CONSOLIDATED FINANCIAL RESULTS FOR FY2019 Q3

February 4, 2020

Costa Saroukos
Chief Financial Officer

Better Health, Brighter Future

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This presentation and materials distributed in connection with this presentation include certain IFRS financial measures not presented in accordance with International Financial Reporting Standards ("IFRS"), such as Underlying Revenue, Core Operating Profit, Underlying Core Operating Profit, Core Net Profit, Underlying Core EPS, Net Debt, EBITDA, Adjusted EBITDA and 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. By including these non-IFRS measures, management intends to provide investors with additional information to further analyze Takeda's performance, core results and underlying trends. 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 reconciliation of non-IFRS financial measures to their most directly comparable IFRS measures, which are on slides 38-51.

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.

Financial information

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

The revenue of Shire plc ("Shire"), which was historically presented by Shire in accordance with accounting principles generally accepted in the United States ("U.S. GAAP"), has been conformed to IFRS, without material difference.

The Shire acquisition closed on January 8, 2019, and our consolidated results for the fiscal year ended March 31, 2019 include Shire's results from January 8, 2019 to March 31, 2019. References to "Legacy Takeda" businesses are to our businesses held prior to our acquisition of Shire. References to "Legacy Shire" businesses are to those businesses acquired through the Shire acquisition.

This presentation includes certain pro forma information giving effect to the Shire acquisition as if it had occurred on April 1, 2018. This pro forma information has not been prepared in accordance with Article 11 of Regulation S-X. This pro forma information is presented for illustrative purposes and is based on certain assumptions and judgments based on information available to us as of the date hereof, which may not necessarily have been applicable if the Shire acquisition had actually happened as of April 1, 2018. Moreover, this pro forma information gives effect to certain transactions and other events which are not directly attributable to the Shire acquisition and/or which happened subsequently to the Shire acquisition, such as divestitures and the effects of the purchase price allocation for the Shire acquisition, and therefore may not accurately reflect the effect on our financial condition and results of operations if the Shire acquisition had actually been completed on April 1, 2018. Therefore, undue reliance should not be placed on the pro forma information included herein.

ONE TAKEDA DELIVERING ON STRATEGIC PRIORITIES

- Operating as One Takeda twelve months after close of Shire deal
- Committed to sustainability and ESG[1] with clear carbon neutrality targets
- Global brands, R&D engine & strong margins will ensure sustainable growth
- Solid YTD[2] financial performance driven by 14 global brands, synergies and OPEX
- Confirming FY2019 Underlying Revenue guidance[3] of "flat to slightly increasing"
  Raising FY2019 profit guidance due to business momentum & synergies
  & now expecting positive reported Operating Profit

1. ESG: Environment, Social, Governance
2. YTD: Year-to-date (Apr-Dec 2019)
3. Constant Exchange Rate growth (applying FY2018 full year average foreign exchange rate of 111 JPY/USD) compared to baseline of JPY 3,300 billion (Rounded pro-forma April 2018-March 2019 combined revenue of Legacy Takeda and Legacy Shire, converted at April 2018-March 2019 average exchange rate of 111 JPY/USD; also adjusted to remove the revenue from divested assets) and converted from US GAAP to IFRS with no material differences.

FY2019 Q3 YTD: KEY TAKEAWAYS

BUSINESS AREA FOCUS

- 14 global brands' underlying growth +20%
- Steady execution of divestitures to optimize portfolio and accelerate de-leveraging
- Commitment to PDT business with goal to accelerate growth in plasma supply and manufacturing capacity by >65% over five years

R&D ENGINE

- Wave 1 NMEs: Phase 3 study start for TAK-788 in treatment naïve NSCLC[1] and pevonedistat (TAK-924) in unfit AML. Phase 3 data readout (part 2 of TIDES trial) for dengue vaccine candidate TAK-003
- Global brands: Phase 3 data readouts for ALUNBRIG 1L ALK+NSCLC (2nd IA) and NINLARO MM4 (non-transplant MM maintenance). Received CRL from FDA for ENTYVIO subcutaneous UC
- Partnerships: Signed collaboration with MD Anderson for off-the-shelf CAR NK-cell therapy platform

FINANCIAL STRENGTH

- Reported Revenue +82.6%; Underlying Revenue (pro forma[2]) -1.2%
- Core Operating Profit[3] JPY 792.2B; Underlying Core OP margin 30.9%
- Net debt/adj EBITDA[4] at 4.1x having paid full-year dividend and tax on XIIDRA proceeds
- Confirming FY2019 Underlying Revenue guidance[5] of "flat to slightly increasing" &
  Raising FY2019 profit guidance due to strong business momentum and faster realization of synergies
- Completed purchase price allocation of Shire acquisition resulting in positive reported P&L impact; now expecting positive reported Operating Profit for FY2019

1. In patients with exon 20 insertion mutations
2. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets. Please refer to slide 38 for reconciliation.
3. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.
4. Please refer to slides 48-49 for reconciliation.
5. Constant Exchange Rate growth (applying FY2018 full year average foreign exchange rate of 111 JPY/USD) compared to baseline of JPY 3,300 billion (Rounded pro-forma April 2018-March 2019 combined revenue of Legacy Takeda and Legacy Shire, converted at April 2018-March 2019 average exchange rate of 111 JPY/USD; also adjusted to remove the revenue from divested assets) and converted from US GAAP to IFRS with no material differences.

PDT: Plasma-Derived Therapies; NME: New Molecular Entity; IA: Interim Analysis; CRL: Complete Response Letter. For glossary of disease abbreviations please refer to appendix.

DELIVERED STRONG MARGINS AND CASH FLOW IN Q3 YTD

FY2019 Q3 YTD FINANCIAL RESULTS (SUMMARY)

(BN YEN)	REPORTED		CORE[2]		UNDERLYING
	FY2019 Q3 YTD	VS. PRIOR YEAR	FY2019 Q3 YTD	VS. PRIOR YEAR	
REVENUE	2,519.5	+82.6%	2,519.5	+82.6%	*-1.2%* *(YoY pro-forma)*[1]
OPERATING PROFIT	162.5	-42.9%	792.2	+129.9%	
Margin	*6.5%*	*-14.2pp*	*31.4%*	*+6.5pp*	*30.9%*
NET PROFIT	42.5	-74.1%	560.2	+113.1%	
EPS (JPY)	27 yen	-183 yen	360 yen	+24 yen	359 yen
FREE CASH FLOW[3]	745.7	+309.2%			

1. Represents change in underlying revenue between FY2018 Apr-Dec (on a pro-forma basis) and FY2019 Apr-Dec. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets. Please refer to slide 38 for reconciliation.
2. Please refer to slides 40-43 for reconciliation.
3. Please refer to slide 47 for reconciliation.

Q3 YTD REPORTED EPS POSITIVE; IMPACTED BY SIGNIFICANT ONE-TIME & NON-CASH ITEMS

FY2019 Q3 YTD FINANCIAL RESULTS (REPORTED)

(BN YEN)	FY2018 Q3 YTD	FY2019 Q3 YTD	VS. PRIOR YEAR
REVENUE	**1,380.0**	**2,519.5**	**+82.6%**
Gross Margin	*73.2%*	*66.6%*	*-6.6pp*
OPERATING EXPENSES	-676.6	-1,064.8	+57.4%
% of Revenue	*49.0%*	*42.3%*	*+6.8pp*
AMORTIZATION & IMPAIRMENT	-79.4	-329.1	+314.6%
OTHER OPERATING INCOME/EXPENSE (NET)	30.2	-121.5	N/M[1]
OPERATING PROFIT	**284.4**	**162.5**	-42.9%
Operating Profit Margin	*20.6%*	*6.5%*	*-14.2pp*
TAX RATE	*21.1%*	*23.7%*	*+2.6pp*
NET PROFIT	**164.4**	**42.5**	-74.1%
EPS (JPY)	**210 yen**	**27 yen**	**-183 yen**

1. Not Meaningful

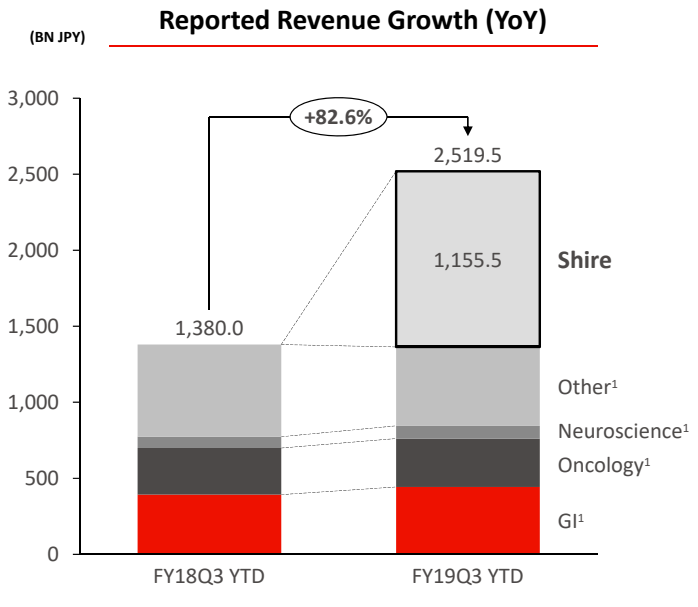
COST SYNERGIES AND OPEX EFFICENCY BOOST CORE OPERATING PROFIT MARGIN

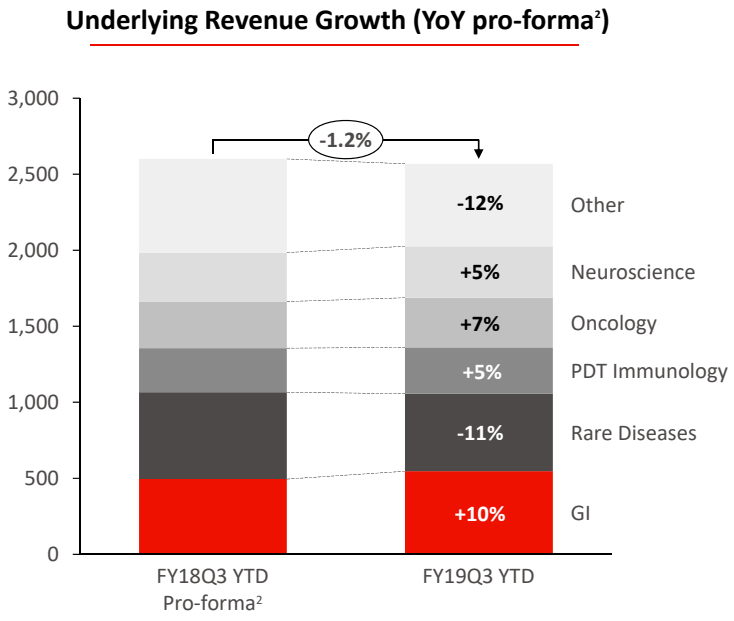
FY2019 Q3 YTD FINANCIAL RESULTS (CORE)[1]

(BN YEN)	FY2018 Q3 YTD	FY2019 Q3 YTD	VS. PRIOR YEAR
REVENUE	**1,380.0**	**2,519.5**	**+82.6%**
Gross Margin	*73.2%*	*73.3%*	*+0.1pp*
OPERATING EXPENSES	-665.6	-1,054.7	+58.5%
% of Revenue	*48.2%*	*41.9%*	*+6.4pp*
CORE OPERATING PROFIT[2]	**344.6**	**792.2**	**+129.9%**
Core Operating Profit Margin	*25.0%*	*31.4%*	*+6.5pp*
TAX RATE	*22.8%*	*19.8%*	*-2.9pp*
CORE NET PROFIT	**262.9**	**560.2**	**+113.1%**
CORE EPS (JPY)	**336 yen**	**360 yen**	**+24 yen**

1. Please refer to slide 40 for reconciliation.
2. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.

REPORTED REVENUE +82.6% WITH CONSOLIDATION OF SHIRE; UNDERLYING PRO-FORMA -1.2% WITH KEY BUSINESS AREAS OFFSET BY 'OTHER'





1. These categories show revenue for Legacy Takeda products only, and do not include products obtained through the acquisition of Shire

Note: Reported revenues and growth are on an IFRS basis. Underlying revenue growth is pro-forma on an underlying basis.
2. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets. Please see the appendix for more details. Please refer to slide 38 for reconciliation.

5 KEY BUSINESS AREAS REPRESENT ~79% OF FY2019 Q3 YTD REVENUE

GI
% of Sales: 21%
Growth: +10%

- Entyvio (vedolizumab)
- Takecab
- ALOFISEL
- Gattex (Teduglutide [rDNA origin]) for Injection
- DEXILANT (dexlansoprazole)
- Lialda (mesalamine) 1.2g
- amitiza (lubiprostone)
- motegrity (prucalopride) tablets

RARE DISEASES
% of Sales: 20%
Growth: -11%

RARE METABOLIC
% of Sales: 6%
Growth: -4%
(+2% excluding NATPARA)

- elaprase (idursulfase)
- REPLAGAL
- VPRIV
- Natpara[1]

RARE HEMATOLOGY
% of Sales: 11%
Growth: -14%

- ADVATE (Antihemophilic Factor (Recombinant))
- ADYNOVATE
- vonvendi (von Willebrand factor (Recombinant))
- Obizur (Antihemophilic Factor (Recombinant), Porcine Sequence)
- RIXUBIS (COAGULATION FACTOR IX (RECOMBINANT))
- AGRYLIN (anagrelide hydrochloride)

HEREDITARY ANGIOEDEMA
% of Sales: 4%
Growth: -11%

- TAKHZYRO
- firazyr
- KALBITOR (ecallantide)

PDT RARE HEMATOLOGY

- FEIBA
- IMMUNATE
- IMMUNINE
- HEMOFIL M
- IMMUSEVEN

PDT HEREDITARY ANGIOEDEMA

- CINRYZE

PLASMA-DERIVED THERAPIES (PDT)

PDT IMMUNOLOGY
% of Sales: 12%
Growth: +5%

- GAMMAGARD LIQUID (Immune Globulin Intravenous (Human)) 10%
- HyQvia (Human Normal Immunoglobulin (10%) Recombinant Human Hyaluronidase)
- Cuvitru (Immune Globulin Subcutaneous (Human)) 20%
- Flexbumin (Human Albumin)
- HUMANALBUMIN
- Glassia
- Aralast NP
- kenketu glovenin-I
- KENKETU NONTHRON
- KENKETU ALBUMIN

ONCOLOGY
% of Sales: 13%
Growth: +7%

- NINLARO (ixazomib) capsules
- ALUNBRIG
- VELCADE (bortezomib)
- ADCETRIS (brentuximab vedotin)
- ICLUSIG

NEUROSCIENCE
% of Sales: 13%
Growth: +5%

- Vyvanse
- Trintellix (vortioxetine)
- Mydayis
- AZILECT
- intuniv
- BUCCOLAM

OTHER
% of Sales: 21%
Growth: -12%

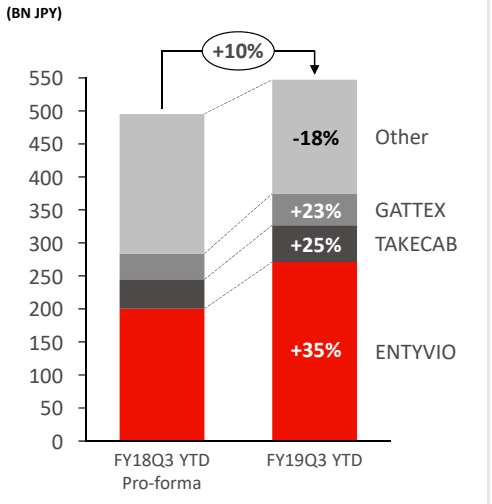
- AZILVA®
- Nesina (alogliptin)
- Colcrys (colchicine, USP) tablets
- Neosaldina®
- Magnyl
- Xefo
- Ebrantil
- etc.

