeda Strategic Roadmap

VALUES



- **Takeda-ism**
Patient → Trust → Reputation → Business

PEOPLE



- **Patient and customer centricity**
- **Agile global organization**
- **Fostering talent**

R&D



- **Focused world class R&D**
New approaches to innovation

BUSINESS PERFORMANCE



- **Sustaining sales growth**
GI, Oncology and Emerging Markets
- **Sustaining profit growth**
Cost discipline

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Sharpen Therapeutic Area Focus in R&D

Oncology

GI

CNS

Psychiatry

Neurology
(partnering)

Specialty CV

Vaccines

Hone and develop industry-leading capabilities to deeply explore these therapeutic areas to develop innovative, meaningful new therapies for patients

Translational Approaches Enable Clinical Success

Traditional Approach to Target Selection



Target



Therapy



Patient

Translational Approach to Target Selection – Patient First



Patient



Disease Mechanism



Target



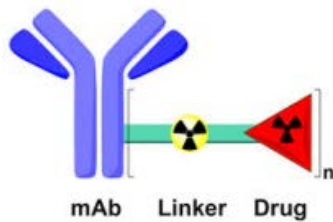
Therapies & Biomarkers

Capabilities to Innovate and Lead in Our Core Therapeutic Areas

Future

1

New modalities*

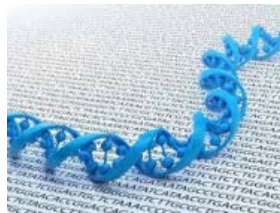


*e.g. mAbs, ADCs, regenerative medicine



2

Genomics & big data



3

Translational medicine



4

External innovation



Accelerate Development of Projects in Focus Areas

Ph1	Ph2	Ph3	Filed
5 NMEs ONC	1 NME GI	ENTYVIO GI UC/CD (JP), adalimumab H2H (US/EU), SC UC (US) AMITIZA new formulation, pediatric constipation (US)	ENTYVIO GI UC/CD (Emerging Markets) TAKECAB H pylori triple pack (JP) DEXILANT OD tablet (US) ARD in adolescents (US/EU)
6 NMEs CNS	3 NMEs ONC	NINLARO ONC FL MM, Maintenance MM post-SCT, Maintenance MM without SCT (US/EU/JP) R/R AL amyloidosis (US/EU) ADCETRIS FL HL, FL MTCL (EU/JP), Relapsed cTCL (EU)	NINLARO ONC R/R Multiple Myeloma (EU) ADCETRIS post-ASCT HL (EU)
1 NME CV	1 NME CNS	AMG 386 Ovarian cancer (JP)	BRINTELLIX CNS cognition data in label (US)
1 NME Vaccine	1 NME CV	BRINTELLIX CNS Major Depressive Disorder (JP) AZILECT Parkinson's (JP)	NESINA CV FDC with metformin (JP)
4 NMEs other	3 NMEs Vaccine	AD4833/TOMM40 Delay of MCI due to AD (US/EU)	TAK-816 Vaccine Hib (JP)
	1 NME other	AZILVA CV FDC w/ amlodipine & HCTZ (JP)	
		ULORIC other XR formulation (US) BENET additional formulation (JP)	

NME **LCM**

Note: This table does not represent the entire pipeline

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New approaches to innovation

BUSINESS PERFORMANCE



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Cost discipline

Takeda's Growth Drivers: GI, Oncology and Emerging Markets

Underlying
growth*

FY15 H1

(vs FY14 H1)

FY14

(billion JPY)

(vs FY13)

GI**

240.9

+10.4%

+28.7%

Oncology

333.8

+4.0%

+1.6%

Emerging Markets**

316.3

+8.1%

+7.1%

**Growth Drivers
Total Growth**

+10.0%

(excludes duplications)

* Underlying growth excludes the impact of foreign exchange and exceptional items such as product divestments and acquisitions

** Pantoprazole is included in Emerging Markets, but not in GI, as it is a key driver in EM

NINLARO® Launched in US in December 2015

Effective, Safe & Simple for Sustainable Treatment of Multiple Myeloma



UNIQUE

- The 1st and only oral proteasome inhibitor

EFFECTIVE

- ~6 month PFS improvement in a real-world representative population
- Efficacy in high risk patients