Note: Year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, both adjusted to remove the revenue from divested assets, converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018), and converted from US GAAP to IFRS with no material differences.
1. Takeda is working closely with the FDA on a proposed plan to resupply NATPARA, but based on data generated from additional testing and feedback from the FDA, additional product modifications and testing will likely delay us. As a result, Takeda expects zero U.S. revenue to be recognized in FY2020.

GASTROENTEROLOGY (GI)

SOLID GROWTH OF GI FRANCHISE SPEARHEADED BY GUT-SELECTIVE ENTYVIO®

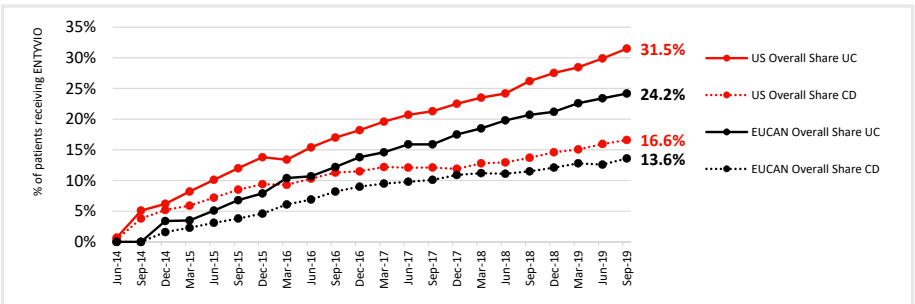
GI PORTFOLIO
Q3 YTD, UNDERLYING REVENUE GROWTH



Entyvio (vedolizumab)

EXPANDING PATIENT SHARE IN BOTH THE U.S. AND EU

- Efficacy profile has been solidified and well accepted with prescribers following *NEJM* publication of first and only head-to-head trial data versus adalimumab in UC (VARSITY)
- CRL received from U.S. FDA for BLA subcutaneous formulation in UC. This is unrelated to the clinical safety and efficacy data, and included queries related to the design and labelling of the SC product. Takeda is working to resolve CRL and expects an updated timeline within H1 CY2020
- Takeda agreed to enter into a settlement and license agreement with F. Hoffman-La Roche AG to resolve all ongoing patent proceedings and disputes between the companies relating to ENTYVIO, and Roche's "'809 patent".[1]



Source: US: SHA Medical and Pharmacy Claims data, Oct 2019, reporting through FY2019 Q2; EUCAN: Internal estimate

1. Takeda entered into a settlement and license agreement with F. Hoffmann-La Roche AG to resolve all ongoing patent proceedings and disputes between the companies relating to Entyvio (vedolizumab), and Roche's European Patent number 2007809 ("'809 patent) relating to glycosylated antibodies. Under the terms of the settlement and license agreement, Takeda will pay Roche a one-time up-front license fee and a running royalty fee based on the sales of Entyvio. The financial impact of Takeda's payment obligations under the settlement and license agreement is not expected to be material to Takeda's financial statements. As Takeda had already accrued most of the costs related to the disputes by FY2019 second quarter, additional impact in the third quarter was insignificant. In addition, the anticipated annual financial impact on Takeda's financial statements is not material for FY2020 and beyond.

Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.
UC: Ulcerative colitis; CD: Crohn's disease; NEJM: New England Journal of Medicine; CRL: Complete Response Letter

RARE DISEASES

TAKHZYRO® EXPANDING THE HEREDITARY ANGIOEDEMA PROPHYLAXIS MARKET

CONTINUED STRONG LAUNCH WITH >2,100 PATIENTS RECEIVING TAKHZYRO GLOBALLY

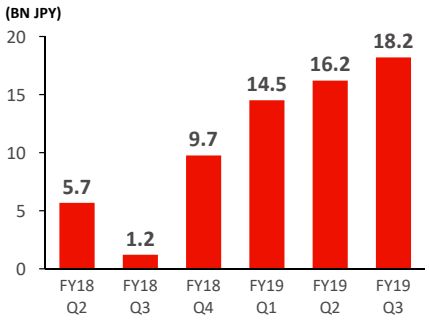
U.S.:

- Efficacy profile continues to position TAKHZYRO as a foundational HAE treatment
- Strong uptake across all prescribers; particularly among KOLs
- Diversified adoption:
  ~30% of patients are switches from FIRAZYR,
  ~30% of patients are switches from CINRYZE, and
  ~40% of patients are new to Takeda

Other regions:

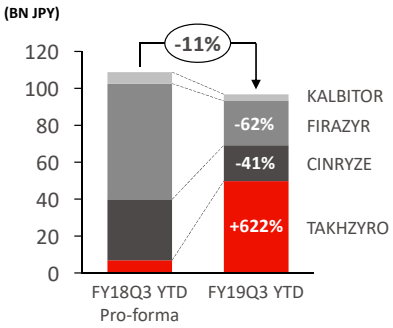
- Strong launches in Germany, Austria and Greece. Early signals of positive uptake in Finland, Norway, Sweden, Switzerland and the UK
- Reimbursement negotiations ongoing; NICE issued a positive recommendation in England
- ATU[1] in France with over 100 patients enrolled

TAKHZYRO Global Revenue Since Launch[2]



HEREDITARY ANGIOEDEMA

Q3 YTD, UNDERLYING REVENUE GROWTH



- Decline of FIRAZYR and CINRYZE due to effect of stocking in prior year, fewer patients on CINRYZE, and loss of exclusivity of FIRAZYR

1. Temporary Authorization for Use (ATU) allows early access to medicines that are not covered by a marketing authorization in France, when there is an unmet need.
2. FY2018 Q2, and Q3 revenue was pre-acquisition of Shire, converted from USD at the rate of $1 = 111 JPY (average FX rate for FY2018), and converted from US GAAP to IFRS with no material differences.

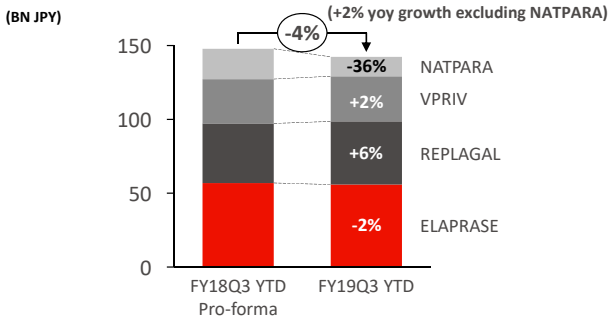
Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.

RARE DISEASES

RARE METABOLIC GROWTH IS STABLE EXCEPT FOR NATPARA® RECALL IN THE U.S.; RARE HEMATOLOGY COMPETITIVE LANDSCAPE IN LINE WITH EXPECTATIONS

RARE METABOLIC

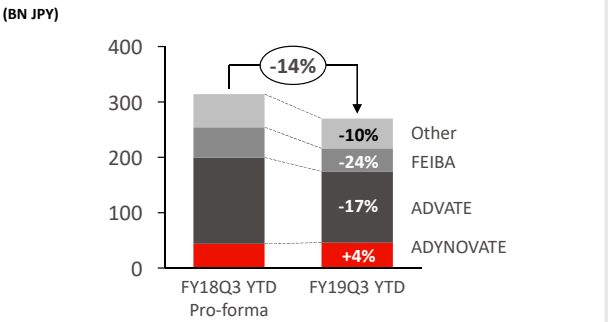
Q3 YTD, UNDERLYING REVENUE GROWTH



- Since NATPARA recall in September 2019, no U.S. revenue has been recorded, resulting in year-on-year decline
- Special Use Program in place for patients on NATPARA who are at extreme risk of life-threatening complications as a result of discontinuation of treatment
- Takeda is working closely with the FDA on a proposed plan to resupply NATPARA, but based on data generated from additional testing and feedback from the FDA, additional device modifications and product testing will likely delay us. As a result, Takeda expects zero U.S. revenue for NATPARA to be recognized in FY2020.

RARE HEMATOLOGY

Q3 YTD, UNDERLYING REVENUE GROWTH



- Global growth of ADYNOVATE driven by new launches (now available in 25 countries ex.-U.S.); PROPEL study data reinforces the importance of personalized prophylaxis
- ADVATE decline partially driven by ADYNOVATE and competitive uptake with increasing price pressure in standard half-life segment
- Impact of competition on ADVATE/ADYNOVATE differing by country
- FEIBA decline driven by erosion of prophylaxis segment to competition; seeing stabilization in U.S.

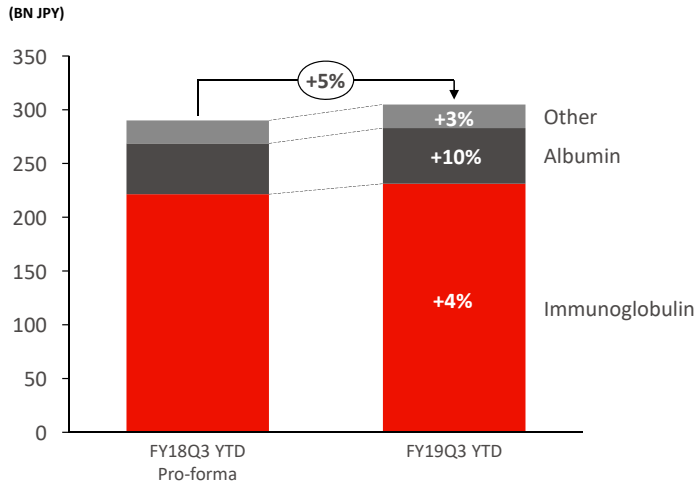
Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.

PLASMA-DERIVED THERAPIES

PDT IMMUNOLOGY GROWTH DRIVEN BY SUBCUTANEOUS IG AND ALBUMIN

PDT IMMUNOLOGY PORTFOLIO

Q3 YTD, UNDERLYING REVENUE GROWTH



GAMMAGARD LIQUID [Immune Globulin Intravenous (Human)] 10% · Kiovig Human Normal Immunoglobulin (IVIg), 10% Solution · HyQvia Human Normal Immunoglobulin (10%) Recombinant Human Hyaluronidase · Cuvitru [Immune Globulin Subcutaneous (Human)] 20%

- Immunoglobulin products growing +4% driven by continued growth in subcutaneous IG (SCIG)
- In Q3, immunoglobulin revenue growth of +7%
- Expect immunoglobulin to deliver high single-digit underlying revenue growth for remainder of the year

CONTINUING TO INVEST IN PLASMA COLLECTION

- Current footprint of 118 centers in the U.S. and 31 ex-U.S., an increase of 27 centers in the twelve months since the close of Shire acquisition
- Intend to continue to invest in new centers while focusing on operational excellence to increase plasma supply and manufacturing capacity by >65% over the next five years

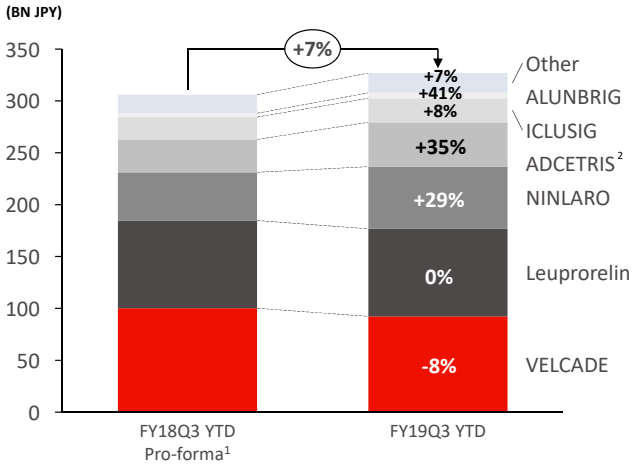
Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.

ONCOLOGY

SOLID GROWTH OF ONCOLOGY PORTFOLIO LED BY NINLARO®

ONCOLOGY PORTFOLIO

Q3 YTD, UNDERLYING REVENUE GROWTH*[1]



NINLARO (ixazomib) capsules

CONTINUED GLOBAL GROWTH & DATA READOUTS

- Maintenance in newly diagnosed MM pts not treated with SCT (TOURMALINE-MM4) study met its primary endpoint of PFS; results will be submitted for presentation at an upcoming medical meeting
- Newly diagnosed MM (TOURMALINE-MM2) results expected H1 calendar 2020

ADCETRIS brentuximab vedotin

EXPANSION INTO NEW INDICATIONS

- Approved in Japan, Brazil and South Korea for newly diagnosed CD30+ PTCL; review underway in Europe and other markets
- Approved in Japan in pediatric relapsed/refractory Hodgkin lymphoma
- Now approved for front line Hodgkin lymphoma in 45+ countries

ALUNBRIG brigatinib

ALUNBRIG CONTINUES TO DEMONSTRATE SUPERIORITY

- Long-term data from the Phase 3 ALTA-1L trial show ALUNBRIG continues to demonstrate superiority when compared with crizotinib in the first-line treatment of patients with ALK+ NSCLC
- Expect to receive regulatory decisions in the U.S. and EU in FY2020 for ALUNBRIG in first-line treatment

1. Legacy Shire's oncology revenue excluded
2. ADCETRIS is in-licensed from Seattle Genetics; Takeda has development and marketing rights outside of the U.S. and Canada

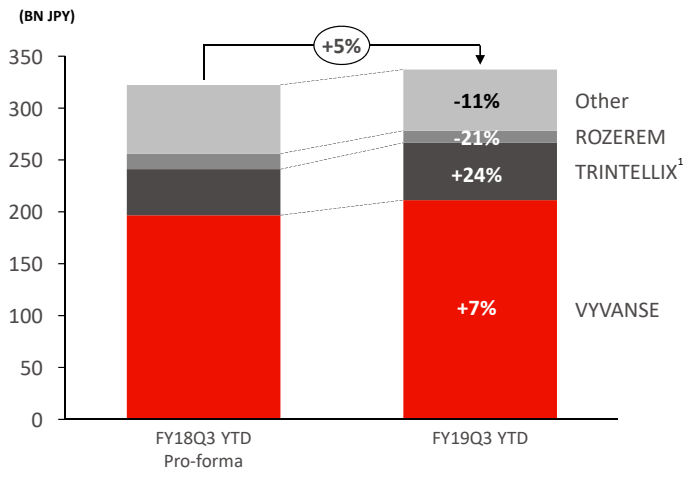
Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.