SAFE

- Low neuropathy and mostly low grade
- No CV toxicity

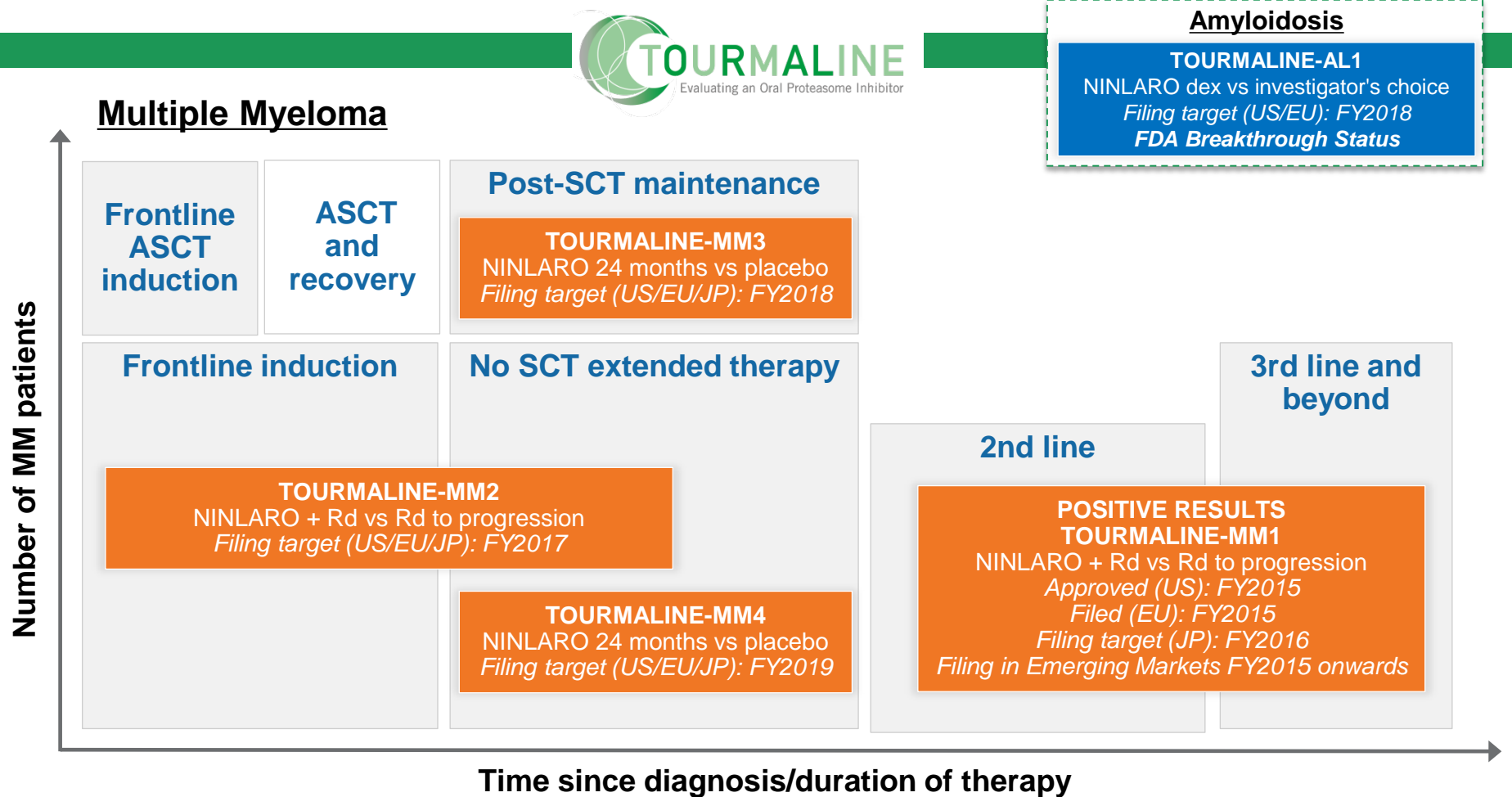
SIMPLE

- One capsule, once weekly

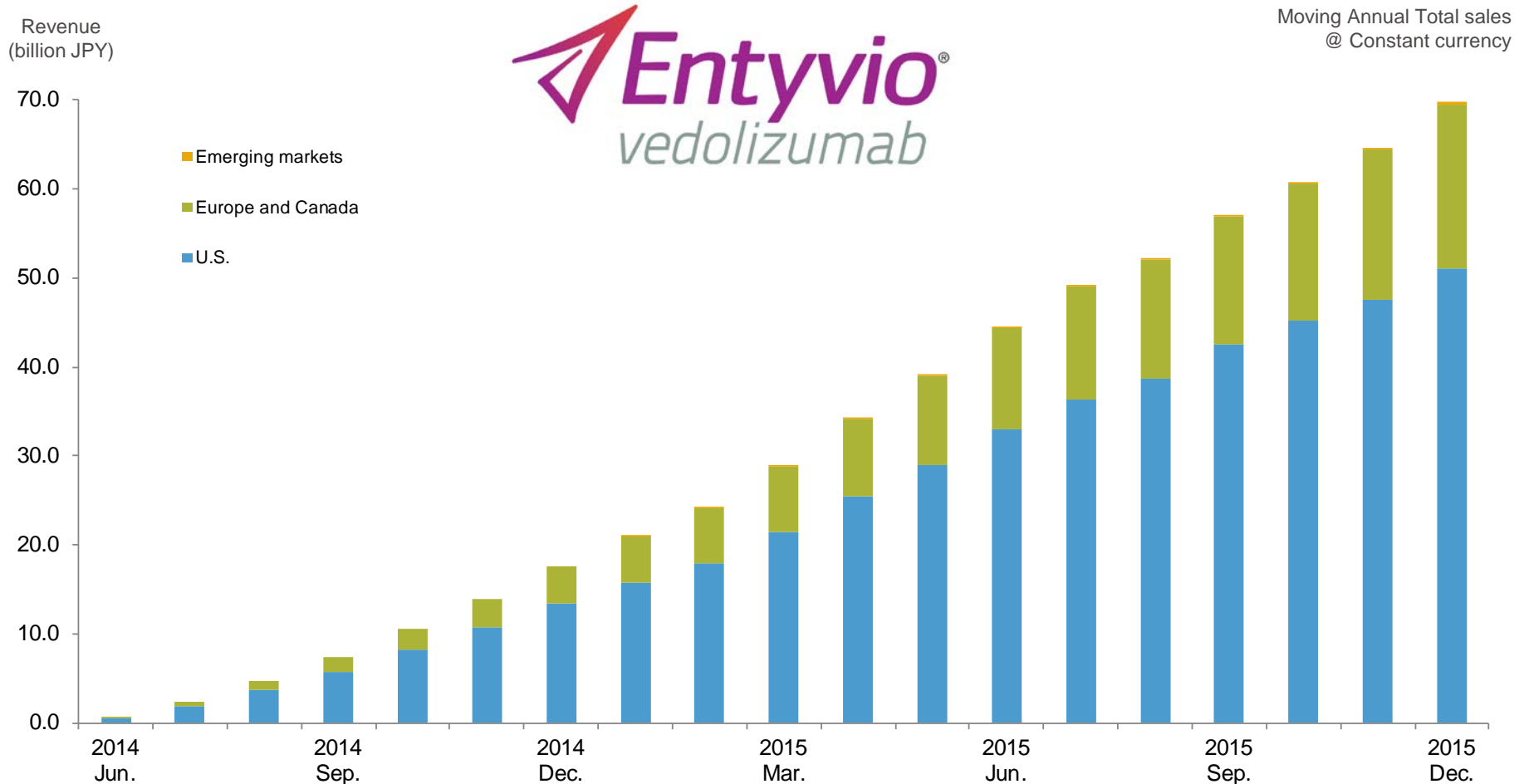
PRICED RESPONSIBLY

- US: First generation price with second generation benefits
Committed to patient access
- Ex-US: Outcome-based contracting (e.g. “Respond or Refund”)
Access to Medicines program