NEUROSCIENCE

NEUROSCIENCE GROWTH DRIVEN BY REINFORCED U.S. BUSINESS UNIT

NEUROSCIENCE PORTFOLIO

Q3 YTD, UNDERLYING REVENUE GROWTH



Vyvanse — PROMOTIONAL OPTIMIZATION AND PROMOTIONAL FOCUS DRIVING GREATER DEMAND IN THE GROWING US MARKET

- Total U.S. market growth driven by competitive entrants & increased genericization. Program optimization and focused execution allowing VYVANSE to capture a disproportionate share of the branded market
- Additional growth from patients uptake in Canada and launch of Elvanse Adult in Germany
- Launched in Japan in December 2019

Trintellix vortioxetine — >20% GROWTH DRIVEN BY INCREASE IN MARKET SHARE

- Continued market share increase in the U.S. driven by optimized sales force execution, better identification of patients most likely to benefit from Trintellix, as well as an increase in average length of therapy
- Launched in Japan in November 2019

1. TRINTELLIX is in-licensed from Lundbeck; Takeda has co-marketing rights in the U.S. and Japan.

Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.

14 GLOBAL BRANDS Q3 YTD GROWTH OF +20%

FY2019 Q3 YTD, REVENUE

	(as reported)	(BN JPY)	(MM USD)	versus PY (underlying)	GLOBAL BRAND
GI	Entyvio vedolizumab	263.5	2,420	+35.4%	✓
	Takecab	55.7	511	+25.4%	
	Gattex	46.9	431	+22.6%	✓
	ALOFISEL	0.2	2	N/A (commercial launch August 2018)	✓
RARE DISEASES	TAKHZYRO	48.8	449	+622%	✓
	ADYNOVATE	44.8	412	+4.4%	✓
	Natpara	13.0	119	-35.5%	✓
	elaprase (idursulfase)	52.4	481	-1.8%	✓
	REPLAGAL	38.5	354	+5.9%	
	VPRIV	28.4	261	+1.8%	✓

FY2019 Q3 YTD, REVENUE

		(BN JPY)	(MM USD)	versus PY (underlying)	GLOBAL BRAND
PDT IMMUNOLOGY	IMMUNOGLOBULIN	225.4	2,069	+4.4%	
	GAMMAGARD LIQUID / Kiovig			+0.5%	✓
	HyQvia			+20.6%	✓
	Cuvitru			+12.8%	✓
	ALBUMIN/FLEXBUMIN[1]	49.7	457	+9.8%	✓
ONCOLOGY	NINLARO (ixazomib) capsules	58.1	533	+28.9%	✓
	ADCETRIS brentuximab vedotin	39.5	362	+34.5%	
	ALUNBRIG brigatinib	5.1	47	+40.6%	✓
NEURO-SCIENCE	Vyvanse	206.8	1,899	+7.4%	
	Trintellix vortioxetine	54.3	499	+23.9%	

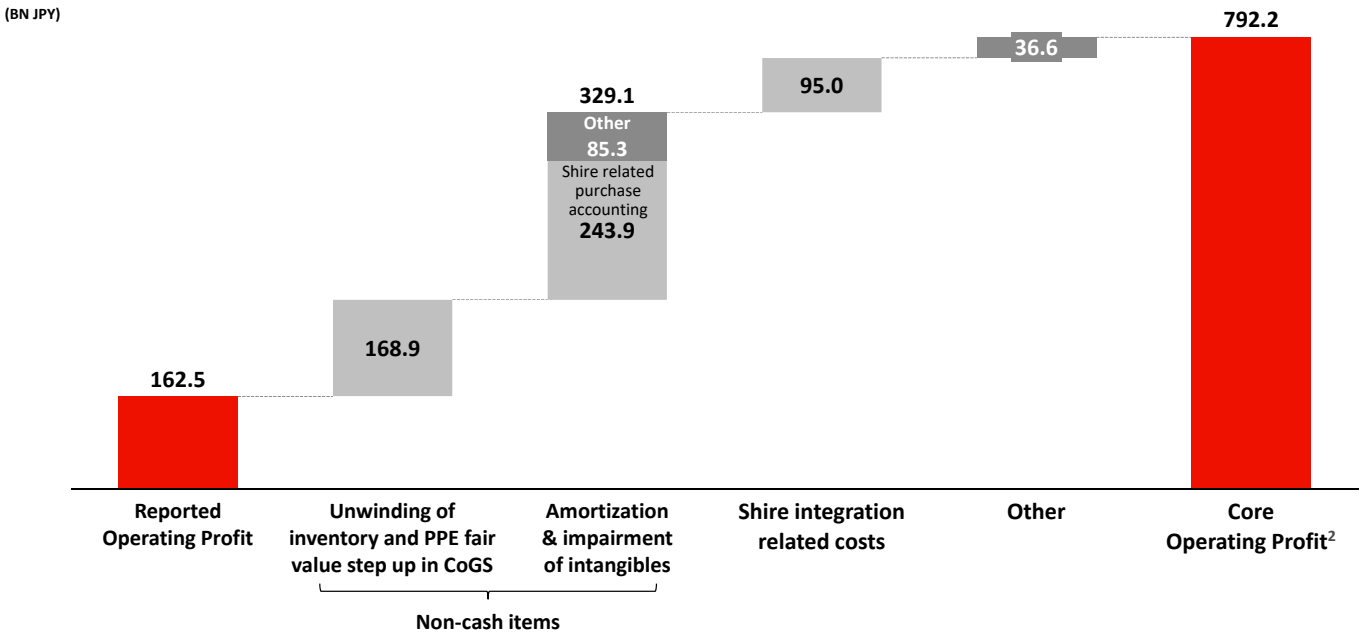
14 GLOBAL BRANDS Q3 YTD TOTAL: JPY 836.4 B (US$7.7B) (+20% GROWTH)

1. Includes Albumin Glass, Flexbumin and Kenketsu Albumin.

Note: Absolute values are presented on an IFRS (reported) basis; year-on-year changes are underlying pro-forma growth. FY2018 Q3 YTD pro-forma baseline represents the sum of Takeda revenue for FY2018 Q3 YTD (Apr-Dec) plus Shire revenue for the same period, where Shire revenue was converted to JPY at the rate of $1 = 111 JPY (average FX rate for FY2018) and converted from US GAAP to IFRS with no material difference; Takeda revenue and Shire revenue was adjusted to remove the revenue from divested assets.
USD included for reference calculated at JPY/USD of 109 yen (average FX rate for FY2019 Q3).

STRONG CORE OPERATING PROFIT ADJUSTS FOR NON-CASH PURCHASE ACCOUNTING EXPENSES AND OTHER ACQUISITION-RELATED COSTS

BRIDGE FROM FY2019 Q3 YTD REPORTED TO CORE OPERATING PROFIT[1]



1. Please refer to slide 40 for reconciliation.
2. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.

INTEGRATION OF SHIRE CONTINUES TO BE SUCCESSFUL

OPERATING AS ONE TAKEDA TWELVE MONTHS AFTER CLOSING

- Talent selection completed for ~98% of all employees, with retention better than industry benchmarks
- All major site location decisions have been made and communicated. Multifunction site moves (Zurich, Bannockburn, London and Boston) were completed end of calendar year 2019

CONTINUE TO PURSUE NON-CORE DIVESTITURES US$10B

- Completed divestiture of XIIDRA
- Announced agreements to divest TACHOSIL & select over-the-counter and non-core assets in NEMEA and Russia/CIS
- Negotiations ongoing for further potential divestments

CONFIRMING ANNUAL RECURRING PRE-TAX COST SYNERGY TARGET OF ~$2B BY END OF FY2021

- Executing against targets in synergy & OPEX tracking platform
- Synergies being realized faster than initial plan; aim to be at run rate of 80% of target by end of FY2020 (versus initial target of 70%)

NEMEA: Near-East, Middle-East and Africa; CIS: Commonwealth of Independent States

EXECUTING AGAINST TARGETS IN SYNERGY & OPEX TRACKING PLATFORM

SYNERGY PACKAGE OPERATIONAL KPI REPORTS

- Compensation & Benefits
- Contractors & Consultants
- Clinical Studies and Research
- Events & Sponsorships
- Sales Support & Resources
- Technology
- Facilities & Related Services
- People Recruitment & Development
- Travel
- Company Vehicles

FACILITIES & RELATED SERVICES

- 87% of decisions made on commercial office locations across 67 countries (127 / 146 sites)
- Of the 146 sites in scope, 36 have closed as of December 2019, and we are on track to close additional sites in FY2020

TECHNOLOGY

- 20 Global IT cornerstone projects in execution phase
- 11 countries LIVE on One Takeda ERP[1] template
- Centrally managing applications; 280+ apps decommissioned to date

TAKEDA BUSINESS SOLUTIONS
LEVERAGING SCALE AND DRIVING OPTIMISATION

- Fully functioning Business Solutions team supporting Finance, Procurement, Tax, Treasury, Human Resources, and Master Data
- Consolidated global footprint to serve U.S., Japan, and Europe & Canada

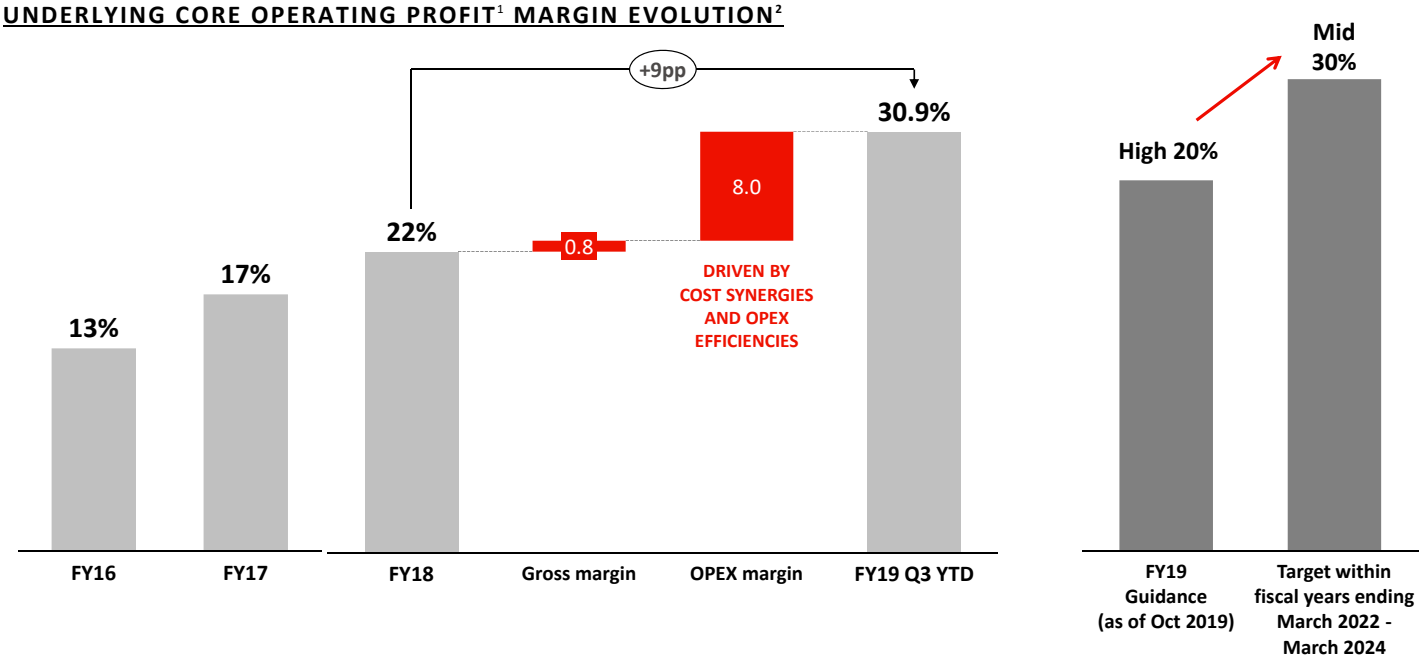
4 RPA[2] "bots" driving automation and saving over 45k manhours

2 Automated solutions in place to manage Currency Hedging and VAT Refund optimization

1. ERP: Enterprise Resource Planning
2. RPA: Robotic Process Automation

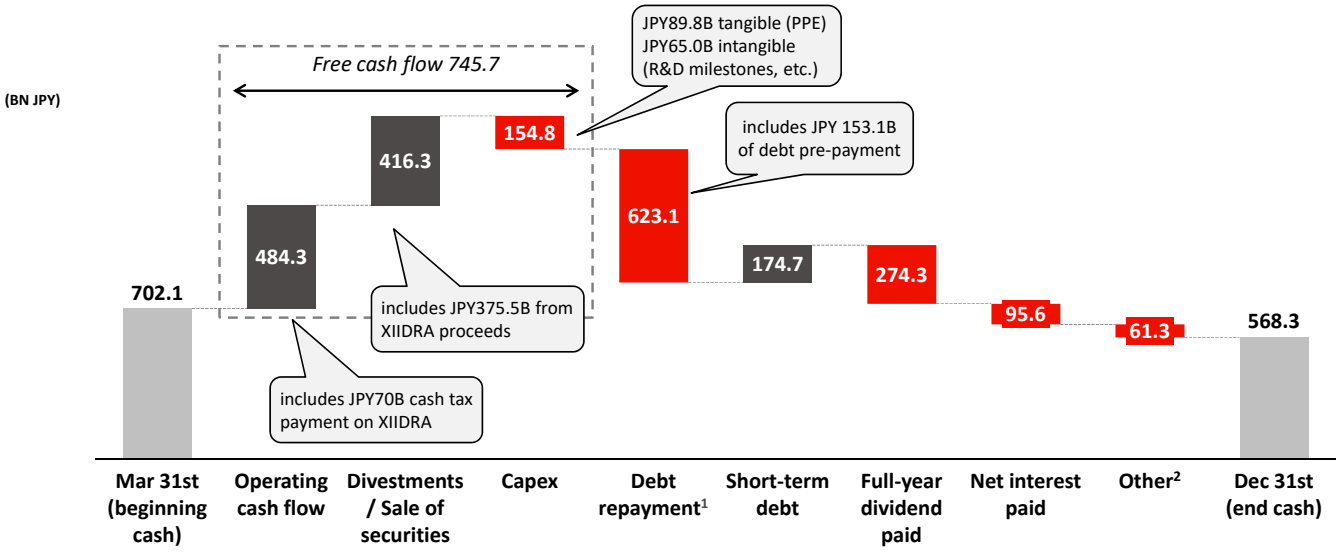
COST SYNERGIES & OPEX EFFICIENCIES DRIVING MARGINS TOWARDS TARGET

UNDERLYING CORE OPERATING PROFIT[1] MARGIN EVOLUTION[2]



1. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.
2. Please refer to slide 40, 44-46 for reconciliation.

FY2019 Q3 YTD: ABUNDANT FREE CASH FLOW COMFORTABLY COVERS FULL YEAR DIVIDEND & INTEREST COSTS, AND ENABLES SIGNIFICANT DEBT PAYDOWN

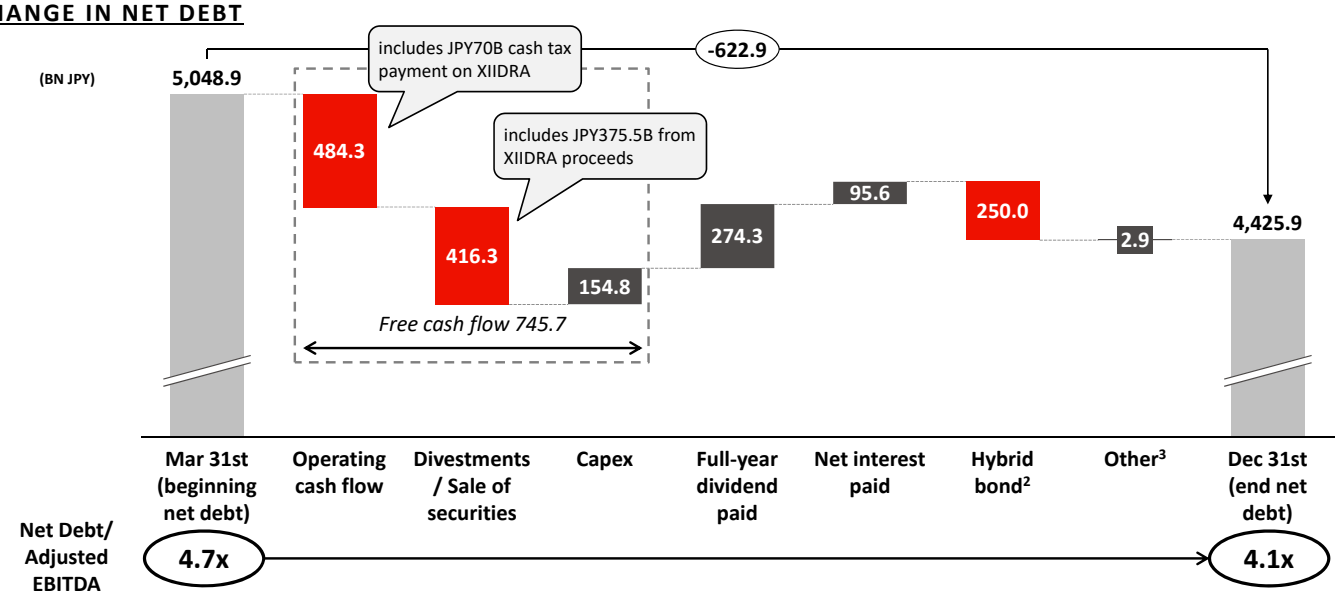


All maturing debt for FY2019 paid; No more debt maturities outstanding for FY2019

1. Debt repayment represents cash paid.
2. "Other" indicates items such as FX impact on cash, lease obligations, acquisition of investments and contingent considerations payments.

RAPID DE-LEVERAGING FROM 4.7x TO 4.1x NET DEBT/ADJUSTED EBITDA[1] HAVING PAID FULL-YEAR DIVIDEND AND TAX ON XIIDRA PROCEEDS

CHANGE IN NET DEBT



1. "Adjusted EBITDA" adjusts for mainly non cash items and one time expenses. Please refer to slides 48-49 for reconciliation.
2. In June 2019, Takeda issued JPY 500B of hybrid bonds to replace its existing Senior Short-Term Loan, completing the permanent financing process for the Shire acquisition. Net debt includes a 50% equity credit for these bonds (JPY 250B), reflecting the equity credit assigned to them by the ratings agencies.
3. Includes cash and non cash adjustments to debt book-value. Non cash adjustments include changes due to debt amortization, FX impact from converting non-JPY debt into JPY.

Note: Please refer to slides 48-49 for adjusted EBITDA and net debt reconciliation.

UPGRADING FY2019 MANAGEMENT GUIDANCE FOR UNDERLYING CORE EPS

	PREVIOUS MANAGEMENT GUIDANCE (October 31, 2019)	FY2019 Q3 YTD RESULTS	REVISED MANAGEMENT GUIDANCE (February 4, 2020)
UNDERLYING REVENUE GROWTH[1]	Flat to slightly increasing	-1.2%	Flat to slightly increasing
UNDERLYING CORE OPERATING PROFIT MARGIN[2][3]	High-twenties %	30.9%	High-twenties %
UNDERLYING CORE EPS[3]	370-390 yen	359 yen	385-405 yen
ANNUAL DIVIDEND PER SHARE	180 yen		180 yen

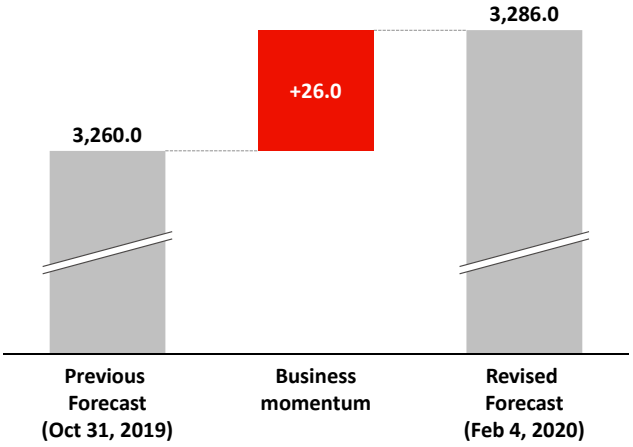
Note: FY2019 Revised Management Guidance does not take into consideration any further divestitures beyond what has already been disclosed

1. Constant Exchange Rate growth (applying FY2018 full year average foreign exchange rate of 111 JPY/USD) compared to baseline of JPY 3,300 billion (Rounded pro-forma April 2018-March 2019 combined revenue of Legacy Takeda and Legacy Shire, converted at April 2018-March 2019 average exchange rate of 111 JPY/USD; also adjusted to remove the revenue from divested assets such as Techpool, Multilab, and TACHOSIL from Legacy Takeda, and the oncology portfolio and XIIDRA from Legacy Shire) and converted from US GAAP to IFRS with no material differences.
2. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.
3. Please refer to slide 40 for reconciliation.

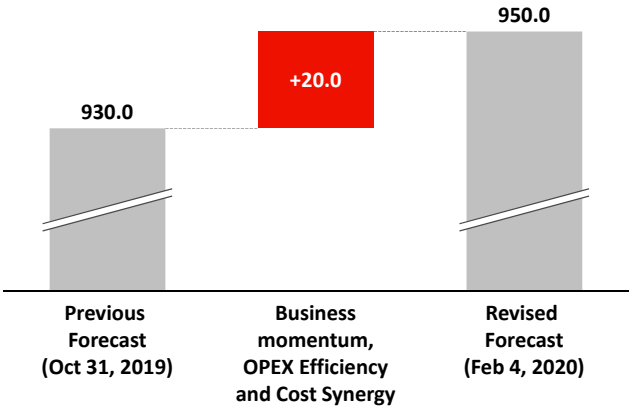
RAISING FULL-YEAR CORE OPERATING PROFIT FORECAST TO JPY 950.0 B

(BN JPY)

FY2019 Reported Revenue Forecast



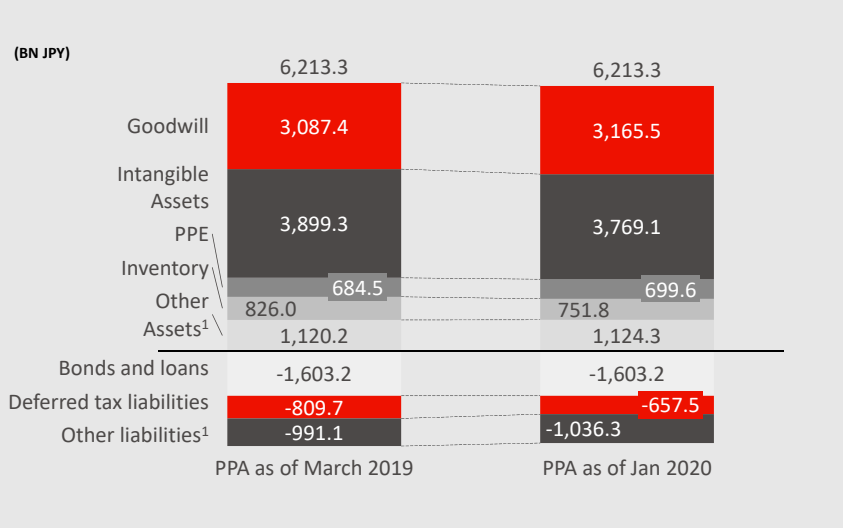
FY2019 Core Operating Profit[1] Forecast[2]



Note: Graphs are illustrative. FY2019 Updated forecasts do not take into consideration any further divestitures beyond what has already been disclosed.
1. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.
2. Please refer to slide 51 for reconciliation.

PURCHASE PRICE ALLOCATION FINALIZED, CONFIRMS ASSET VALUATION WITH POSITIVE P&L IMPACT FROM LONGER AVERAGE AMORTIZATION PERIOD

Results of Purchase Price Allocation (PPA)



FY2019 P&L impact lower by JPY 118.8B[2]

- Shire intangible amortization expenses lowered from JPY 423.0B to JPY 325.2B[3] due to refinements to the valuation inputs and longer weighted average amortization period.
- Unwind of inventory step up expenses lowered from JPY 211.0B to JPY 190.0B[3] in FY19.

Impact to FY2020 and onwards from Shire PPA

- Takeda expects ~JPY 330B[3] intangible amortization expense each year until FY23 which goes down to ~JPY 210B[3] in FY27. The weighted average amortization period is 12 years[4] and ranges from 3 to 21 years across various products.
- Unwind of inventory step-up is expected to be ~JPY 86.0B[3] in FY20 and ~JPY 33.0B[3] in FY21. Weighted average inventory turnover period is approximately 2 years.

These adjustments do not affect Core Operating Profit[5] or Cash Flow

1. Includes Assets and Liabilities Held for Sale related to XIIDRA and SHP647.
2. Compared to our Forecast published on 31 October 2019 (FY2019 Q2).
3. Assuming JPY/USD of 109 yen.
4. Previously disclosed as 10 years on 14 May 2019 (FY2018 Q4).
5. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.

FY2019 REVISED FORECAST

	(BN YEN)	FY2019 Previous Forecast (October 31, 2019)	FY2019 Revised Forecast (February 4, 2020)	vs. Previous Forecast		Variances[2]
Reported	Revenue	3,260.0	3,286.0	+26.0	+0.8%	• Business momentum
	Cost of sales	N/D[1]	N/D[1]			• Includes lower unwind of inventories step-up due to PPA finalization (JPY 21.0 B)
	R&D expenses	-484.0	-485.0	-1.0	-0.2%	
	Amortization of intangible assets	-516.0	-420.0	+96.0	+18.6%	• Lower amortization after PPA finalization resulted in refinements to the valuation inputs and longer weighted average amortization period (JPY 97.8 B)
	Impairment of intangible assets	-121.0	-101.0	+20.0	+16.5%	• Refinement of our forecast
	Other operating income	24.0	33.0	+9.0	+37.5%	
	Other operating expenses	-199.0	-245.0	-46.0	-23.1%	• Acceleration of integration and manufacturing rationalization
	Operating profit	-110.0	10.0	+120.0	-	
	Finance income	N/D[1]	N/D[1]			• Revaluation gain of financial asset (JPY 25.7 B)
	Finance expenses	-172.0	-172.0	-	-	
	Profit before tax	-290.0	-140.0	+150.0	+51.7%	
	Net profit	-273.0	-162.0	+111.0	+40.7%	
	EPS (yen)	-175 yen	-104 yen	+71 yen	+40.7%	
	Core Operating Profit[3]	930.0	950.0	+20.0	+2.2%	• Reflecting business momentum, cost efficiency, and synergies
	USD/JPY	109 yen	109 yen	+1 yen		
	EUR/JPY	121 yen	122 yen	+1 yen		

1. Not Disclosed.
2. Please refer to slide 50 for details.
3. Please refer to slide 51 for reconciliation.

DELIVERING AGAINST OUR FINANCIAL COMMITMENTS

REVENUE GROWTH	Confirming "flat to slightly increasing" Underlying Revenue[1] in FY2019, with 14 global brands & 12 Wave 1 pipeline assets positioning Takeda for sustainable revenue growth
SYNERGIES & MARGIN	Aim to be at run rate of 80% of ~US$2B synergy target by end of FY2020 On track towards mid-term target of "Mid-30s" Underlying Core Operating Profit[2] Margin
DIVESTITURES	Executing on non-core asset divestiture plan of ~US$10B; four divestitures announced to date totaling approx. 55% of plan
RAPID DE-LEVERAGING	4.1x Net Debt/Adj. EBITDA[3] in December 2019; rapid progress towards target of 2x within fiscal years ending March 2022-March 2024
SHAREHOLDER RETURNS	Well-established dividend policy of 180 yen/share annually

1. Constant Exchange Rate growth (applying FY2018 full year average foreign exchange rate of 111 JPY/USD) compared to baseline of JPY 3,300 billion (Rounded pro-forma April 2018-March 2019 combined revenue of Legacy Takeda and Legacy Shire, converted at April 2018-March 2019 average exchange rate of 111 JPY/USD; also adjusted to remove the revenue from divested assets) and converted from US GAAP to IFRS with no material differences.
2. Previously called Underlying Core Earnings (no change in definition). Please refer to slide 31 for its definition.
3. Please refer to slides 48-49 for reconciliation.

Q&A SESSION

Christophe Weber
President & Chief Executive Officer

Andrew Plump
President, Research & Development

Costa Saroukos
Chief Financial Officer

Masato Iwasaki
President, Japan Pharma Business Unit

Better Health, Brighter Future

A Global, Values-Based, R&D-Driven Biopharmaceuticals Leader

APPENDIX

UPCOMING INVESTOR EVENTS

FY2019 Q4 EARNINGS MEETING	**MAY 13TH, 2020,** WEDNESDAY	**TOKYO**

DEFINITION OF CORE AND UNDERLYING GROWTH

Takeda uses the concept of Underlying Growth for internal planning and performance evaluation purposes.