NINLARO® Extensive Development Program in Multiple Myeloma and Amyloidosis



ENTYVIO® for Ulcerative Colitis & Crohn's Disease Uptake Supports Target of Over \$2bn Peak Sales



ENTYVIO® Product Experience Supports Further Expansion

27,000 patients
treated so far

Over 350,000 vials
manufactured

Approvals on six
continents and in
42 countries



42 IISR ongoing,
LCM studies in
>5,000 patients

Deliver ENTYVIO to even more patients

Efficacy in biologic naïve and anti-TNF α -failure patients

Favorable tolerability with no boxed warning

Geographical expansion and LCM to further meet medical needs

Acquisition of US manufacturing site to boost production

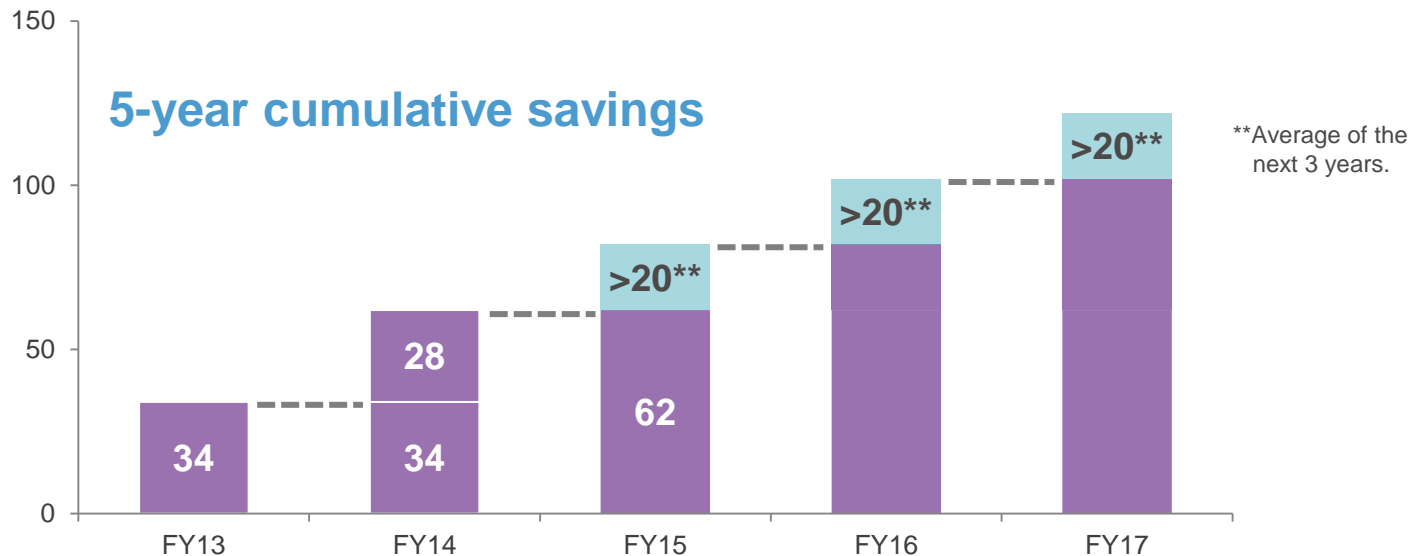
Cost Discipline - Fully Committed to Project Summit Target

	FY15 H1	FY15-17 (each year)	FY13-17 (cumulative)
Cost savings	11*	>20 avg.	>120
Implementation costs	7	>15 avg.	Up to 100