Underlying Growth compares two periods (fiscal quarters or years) of financial results under a common basis and is used by management to assess the business. These financial results are calculated on a constant currency basis and exclude the impacts of divestitures and other amounts that are unusual, non-recurring items or unrelated to our ongoing operations. Although these are not measures defined by IFRS, Takeda believes Underlying Growth is useful to investors as it provides a consistent measure of our performance.

Takeda uses "**Underlying Revenue Growth**", "**Underlying Core Operating Profit Growth**", and "**Underlying Core EPS Growth**" as key financial metrics.

Underlying Revenue represents revenue on a constant currency basis and excluding non-recurring items and the impact of divestitures that occurred during the reporting periods presented.

Underlying Core Operating Profit represents Core Operating Profit* on a constant currency basis and further adjusted to exclude the impacts of divestitures that occurred during the reporting periods presented.

Core Operating Profit* represents net profit adjusted to exclude income tax expenses, the share of profit or loss of investments accounted for using the equity method, finance expenses and income, other operating expenses and income, amortization and impairment losses on acquired intangible assets and other items unrelated to Takeda's core operations, such as purchase accounting effects and transaction related costs.

* From FY2019 Q1, Takeda renamed "Core Earnings" to "Core Operating Profit". Its definition has not changed as described above.

Underlying Core EPS represents net profit based on a constant currency basis, adjusted to exclude the impact of divestitures, 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 Takeda's ongoing operations and the tax effect of each of the adjustments, divided by the outstanding shares (excluding treasury shares) as of the end of the comparative period.

DEFINITION OF EBITDA/ADJUSTED EBITDA

We present EBITDA and Adjusted EBITDA because we believe 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. We further believe 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.

EBITDA and Adjusted EBITDA should not be considered in isolation or construed as alternatives to operating income, net profit for the year or any other measure of performance presented in accordance with IFRS. These non-IFRS measures may not be comparable to similarly-titled measures presented by other companies.

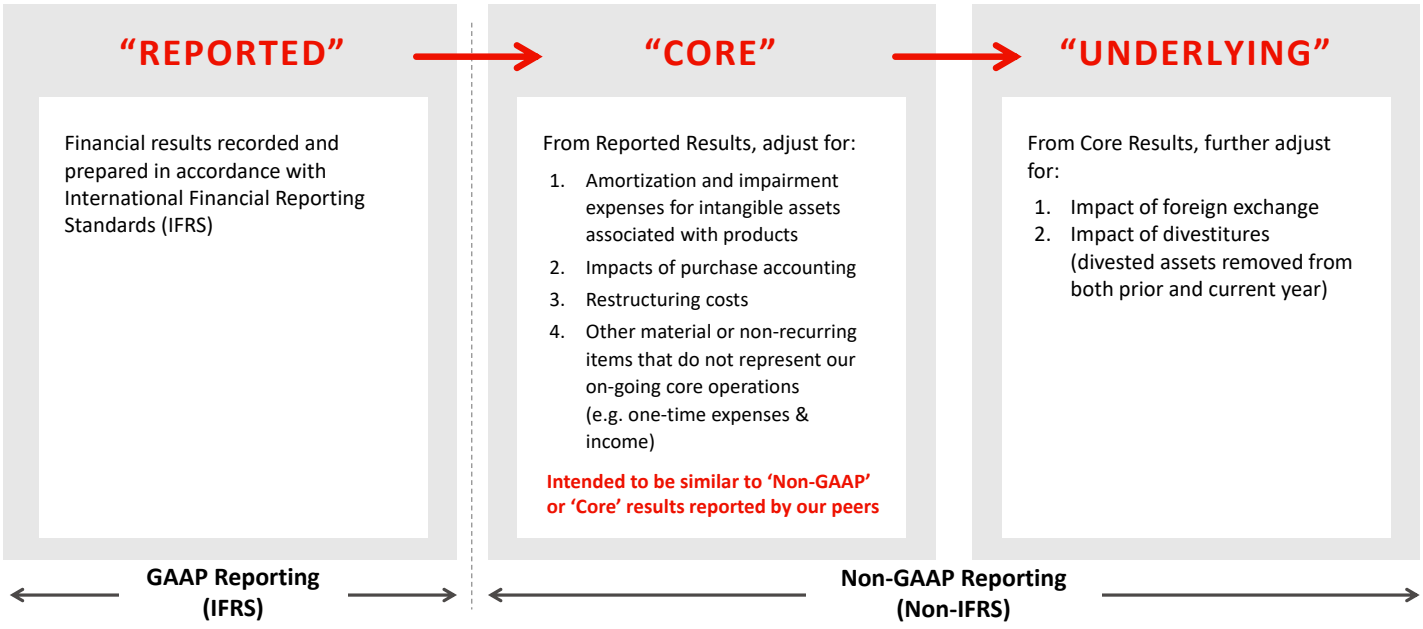
The usefulness of EBITDA and Adjusted EBITDA to investors has limitations including, but not limited to, (i) they may not be comparable to similarly titled measures used by other companies, including those in our industry, (ii) they exclude financial information and events, such as the effects of an acquisition or amortization of intangible assets, that some may consider important in evaluating our 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 exclude all items which investors may consider to be unrelated to our long-term operations, such as the results of businesses divested during a period. These non-IFRS measures are not, and should not be viewed as, substitutes for IFRS reported net income (loss). We encourage investors to review our historical financial statements in their entirety and caution investors to use IFRS measures as the primary means of evaluating our performance, value and prospects for the future, and EBITDA and Adjusted EBITDA as supplemental measures.

EBITDA and Adjusted EBITDA

We define EBITDA as net profit before income tax expenses, depreciation and amortization and net interest expense. We define Adjusted EBITDA as EBITDA further adjusted to exclude impairment losses, other operating expenses and income (excluding depreciation and amortization), finance expenses and income (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.

The most closely comparable measure presented in accordance with IFRS is net profit for the year. Please refer to slides 47 and 49 for a reconciliation to the respective most closely comparable measures presented in accordance with IFRS.

TAKEDA'S DISCLOSURE METRICS (DEFINITIONS UNCHANGED)



 Note: Please refer to slides 31, 38-46 and 51 for a more detailed definition of Core and Underlying measures, and for reconciliation tables.

FY2019 Q3 (Oct-Dec) FINANCIAL RESULTS (REPORTED)

Reported profit impacted by significant non-cash purchase accounting expenses

(BN YEN)	FY2018 Q3 (Oct-Dec)	FY2019 Q3 (Oct-Dec)	VS. PRIOR YEAR
REVENUE	**499.4**	**859.3**	**+72.1%**
Gross Margin	*72.3%*	*67.5%*	*-4.8pp*
OPERATING EXPENSES	-231.4	-371.9	+60.8%
% of Revenue	*46.3%*	*43.3%*	*+3.0pp*
AMORTIZATION & IMPAIRMENT	-31.1	-103.9	+234.1%
OTHER OPERATING INCOME/EXPENSE (NET)	14.0	-50.4	N/M[1]
OPERATING PROFIT	**112.5**	**53.5**	**-52.4%**
Operating Profit Margin	*22.5%*	*6.2%*	*-16.3pp*
TAX RATE	*20.5%*	*229.2%*	*+208.8pp*
NET PROFIT	**37.8**	**-32.2**	**N/M[1]**
EPS (JPY)	**48 yen**	**-21 yen**	**-69 yen**

1. Not Meaningful

FY2019 Q3 (Oct-Dec) FINANCIAL RESULTS (CORE)[1]

Core Operating Profit margin improved +2.6pp, demonstrating the strong earnings power of Takeda after the Shire acquisition

(BN YEN)	FY2018 Q3 (Oct-Dec)	FY2019 Q3 (Oct-Dec)	VS. PRIOR YEAR
REVENUE	**499.4**	**859.3**	**+72.1%**
Gross Margin	*72.3%*	*72.3%*	*+0.0pp*
OPERATING EXPENSES	-228.3	-370.6	+62.4%
% of Revenue	*45.7%*	*43.1%*	*+2.6pp*
CORE OPERATING PROFIT[2]	**132.6**	**250.5**	**+88.9%**
Core Operating Profit Margin	*26.6%*	*29.2%*	*+2.6pp*
TAX RATE	*23.4%*	*19.2%*	*-4.2pp*
CORE NET PROFIT	**97.7**	**179.8**	**+84.0%**
CORE EPS (JPY)	**125 yen**	**115 yen**	**-9 yen**

1. Please refer to slide 41 and 43 for reconciliation.
2. Previously called Core Earnings (no change in definition). Please refer to slide 31 for its definition.

FY2019 Q3 YTD REPORTED RESULTS

(BN YEN)	FY2018 Q3 YTD	FY2019 Q3 YTD	vs. PY	
Revenue	1,380.0	2,519.5	+1,139.5	+82.6%
Cost of sales	-369.9	-841.6	-471.7	-127.5%
Gross Profit	1,010.2	1,677.9	+667.7	+66.1%
Margin	*73.2%*	*66.6%*		*-6.6pp*
SG&A expenses	-447.7	-711.7	-264.0	-59.0%
R&D expenses	-228.9	-353.1	-124.2	-54.3%
Amortization of intangible assets	-71.9	-309.9	-238.1	-331.3%
Impairment losses on intangible assets	-7.5	-19.2	-11.7	-155.1%
Other operating income	61.7	29.8	-31.9	-51.7%
Other operating expenses	-31.4	-151.3	-119.8	-381.0%
Operating profit	284.4	162.5	-121.9	-42.9%
Margin	*20.6%*	*6.5%*		*-14.2pp*
Finance income	9.4	32.5	+23.1	+244.6%
Finance expenses	-41.5	-124.0	-82.4	-198.6%
Equity income/loss	-44.0	-15.1	+28.9	+65.7%
Profit before tax	208.4	56.0	-152.4	-73.1%
Net profit attributable to owners of the Company	164.4	42.5	-121.9	-74.1%
Non-controlling interests	-0.1	0.2	+0.3	-
Net profit for the period	164.4	42.7	-121.6	-74.0%
Basic EPS (yen)	210 yen	27 yen	-183 yen	-87.0%

FY2019 Q3 (Oct-Dec) REPORTED RESULTS

(BN YEN)	FY2018 Q3 (Oct-Dec)	FY2019 Q3 (Oct-Dec)	vs. PY	
Revenue	499.4	859.3	+359.9	+72.1%
Cost of sales	-138.5	-279.6	-141.1	-101.8%
Gross Profit	360.9	579.7	+218.9	+60.6%
Margin	*72.3%*	*67.5%*		*-4.8pp*
SG&A expenses	-153.9	-249.2	-95.3	-61.9%
R&D expenses	-77.5	-122.7	-45.2	-58.4%
Amortization of intangible assets	-24.2	-102.0	-77.8	-321.3%
Impairment losses on intangible assets	-6.9	-1.9	+5.0	+72.6%
Other operating income	29.3	18.5	-10.9	-37.0%
Other operating expenses	-15.3	-68.9	-53.6	-350.0%
Operating profit	112.5	53.5	-59.0	-52.4%
Margin	*22.5%*	*6.2%*		*-16.3pp*
Finance income	5.4	34.2	+28.8	+533.2%
Finance expenses	-22.3	-43.7	-21.5	-96.3%
Equity income/loss	-48.0	-19.1	+28.9	+60.1%
Profit before tax	47.6	24.8	-22.8	-47.8%
Net profit attributable to owners of the Company	37.8	-32.2	-70.0	-
Non-controlling interests	0.1	0.1	+0.0	+17.1%
Net profit for the period	37.9	-32.1	-70.0	-
Basic EPS (yen)	48 yen	-21 yen	-69 yen	-

RECONCILIATION FROM REPORTED REVENUE TO UNDERLYING REVENUE FY2019 Q3 YTD vs. PY

(BN YEN)	FY2018[*1] Q3 YTD	FY2019 Q3 YTD	vs. PY	
Revenue	**1,380.0**	**2,519.5**	**+1,139.5**	**+82.6%**
Shire Revenue	1,291.5	-		
Pro-forma Revenue	**2,671.5**	**2,519.5**	**-152.1**	**-5.7%**
FX effects[*2]				+3.3pp
Divestitures[*3]				+1.2pp
Techpool & Multilab				+0.3pp
XIIDRA & TACHOSIL				+1.0pp
Others				-0.1pp
Underlying Revenue Growth				**-1.2%**

[*1] FY2018 Q3 YTD revenue is a pro-forma which adds Legacy Shire's 9 month (April - December 2018) revenue previously reported under US GAAP and conformed to IFRS without material differences, excluding Legacy Shire's oncology business, which was sold in August 2018, and converted to JPY using FY2018 actual rate for the period.

[*2] FX adjustment applies constant FY2018 actual full year average rate to both years (1USD=111 yen, 1EUR=129 yen).

[*3] Major adjustments are the exclusion of FY2018 Q3 YTD revenue of former subsidiaries, Guangdong Techpool Bio-Pharma Co., Ltd., and Multilab Indústria e Comércio de Produtos Farmacêuticos Ltda., both divested in FY2018, and FY2018 Q3 YTD and FY2019 Q3 YTD revenue of XIIDRA which was divested in July 2019 and TACHOSIL as Takeda agreed in May 2019 to divest this product.

RECONCILIATION FROM REPORTED REVENUE TO UNDERLYING REVENUE FY2019 Q3 (Oct-Dec) vs. PY

(BN YEN)	FY2018[*1] Q3 (Oct-Dec)	FY2019 Q3 (Oct-Dec)	vs. PY	
Revenue	**499.4**	**859.3**	**+359.9**	**+72.1%**
Shire Revenue	442.6	-		
Pro-forma Revenue	**942.0**	**859.3**	**-82.7**	**-8.8%**
FX effects[*2]				+4.8pp
Divestitures[*3]				+0.8pp
Techpool & Multilab				-
XIIDRA & TACHOSIL				+0.8pp
Others				-0.0pp
Underlying Revenue Growth				**-3.1%**

[*1] FY2018 Q3 revenue is a pro-forma which adds Legacy Shire's 3 month (October - December 2018) revenue previously reported under US GAAP and conformed to IFRS without material differences, excluding Legacy Shire's oncology business, which was sold in August 2018, and converted to JPY using FY2018 actual rate for the period.

[*2] FX adjustment applies constant FY2018 actual full year average rate to both years (1USD=111 yen, 1EUR=129 yen).

[*3] Major adjustment is the exclusion of FY2018 Q3 revenue of XIIDRA and FY2018 Q3 and FY2019 Q3 revenue of TACHOSIL as Takeda agreed in May 2019 to divest this product. FY2018 Q3 revenue of Guangdong Techpool Bio-Pharma Co., Ltd. and Multilab Indústria e Comércio de Produtos Farmacêuticos Ltda. and FY2019 Q3 revenue of XIIDRA are not adjusted as these divestitures completed by the beginning of each period and that no revenue was recorded.

RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE FY2019 Q3 YTD

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS							CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments	Swiss Tax Reform	Teva JV purchase accounting adjustments	Others		FX	Divestitures	
Revenue	2,519.5								2,519.5	75.2	-26.2	
Cost of sales	-841.6				168.9				-672.7	-23.2	4.0	
Gross Profit	1,677.9				168.9				1,846.8	54.0	-22.2	
SG&A expenses	-711.7			1.6	3.3				-706.8	-21.4		
R&D expenses	-353.1			5.1	0.1				-347.9	-5.7		
Amortization of intangible assets	-309.9	66.1			243.9				-			
Impairment losses on intangible assets	-19.2	19.2							-			
Other operating income	29.8		-19.0				-10.8		-			
Other operating expenses	-151.3		62.9	88.3					-			
Operating profit	162.5	85.3	44.0	95.0	416.2		-10.8		792.2	24.9	-22.2	
Margin	6.5%								31.4%			**30.9%**
Financial income/expenses	-91.4			4.6	11.4			-24.3	-99.7	9.1		
Equity income/loss	-15.1						21.8		6.7	-0.0		
Profit before tax	56.0	85.3	44.0	99.6	427.7		10.9	-24.3	699.2	27.3	-22.2	
Tax expense	-13.3	-20.4	-2.6	-18.5	-66.2	-66.6	-3.3	52.2	-138.8	-11.7	5.1	
Non-controlling interests	-0.2								-0.2	-0.0		
Net profit	42.5	64.9	41.4	81.1	361.4	-66.6	7.6	27.9	560.2	15.6	-17.0	
EPS (yen)	27								360	11	-11	**359**
Number of shares (millions)	1,557								1,557			1,555

RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE FY2019 Q3 (Oct-Dec)

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS							CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments	Swiss Tax Reform	Teva JV purchase accounting adjustments	Others		FX	Divestitures	
Revenue	859.3								859.3	31.0	-5.0	
Cost of sales	-279.6				41.4				-238.2	-12.1	1.0	
Gross Profit	579.7				41.4				621.2	20.8	-4.0	
SG&A expenses	-249.2			0.2	1.0				-248.0	-9.5		
R&D expenses	-122.7			-0.1	0.2				-122.6	-2.7		
Amortization of intangible assets	-102.0	21.1			81.0				-			
Impairment losses on intangible assets	-1.9	1.9							-			
Other operating income	18.5		-7.7				-10.8		-			
Other operating expenses	-68.9		39.3	29.6					-			
Operating profit	53.5	23.0	31.6	29.7	123.6		-10.8		250.5	6.7	-4.0	
Margin	6.2%								29.2%			**28.6%**
Financial income/expenses	-9.5			1.1	3.0			-23.9	-29.3	4.9		
Equity income/loss	-19.1						21.8	-1.2	1.4	-0.0		
Profit before tax	24.8	23.0	31.6	30.8	126.6		10.9	-25.2	222.6	4.9	-4.0	
Tax expense	-56.9	-9.3	-4.2	-5.4	-15.3	-10.3	-3.3	62.0	-42.7	-10.3	0.8	
Non-controlling interests	-0.1								-0.1	-0.0		
Net profit	-32.2	13.6	27.4	25.4	111.3	-10.3	7.6	36.9	179.8	-5.4	-3.1	
EPS (yen)	-21								115	-3	-2	**110**
Number of shares (millions)	1,558								1,558			1,555

RECONCILIATION FROM REPORTED TO CORE
FY2018 Q3 YTD

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Teva JV purchase accounting adjustments	Others	
Revenue	1,380.0						1,380.0
Cost of sales	-369.9						-369.9
Gross Profit	1,010.2						1,010.2
SG&A expenses	-447.7			11.0			-436.7
R&D expenses	-228.9						-228.9
Amortization of intangible assets	-71.9	71.9					-
Impairment losses on intangible assets	-7.5	7.5					-
Other operating income	61.7		-32.0		-29.7		-
Other operating expenses	-31.4		17.3	14.1			-
Operating profit Margin	284.4 20.6%	79.4	-14.6	25.1	-29.7		344.6 25.0%
Financial income/expenses	-32.1			18.1		1.7	-12.3
Equity income/loss	-44.0				52.1		8.1
Profit before tax	208.4	79.4	-14.6	43.2	22.4	1.7	340.4
Tax expense	-44.0	-18.8	0.8	-8.7	-6.9	-0.0	-77.6
Non-controlling interests	0.1						0.1
Net profit	164.4	60.6	-13.9	34.5	15.6	1.6	262.9
EPS (yen)	210						336
Number of shares (millions)	783						783

RECONCILIATION FROM REPORTED TO CORE
FY2018 Q3 (Oct-Dec)

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Teva JV purchase accounting adjustments	Others	
Revenue	499.4						499.4
Cost of sales	-138.5						-138.5
Gross Profit	360.9						360.9
SG&A expenses	-153.9			3.1			-150.8
R&D expenses	-77.5						-77.5
Amortization of intangible assets	-24.2	24.2					-
Impairment losses on intangible assets	-6.9	6.9					-
Other operating income	29.3		0.3		-29.7		-
Other operating expenses	-15.3		4.4	11.0			-
Operating profit Margin	112.5 22.5%	31.1	4.7	14.0	-29.7		132.6 26.6%
Financial income/expenses	-16.9			9.3		0.3	-7.2
Equity income/loss	-48.0				50.3		2.3
Profit before tax	47.6	31.1	4.7	23.4	20.6	0.3	127.7
Tax expense	-9.7	-7.2	-1.3	-5.3	-6.9	0.5	-29.9
Non-controlling interests	-0.1						-0.1
Net profit	37.8	23.9	3.4	18.1	13.8	0.8	97.7
EPS (yen)	48						125
Number of shares (millions)	784						784

FY2018 RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE: LEGACY TAKEDA

(BN YEN)	REPORTED NOTE	REPORTED TO CORE ADJUSTMENTS									CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments	Teva JV purchase accounting adjustments	Other purchase accounting adjustments	Gains on sales of securities & properties	U.S. Tax Reform	Others		FX	Divestitures	
Revenue	1,788.0										1,788.0	-15.3	-10.4	
Cost of sales	-476.4										-476.4	1.9	2.3	
Gross Profit	1,311.7										1,311.7	-13.4	-8.1	
SG&A expenses	-618.4			23.8							-594.7	4.1	5.4	
R&D expenses	-323.7										-323.7	11.1	0.4	
Amortization of intangible assets	-95.4	95.4									-			
Impairment losses on intangible assets	-8.7	8.7									-			
Other operating income	161.2		-59.8					-88.6		-12.9	-			
Other operating expenses	-74.1		36.5	35.5						2.1	-			
Operating profit	352.5	104.1	-23.3	59.3				-88.6		-10.8	393.3	1.7	-2.3	
Margin	19.7%										22.0%			**22.3%**
Financial income/expenses	-51.8			18.1						2.3	-31.4	3.1	0.3	
Equity income/loss	-43.9					53.5					9.6	0.1	-	
Profit before tax	256.8	104.1	-23.3	77.4		53.5		-88.6		-8.5	371.4	5.0	-2.0	
Tax expense	-23.1	-25.5	5.0	-15.7		-16.4		30.2		-57.2	-102.7	-1.7	0.8	
Non-controlling interests	0.1										0.1	-	-0.4	
Net profit	233.7	78.6	-18.3	61.6		37.1		-58.4		-65.7	268.8	3.3	-1.5	
EPS (yen)	243										280			**346**
Number of shares (millions)	961										961			781

Note: Includes Shire acquisition related costs incurred at Legacy Takeda.

FY2017 RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE: LEGACY TAKEDA

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS									CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments	Teva JV purchase accounting adjustments	Other purchase accounting adjustments	Gains on sales of securities & properties	U.S. Tax Reform	Others		FX	Divestitures	
Revenue	1,770.5										1,770.5	-37.8	-59.5	
Cost of sales	-495.9						1.4				-494.5	4.3	18.1	
Gross Profit	1,274.6						1.4				1,276.0	-33.5	-41.4	
SG&A expenses	-628.1										-628.1	10.1	13.1	
R&D expenses	-325.4										-325.4	11.3	1.0	
Amortization of intangible assets	-126.1	126.1									-			
Impairment losses on intangible assets	4.0	-4.0									-			
Other operating income	169.4		-153.4					-16.0			-			
Other operating expenses	-126.6		116.0							10.5	-			
Operating profit	241.8	122.1	-37.4				1.4	-16.0		10.5	322.5	-12.1	-27.3	
	13.7%										18.2%			**16.9%**
Financial income/expenses	7.6							-30.3		7.6	-15.0	7.2	-0.2	
Equity income/loss	-32.2					40.0					7.8	-0.1	-	
Profit before tax	217.2	122.1	-37.4			40.0	1.4	-46.3		18.1	315.2	-4.9	-27.4	
Tax expense	-30.5	-35.9	15.8			-12.2	-0.5	14.9	-27.5	-3.8	-79.8	0.9	6.1	
Non-controlling interests	0.2										0.2	-0.0	-0.7	
Net profit	186.9	86.2	-21.6			27.8	1.0	-31.4	-27.5	14.3	235.6	-4.0	-21.9	
EPS (yen)	239										302			**268**
Number of shares (millions)	781										781			781

FY2016 RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE: LEGACY TAKEDA

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING CORE
		Account line adj. between Core OP and OP	Contingent consideration fair value adj.	Gains and losses on sales of securities	Other purchase accounting adj.	ARIAD acquisition and integration costs		FX	Divestitures	
Revenue	1,732.1						1,732.1	26.1	-41.5	
Cost of sales	-558.8						-558.8	-8.0	20.7	
Gross Profit	1,173.3						1,173.3	18.1	-20.7	
SG&A expenses	-619.1					3.2	-615.9	-11.6		
R&D expenses	-312.3						-312.3	-3.6		
Amortization of intangible assets	-112.5	112.5					-			
Impairment losses on intangible assets	-44.3	44.3					-			
Other operating income	143.5	-143.5					-			
Other operating expenses	-72.9	-69.7				3.2	-			
Operating profit Margin	155.9 9.0%	82.9				6.4	245.1 14.2%	2.9	-20.7	**13.2%**
Financial income/expenses	-11.0		3.7	-2.8			-10.1	3.6		
Equity income/loss	-1.5				7.7		6.1	0.1	-5.5	
Profit before tax	143.3	82.9	3.7	-2.8	7.7	6.4	241.1	6.6	-26.2	
Tax expense	-27.8	-34.5	-0.1	0.9	-2.3	-2.3	-66.2	0.5	6.2	
Non-controlling interests	-0.6	-2.4					-2.9	0.1		
Net profit	114.9	46.1	3.6	-1.9	5.3	4.1	172.1	7.1	-20.1	
EPS (yen)	147						220	9	-26	**203**
Number of shares (millions)	781						781			781

FREE CASH FLOW

(BN YEN)	FY2018 Q3 YTD	FY2019 Q3 YTD	vs. PY	
Net profit	164.4	42.7	-121.6	-74.0%
Depreciation, amortization and impairment loss	124.3	472.9	+348.6	
Decrease (increase) in trade working capital	-93.5	-15.4	+78.1	
Income taxes paid	-25.6	-203.2	-177.6	
Other	41.4	187.3	+145.8	
Net cash from operating activities	211.0	484.3	+273.3	+129.5%
Acquisition of PP&E	-50.4	-89.8	-39.5	
Proceeds from sales of PP&E	6.0	0.3	-5.8	
Acquisition of intangible assets	-39.2	-65.0	-25.8	
Acquisition of investments	-12.1	-7.3	+4.7	
Proceeds from sales and redemption of investments	39.3	47.8	+8.5	
Proceeds from sales of business, net of cash and cash equivalents divested	27.5	375.5	+348.0	
Free Cash Flow	182.3	745.7	+563.5	+309.2%

NET DEBT/ADJUSTED EBITDA

NET DEBT/ADJUSTED EBITDA RATIO

(BN YEN)	FY2019 Q3 YTD
Cash and cash equivalents[*1]	568.3
Book value debt on the balance sheet	-5,221.8
Hybrid bond 50% equity credit	250.0
FX adjustment[*2]	-22.5
Gross debt[*3]	-4,994.2
Net cash (debt)	**-4,425.9**
Net debt/Adjusted EBITDA ratio	**4.1 x**
Adjusted EBITDA	**1,080.9**

NET INCREASE (DECREASE) IN CASH

(BN YEN)	FY2018 Q3 YTD	FY2019 Q3 YTD	vs. PY	
Net cash from operating activities	211.0	484.3	+273.3	+129.5%
Acquisition of PP&E	-50.4	-89.8		
Proceeds from sales of PP&E	6.0	0.3		
Acquisition of intangible assets	-39.2	-65.0		
Acquisition of investments	-12.1	-7.3		
Proceeds from sales and redemption of investments	39.3	47.8		
Acquisition of business, net of cash and cash equivalents acquired	-66.7	-4.6		
Proceeds from sales of business, net of cash and cash equivalents divested	27.5	375.5		
Payment into restricted deposit	-1,581.4	-		
Net increase (decrease) in short-term loans	-0.5	-325.2		
Repayment of long-term loans	-	-60.0		
Proceeds from issuance of bonds	1,581.4	496.2		
Repayment of bonds	-	-563.1		
Dividends paid	-135.8	-274.3		
Others	29.7	-135.8		
Net increase (decrease) in cash	8.9	-121.1	-130.0	—

[*1] Includes short-term investments which mature or become due within one year from the reporting date.
[*2] FX adjustment refers to change from month-end rate to average rate used for non-JPY debt calculation, to match with adjusted EBITDA calculation.
[*3] Bonds and loans of current and non-current liabilities. 250Bn yen reduction in debt due to 500Bn yen hybrid bond issuance in June 2019, given that the hybrid bond qualifies for 50% equity credit for leverage purposes. Includes cash and non cash adjustments to debt book-value. Non cash adjustments include changes dues to debt amortization and FX impact.

RECONCILIATION FROM NET PROFIT TO EBITDA/ADJUSTED EBITDA

(BN JPY)	FY2019 Q3 YTD	FY2019 LTM[*1]
Net profit for the year	42.7	-12.6
Income tax expenses	13.3	-44.9
Depreciation and amortization	437.9	594.1
Interest expense, net	104.8	136.9
EBITDA	598.7	673.5
Impairment losses	35.0	37.1
Other operating expense (income), net, excluding depreciation and amortization	103.6	76.6
Finance expense (income), net, excluding interest income and expense, net	-13.3	-11.1
Share of loss on investments accounted for under the equity method	15.1	14.8
Other adjustments:		
Impact on profit related to fair value step up of inventory in Shire acquisition	161.8	243.9
Acquisition costs related to Shire	1.4	14.2
Other costs[*2]	25.4	31.9
Adjusted EBITDA	927.6	1,080.9

[*1] LTM represents Last Twelve Months (January 2019 – December 2019).
[*2] Includes adjustment for non-cash equity based compensation expense starting from FY2019 Q1.