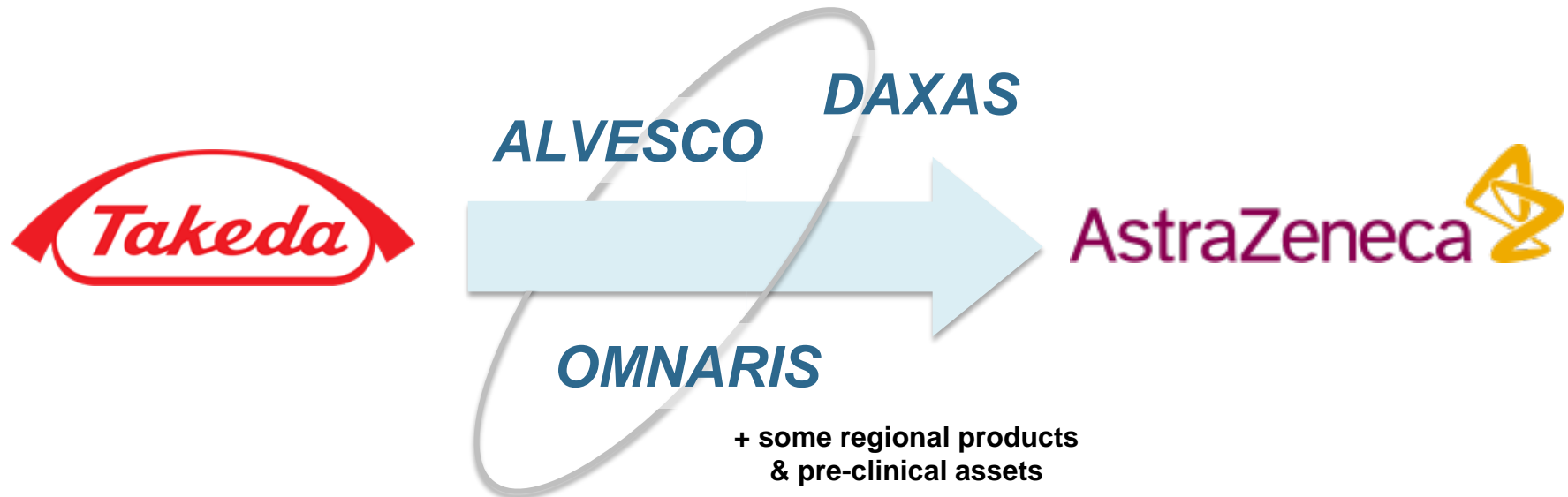
(billion JPY)

* FY15 H1 Savings Breakdown

- 58% Procurement and 42% Non-Procurement
- 40% Commercial, 32% R&D, 15% Production & Supply, and 13% G&A



Divestment of Respiratory Portfolio Will Allow Takeda to Focus on Core Therapeutic Areas



- Revenue of approx. 24bn yen in FY2014
- Deal expected to close during Q1 CY2016
- Deal value offsets book value of intangibles and goodwill

Divestment Aligned with Takeda's Sharpened Therapeutic Area Focus

Business Venture with Teva Underscores Takeda's Focus on Innovation

In Japan there is an increasing need for stable supply of affordable high-quality generics due to government policies to reduce healthcare costs



Leading brand reputation,
strong distribution network



Global leader in generics,
operational expertise

**Some long-listed products
(incl. BLOPRESS, TAKEPRON, BASEN)**

High-quality generics

49% stake

New company will be established in or after April 2016

**Offer broad portfolio
to patients**

51% stake

- Revenue of LLPs to be transferred: approx. 125bn yen in FY14 (declining in FY15 due to generic penetration)
- Takeda will book revenue for services related to the supply of LLPs and distribution of LLPs and generics
- As a result of the transaction, Takeda's FY16 revenue is estimated to decrease by approx. 50bn yen
- Accretive to Takeda's EPS and cash flow in FY16 and over the long-term

On the Road to Sustained Sales and Profit Growth

VALUES



FY2015 is Takeda's turnaround year, showing new growth momentum through our Growth Drivers, and confirming guidance

PEOPLE



We are generating long-term value and innovation in our Therapeutic Area focus

R&D



We are on the right track for sustained sales growth and cost discipline to enhance our profitability

BUSINESS
PERFORMANCE



Better Health, Brighter Future

THANK YOU



Takeda Pharmaceutical Company Limited