FY2019 CORE OPERATING PROFIT ADJUSTMENTS & OTHER KEY ASSUMPTIONS

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS					TOTAL	CORE
		Amortization of intangible assets (Takeda)	Impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments		
Operating profit **(PREVIOUS FORECAST)**	-110.0	93.0	121.0	29.0	153.0	644.0	1,040.0	930.0
CHANGE	**+120.0**	**+1.8**	**-20.0**	**+29.0**	**+8.0**	**-118.8**	**-100.0**	**+20.0**
Operating profit **(REVISED FORECAST)**	10.0	94.8	101.0	58.0	161.0	525.2	940.0	950.0

CORE OPERATING PROFIT ADJUSTMENTS	ACTUAL Q3 YTD	PREVIOUS FORECAST	CHANGE	REVISED FORECAST	CHANGE IN FORECAST
Shire acquisition related costs					
SG&A and R&D expenses - acquisition costs, etc.	-6.7	-7.0	-	-7.0	
Other operating expenses - integration costs	-88.3	-146.0	**-8.0**	-154.0	Acceleration of integration and manufacturing rationalization
	-95.0	-153.0	**-8.0**	-161.0	
Shire purchase accounting adjustments					
Cost of sales - unwind of inventories step-up	-161.8	-211.0	**+21.0**	-190.0	Reflecting the finalized purchase price allocation of the Shire acquisition
Cost of sales - depreciation of PPE step-up	-7.2	-6.0	**-1.5**	-7.5	Reflecting the finalized purchase price allocation of the Shire acquisition
SG&A and R&D expenses	-3.4	-4.0	**+1.5**	-2.5	Reflecting the finalized purchase price allocation of the Shire acquisition
Amortization of intangible assets - Shire acquisition	-243.9	-423.0	**+97.8**	-325.2	Reflecting the finalized purchase price allocation of the Shire acquisition
	-416.2	-644.0	**+118.8**	-525.2	
Other non-cash items					
Amortization of intangible assets - Legacy Takeda	-66.1	-93.0	**-1.8**	-94.8	Depreciation of the yen impact
Impairment of intangible assets	-19.2	-121.0	**+20.0**	-101.0	Refinement of our forecast
Other operating income/expenses					
Other operating income	29.8	24.0	**+9.0**	33.0	Includes insurance proceeds recognized in Q3
Other operating expenses - excl. Shire integration related	-62.9	-53.0	**-38.0**	-91.0	Project costs, etc.
	-33.2	-29.0	**-29.0**	-58.0	
TOTAL	-629.6	-1,040.0	**+100.0**	-940.0	

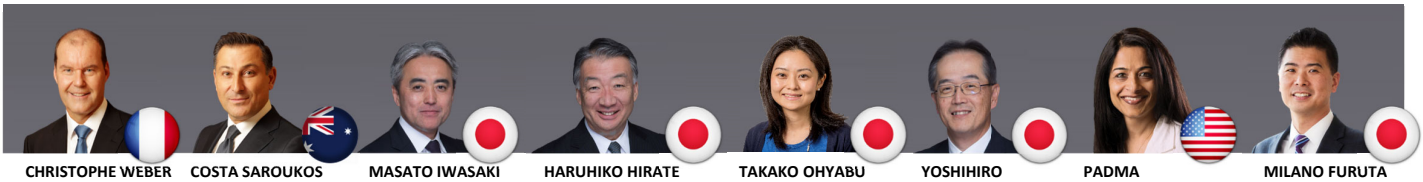
OTHER KEY ASSUMPTIONS	ACTUAL YTD	PREVIOUS FORECAST	CHANGE	REVISED FORECAST	CHANGE IN FORECAST
Shire acquisition related costs					
Finance expenses - interests, etc.	-64.2	-80.0	-	-80.0	
CAPEX	N/A	-180.0 to -230.0	-	-180.0 to -230.0	
Depreciation and amortization (excluding intangible assets associated with products)	-128.0	-150.0	-	-150.0	
Cash tax rate on adjusted EBITDA (excluding divestitures)	N/A	~20-23%	**down**	high teens to low 20's	

RECONCILIATION FROM REPORTED TO CORE – FY2019 REVISED FORECAST

(BN YEN)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization of intangible assets (Takeda)	Impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire purchase accounting adjustments	
Revenue	3,286.0						3,286.0
Cost of sales — Unwinding of inventories step-up						190.0	
Cost of sales — Depreciation of PPE step-up						7.5	
Gross Profit						197.5	
SG&A and R&D expenses					7.0	2.5	
Amortization of intangible assets	-420.0	94.8				325.2	-
Impairment losses on intangible assets	-101.0		101.0				-
Other operating income	33.0			-33.0			-
Other operating expenses	-245.0			91.0	154.0		-
Operating profit	10.0	94.8	101.0	58.0	161.0	525.2	950.0

DIVERSE AND EXPERIENCED TAKEDA EXECUTIVE TEAM

JAPAN



CHRISTOPHE WEBER
President & CEO

COSTA SAROUKOS
Chief Financial Officer

MASATO IWASAKI
President, Japan Pharma Business Unit

HARUHIKO HIRATE
Corporate Communications & Public Affairs Officer

TAKAKO OHYABU
Corporate Communications & Public Affairs Officer

YOSHIHIRO NAKAGAWA
Global General Counsel

PADMA THIRUVENGADAM
Chief Human Resources Officer

MILANO FURUTA
Corporate Strategy Officer & Chief of Staff

US

ANDY PLUMP
President, Research & Development

RAMONA SEQUEIRA
President, US Business Unit

TERESA BITETTI
President, Global Oncology Business Unit

RAJEEV VENKAYYA
President, Global Vaccine Business Unit

GERARD (JERRY) GRECO
Global Quality Officer

MARCELLO AGOSTI
Global Business Development Officer

SWITZERLAND

GILES PLATFORD
President, Europe & Canada Business Unit

CAMILLA SOENDERBY
Chief Patient Value & Product Strategy Officer

JULIE KIM
President, Plasma-Derived Therapies Business Unit

THOMAS WOZNIEWSKI
Global Manufacturing & Supply Officer

MWANA LUGOGO
Chief Ethics & Compliance Officer

SINGAPORE

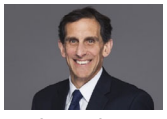
RICARDO MAREK
President, Growth & Emerging Markets Business Unit

BOARD COMPOSITION FOR BEST IN CLASS GOVERNANCE

INTERNAL DIRECTORS

Christophe Weber
Representative Director, President & CEO

Masato Iwasaki
Director, President, Japan Pharma Business Unit



Andrew Plump
Director, President, Research & Development

Costa Saroukos
Director, Chief Financial Officer

AUDIT & SUPERVISORY COMMITTEE (A&SC)

Yasuhiko Yamanaka
Director, A&SC member

INDEPENDENT DIRECTORS[1]

Masahiro Sakane
Independent Director
Chair of the Board meeting
Chair of Nomination Committee

Olivier Bohuon
Independent Director

Jean-Luc Butel
Independent Director

Ian Clark
Independent Director

Yoshiaki Fujimori
Independent Director

Steven Gillis
Independent Director

Shiro Kuniya
Independent Director

Toshiyuki Shiga
Independent Director

Koji Hatsukawa
Independent Director,
Chair of A&SC

Emiko Higashi
Independent Director
A&SC member
Chair of Compensation Committee

Michel Orsinger
Independent Director
A&SC Member

CB CHAIR OF THE BOARD MEETING

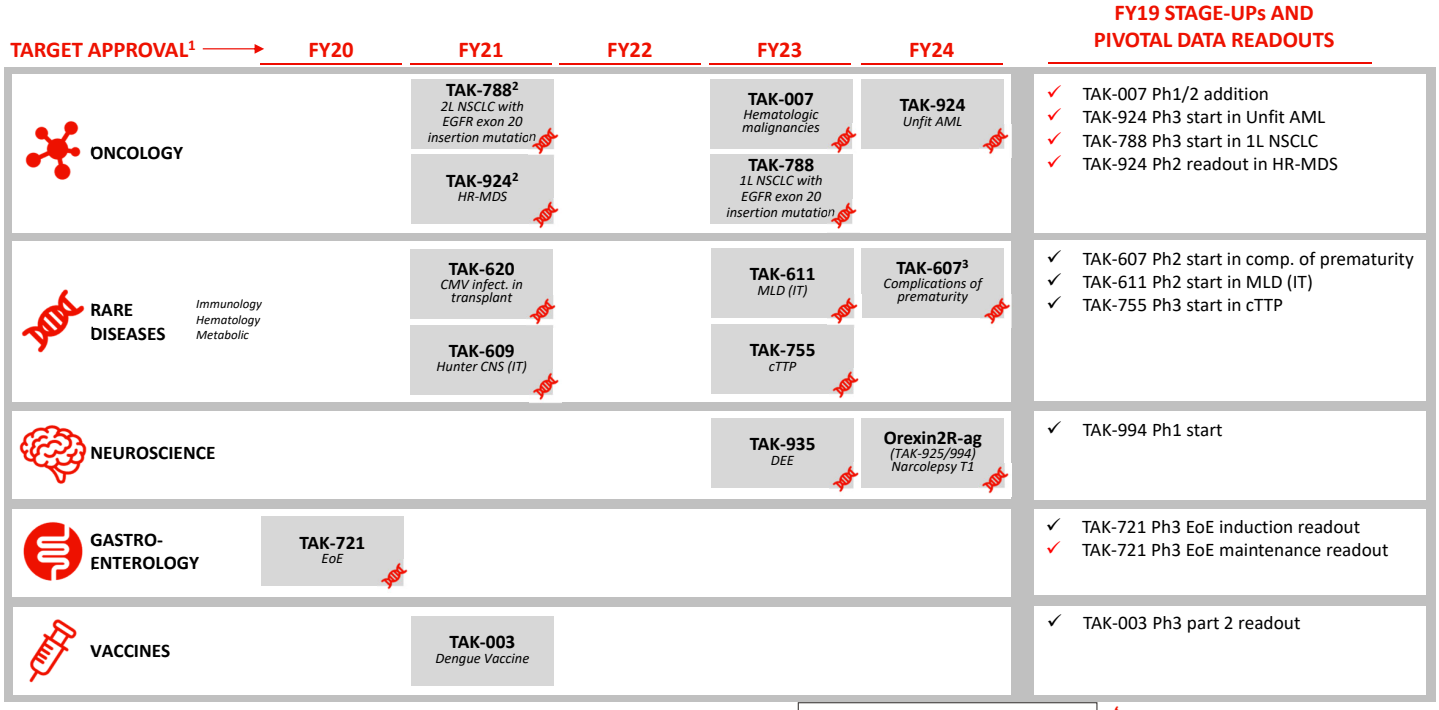
INDEPENDENT DIRECTOR[1]

NC NOMINATION COMMITTEE[2]

CC COMPENSATION COMMITTEE

1. As defined by Tokyo Stock Exchange listing rules
2. Christophe Weber participates in the Nomination Committee as an observer

WE HAVE A RICH PIPELINE OF INNOVATIVE NMEs IN WAVE 1 WITH TARGET LAUNCH BY END OF FY24



1. Projected timing of approvals depending on data read-outs
2. Projected approval date assumes filing on Phase 2 data
3. Currently non-pivotal Phase 2 study; assumes interim stage gates would allow for consideration of filing on Phase 2 data

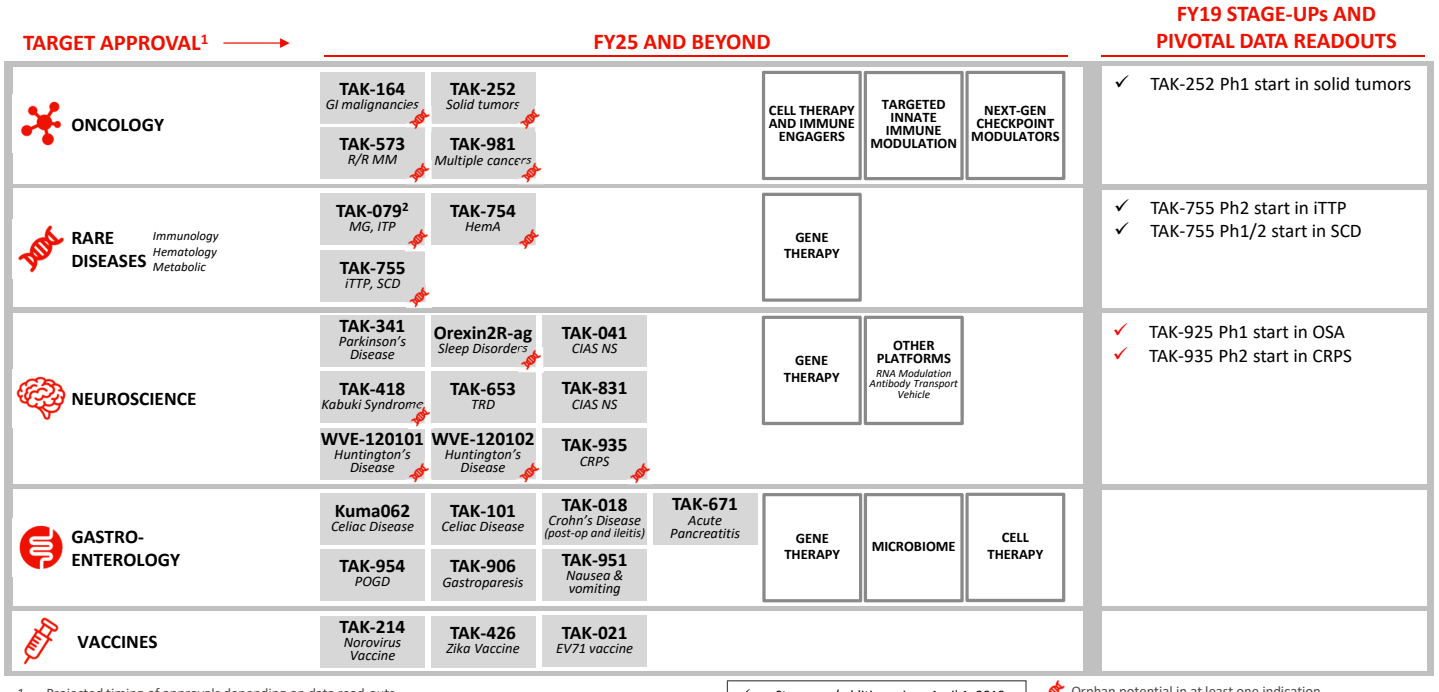
✓ Stage-ups/additions since April 1, 2019
✓ Stage-ups/additions since earnings announcement October 31, 2019

Orphan potential in at least one indication

Estimated dates as of February 4, 2020

For glossary of disease abbreviations please refer to appendix.

OUR EARLY STAGE NMEs AND NEXT-GENERATION PLATFORMS IN WAVE 2 PROVIDE SUSTAINED GROWTH BEYOND FY25



1. Projected timing of approvals depending on data read-outs
2. TAK-079 to be developed in Rare Diseases indications myasthenia gravis (MG) and immune thrombocytopenic purpura (ITP) – FPI expected Q4 FY19

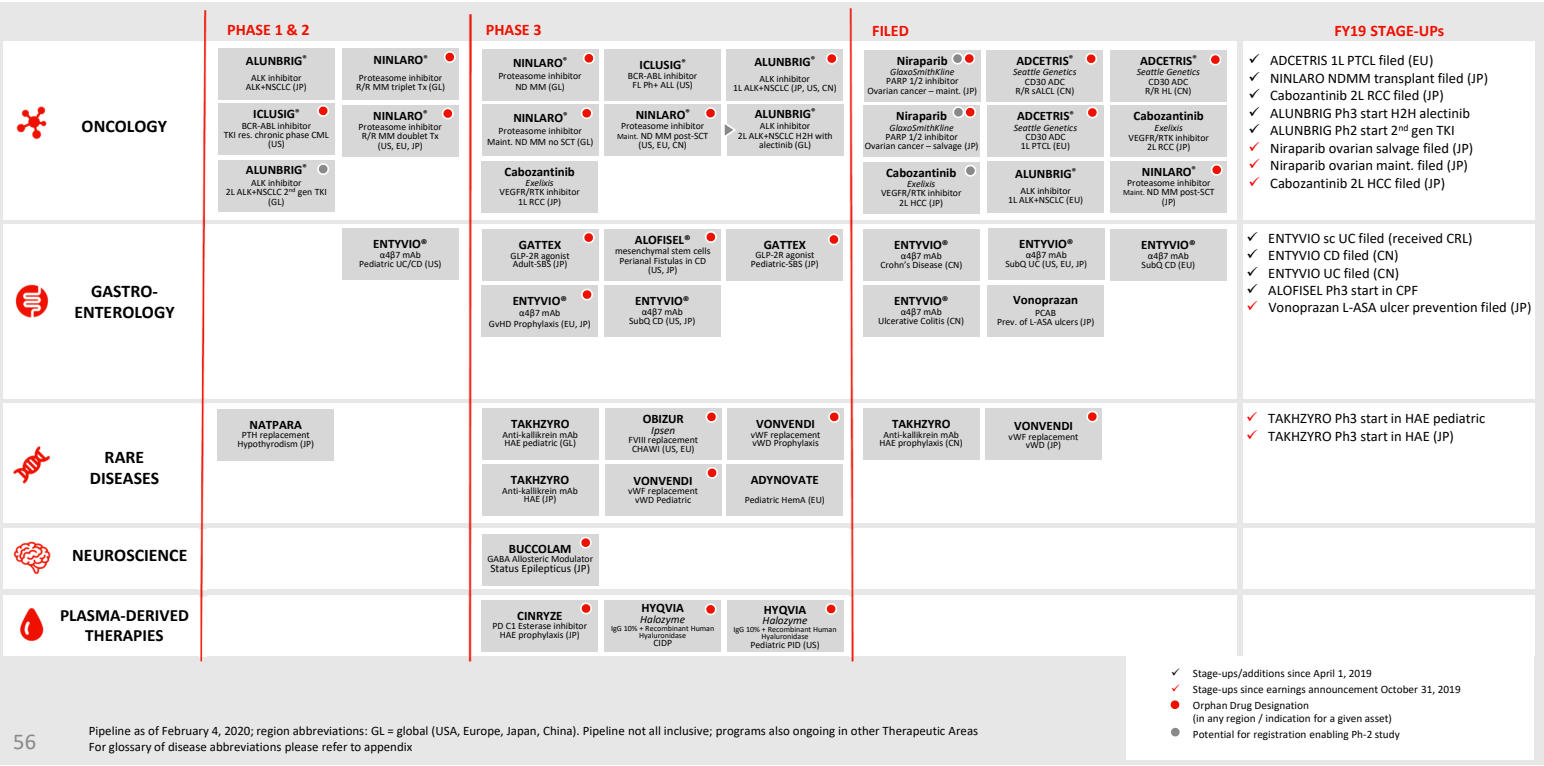
✓ Stage-ups/additions since April 1, 2019
✓ Stage-ups/additions since earnings announcement October 31, 2019

Orphan potential in at least one indication

Estimated dates as of February 4, 2020

For glossary of disease abbreviations please refer to appendix.

MAXIMIZING THE VALUE OF OUR APPROVED PROGRAMS



Pipeline as of February 4, 2020; region abbreviations: GL = global (USA, Europe, Japan, China). Pipeline not all inclusive; programs also ongoing in other Therapeutic Areas
For glossary of disease abbreviations please refer to appendix

NEXT WAVE OF INNOVATION: SELECTED EVENTS EXPECTED IN FY2019 FOR NEW MOLECULAR ENTITY PIPELINE

		MOA	TAU /BU	EXPECTED EVENT	FY19		COMMENTS
Wave 1	**TAK-924 (pevonedistat)**	NAE inhibitor	Oncology	Pivotal Ph-2 readout in myelodysplastic syndrome (MDS)	H1	✓	Data readout achieved and presentation expected at upcoming scientific meeting
	TAK-788	EGFR/HER2 inhibitor	Oncology	Ph-3 study start in treatment naïve non-small-cell lung carcinoma (NSCLC) patients with EGFR exon 20 insertion mutations	H1	✓	Achieved in H2
	TAK-007	CD19 CAR-NK	Oncology	Progress at least one innovative I/O cell therapy program to First-In-Human	H2	✓	CD19 directed CAR-NK program added to clinical portfolio
	TAK-755	ADAMTS-13	Rare Disease	Ph-3 study re-initiation in congenital thrombotic thrombocytopenic purpura (cTTP)	H2	✓	Achieved First-Patient-In for additional indications in iTTP (Ph-2 study), and sickle cell disease (Ph-1/2 study)
	TAK-609	Iduronate-2-sulfatase (intrathecal)	Rare Disease	Ph-3 study data readout (2-year extension) for Hunter Syndrome and cognitive impairment	H1	➡	Additional analysis ongoing on 3 year extension data, expected to be available H1 FY20
	TAK-721	Muco-adherent topical corticosteroid	Gastroenterology	Ph-3 study data presentation for eosinophilic esophagitis	H2	✓	12-week, Ph 3 induction study presented at American College of Gastroenterology, Ph 3 maintenance data readout achieved
	TAK-925	Orexin2R agonist	Neuroscience	Update on the Orexin 2R agonist program at R&D Day	H2	✓	TAK-925 achieved early POC for Narcolepsy T1 and potential for treatment of other sleep disorders. TAK-994, an oral OX2R is progressing in Narcolepsy T1 studies
	TAK-003	Dengue vaccine	Vaccine	Decision to submit Dengue vaccine	H2	➡	18-month data from our DEN-301 Ph-3 study were presented at ASTMH in November 2019; submission planned in FY20
Wave 2	**TAK-573**	Anti-CD38 attenukine	Oncology	POC readout for relapsed / refractory multiple myeloma	H1	➡	Pharmacodynamic data confirms novel IO mechanism, POC analysis in progress. Start MM combination trial 1H FY20, Ph1 solid tumor trial started December 2019.
	TAK-676	STING agonist	Oncology	Ph-1 clinical start for systemic IV administration	H1	➡	Optimized clinical study design and moved Ph-1 clinical start region. Expected start Q1 FY20.
	TAK-748	FIX Gene Therapy	Rare Disease	Initiate Ph-1 study for Hemophilia B	H2		
	TIMP-Glia (TAK-101) / Kuma062	Immune Tol. Ind. / Glutenase	Gastroenterology	POC readout in Celiac Disease	H1	✓	TIMP-Glia and Kuma062 achieved POC. TIMP-Glia data presented at conference UEG Week 2019; Takeda executed option to global license.
	TAK-426	Zika vaccine	Vaccine	Early POC readout for Zika vaccine	H2		
Other	**TAK-823 (alisertib)**	Aurora A kinase inhibitor	Oncology	Ph-3 study start in front-line acute myeloid leukemia (AML)	H2	➡	Explore external value creation

Table only shows select R&D milestones and is not comprehensive. All timelines are current assumptions and subject to change.
POC : Proof of Concept; for full glossary of disease abbreviations please refer to appendix.

SELECT PIPELINE EVENTS FOR APPROVED THERAPIES EXPECTED IN FY2019

COMPOUND	EXPECTED EVENT	FY19	COMMENTS
ADCETRIS	ECHELON-2 submission in EU for front-line PTCL	H1 ✓	
ALUNBRIG	2nd interim analysis of ALTA-1L front-line ALK+ NSCLC	H1 ✓	Data of Interim Analysis 2 presented at the ESMO Asia conference in November 2019; sNDA activities are underway
Cabozantinib	1st approval decision in Japan for 2nd-line renal cell cancer (RCC)	H2	
NINLARO	Ph-3 readout in amyloidosis	H1 ➡	Failed primary endpoint; encouraging secondary endpoint data presented at ASH 2019
	Ph-3 readout in transplant ineligible maintenance in multiple myeloma (TOURMALINE MM4)	H2 ✓	Met its primary endpoint of PFS; Discussions with the FDA to be initiated
TAKHZYRO	Initiate pivotal study in bradykinin mediated angioedema	H2	
ALOFISEL	ADMIRE II pivotal study initiation in US for perianal fistulas in Crohn's disease	H1 ✓	
ENTYVIO	Approval decision in Japan for Crohn's disease	H1 ✓	
	Approval decision in US for subcutaneous administration in ulcerative colitis	H2 ➡	CRL received from U.S. FDA for BLA subcutaneous formulation in UC. This is unrelated to the clinical safety and efficacy data, and included queries related to the design and labelling of the SC product. Takeda is working to resolve CRL and expects an updated timeline within H1 CY2020
	Submission in US for subcutaneous administration in Crohn's disease	H2 ➡	Subcutaneous Crohn's disease submission filing pending UC CRL outcome
GATTEX	Approval decision in US for short bowel syndrome (pediatric)	H1 ✓	
TRINTELLIX	Approval decision in Japan for major depressive disorder (MDD)	H1 ✓	
GLASSIA/ARALAST	Pivotal study start in emphysema patients with α1 anti-trypsin deficiency	H2	

Table only shows select R&D milestones, and is not comprehensive. All timelines are current assumptions and subject to change.
For full glossary of disease abbreviations please refer to appendix.

GLOSSARY OF ABBREVIATIONS

AD	Alzheimer's disease
ADC	antibody drug conjugate
ADHD	attention deficit hyperactivity disorder
ALK	anaplastic lymphoma kinase
ALS	amyotrophic lateral sclerosis
AML	acute myeloid leukemia
ASCT	autologous stem cell transplant
ARD	acid-related diseases
BTK	Bruton's tyrosine kinase
BBB	blood brain barrier
BOS	budesonide oral suspension
CAR-T	Chimeric antigen receptor-T
CD	Crohn's disease
CHAWI	congenital hemophilia A with inhibitors
CIAS	cognitive impairment associated with schizophrenia
CIDP	chronic inflammatory demyelinating polyradiculoneuropathy
CML	chronic myeloid leukemia
CMML	chronic myelomonocytic leukemia
CMV	Cytomegalovirus
CSF	cerebrospinal fluid
CNS	central nervous system
CRL	complete response letter
CRPS	complex regional pain syndrome
CTCL	cutaneous T-cell lymphoma
cTTP	congenital thrombotic thrombocytopenic purpura
DAAO	D-amino acid oxidase
DEE	developmental and epileptic encephalopathies
DLBCL	diffuse large B-cell lymphoma
DU	duodenal ulcer
Dx	diagnosis
EE H	erosive esophagitis healing
EE M	erosive esophagitis maintenance
EFI	enteral feeding intolerance
EGFR	epidermal growth factor receptor
EOE	eosinophilic esophagitis
ESCC	esophageal squamous-cell carcinoma
FL	front line
FSI	first subject in
GCC	guanylyl cyclase C
GERD	gastroesophageal reflux disease
GI	gastrointestinal
GnRH	gonadotropin-releasing hormone
GU	gastric ulcer
GvHD	graft versus host disease
HAE	hereditary angioedema
H2H	head to head
HCC	hepatocellular carcinoma
HemA	hemophilia A
HER2	human epidermal growth factor receptor 2
HL	Hodgkin's lymphoma
HR MDS	high-risk myelodysplastic syndromes
IBD	inflammatory bowel disease
IND	investigational new drug
I/O	immuno-oncology
iTTP	immune thrombotic thrombocytopenic purpura
IV	intravenous
iPSC	induced pluripotent stem cells
L-ASA	low dose aspirin
LBD	Lewy body dementia
LB AML	low-blast acute myeloid leukemia
LSD1	Lysine specific demethylase 1
LCM	lifecycle management
mAb	monoclonal antibody
MAOB	monoamine oxidase B
MG	myesthenia gravis
MLD	metachromatic leukodystrophy
MM	multiple myeloma
NAE	NEDD8 activating enzyme
ND	newly diagnosed
NDA	new drug application
Neg	negative
NERD	non-erosive reflux disease
NK	natural killer
NME	new molecular entity
NSCLC	non-small cell lung cancer
NSCT	non stem cell transplant
NS	negative symptoms
ORR	overall response rate
PARP	poly (ADP-ribose) polymerase
PBS	phosphate buffered saline
PCAB	potassium competitive acid blocker
Ph+ ALL	Philadelphia chromosome-positive acute lymphoblastic leukemia
PID	primary immunodeficiency
PK	pharmacokinetics
POC	proof of concept
POGD	post-operative gastrointestinal dysfunction
POI	post-operative ileus
PTCL	peripheral T-cell lymphoma
PTH	parathyroid hormone
R/R	relapsed/refractory
RCC	renal cell cancer
RTK	receptor tyrosine kinase
sALCL	systemic anaplastic large cell lymphoma
SBS	short bowel syndrome
SC	subcutaneous formulation
SCD	sickle cell disease
SCT	stem cell transplant
SCZ	schizophrenia
SLE	systemic lupus erythematosus
sq	squamous
STING	stimulator of interferon genes
SUMO	small ubiquitin-related modifier
TESD	treatment emergent sexual dysfunction
TKI	tyrosine kinase inhibitor
TRD	treatment resistant depression
UC	ulcerative colitis
vWD	von Willebrand disease