

II. Financial highlights (more detail will be available in Page 4 and onward)

Sales and earnings (Billions of Yen)	FY09	FY10	FY11	FY12	vs. FY11	increase/ decrease	Estimate FY13	FY13 1st half (E)	Estimate FY13 (IFRS)
Net Sales	1,466.0	1,419.4	1,508.9	1,557.3	48.3	3.2%	1,590.0	780.0	1,590.0
Operating Income	420.2	367.1	265.0	122.5	-142.5	-53.8%	140.0	70.0	155.0
<% of net sales>	<28.7%>	<25.9%>	<17.6%>	< 7.9% >	<-9.7pt>		< 8.8% >	< 9.0% >	< 9.7% >
Ordinary Income	415.8	371.6	270.3	113.2	-157.2	-58.1%	125.0	65.0	
<% of net sales>	<28.4%>	<26.2%>	<17.9%>	< 7.3% >	<-10.6pt>		< 7.9% >	< 8.3% >	
Net Income	297.7	247.9	124.2	131.2	7.1	5.7%	95.0	45.0	115.0
<% of net sales>	<20.3%>	<17.5%>	<8.2%>	< 8.4% >	<0.2pt>		< 6.0% >	< 5.8% >	< 7.2% >
EBITDA	532.1	484.1	422.6	323.9	-98.8	-23.4%	340.0	170.0	370.0
<% of net sales>	<36.3%>	<34.1%>	<28.0%>	< 20.8% >	<-7.2pt>		< 21.4% >	< 21.8% >	< 23.3% >
Core Earnings *									280.0
<% of net sales>									< 17.6% >

* Profit from regular business excluding temporary factors that impact IFRS GAAP-base operating income (such as impairment loss and amortization of intangible fixed assets resulting from acquisitions and licensing deals).

R&D Expenses	296.4	288.9	281.9	324.3	42.4	15.0%	325.0	160.0	335.0
<% of net sales>	<20.2%>	<20.4%>	<18.7%>	< 20.8% >	<2.1pt>		< 20.4% >	< 20.5% >	< 21.1% >
Overseas Sales	777.0	698.1	775.5	822.8	47.3	6.1%	850.0	415.0	
<% of net sales>	<53.0%>	<49.2%>	<51.4%>	< 52.8% >	<1.4pt>		< 53.5% >	< 53.2% >	
Net Sales of Ethical drugs segment	1,317.7	1,267.4	1,358.8	1,401.7	42.9	3.2%	1,450.0	710.0	

Business segment * (Billions of Yen)	FY09	FY10	FY11	FY12	vs. FY11	increase/ decrease
Net Sales	1,466.0	1,419.4	1,508.9	1,557.3	48.3	3.2%
Ethical drugs	1,317.7	1,267.4	1,358.8	1,401.7	42.9	3.2%
Japan	548.9	578.5	592.2	588.4	-3.8	-0.6%
Overseas	768.9	689.0	766.6	813.3	46.8	6.1%
Consumer Healthcare	58.2	60.3	61.7	66.9	5.2	8.4%
Others	94.8	96.3	93.1	93.1	0.0	0.0%
Adjustments	-4.8	-4.6	-4.6	-4.4	0.2	
Operating Income	420.2	367.1	265.0	122.5	-142.5	-53.8%
Ethical drugs	400.6	346.0	243.8	99.0	-144.7	-59.4%
Consumer Healthcare	11.0	12.2	11.8	13.2	1.3	11.4%
Others	10.8	11.0	11.7	12.4	0.7	6.0%
Adjustments	-2.2	-2.2	-2.2	-2.1	0.2	

* Effective from the FY10, the Accounting Standard for Disclosures about Segments of an Enterprise and Related Information has been adopted. The figures for "FY09" are calculated and indicated after applying said accounting standard.

ROE•EPS•Dividend (Yen)	FY09	FY10	FY11	FY12	vs. FY11	Estimate FY13
ROE (Return on equity)	14.4%	11.8%	6.1%	6.3%	0.2pt	4.4%
EPS (Earnings per share)	377.19	314.01	157.29	166.25	8.96	120.34
Pro Forma EPS (Earnings per share) *	448.81	373.57	314.38	233.78	-80.60	234.34
Annual dividends per share	180.00	180.00	180.00	180.00	-	180.00
Payout ratio	47.7%	57.3%	114.4%	108.3%	-6.2pt	149.6%

* Excluding extraordinary income/loss and special factors related to corporate acquisitions and others.

Balance sheets (Billions of Yen)	FY09	FY10	FY11	FY12	vs. FY11
Current assets	1,572.9	1,586.3	1,279.0	1,455.1	176.1
Tangible fixed assets	318.9	407.5	488.7	511.1	22.4
Intangible fixed assets	639.9	517.4	1,516.2	1,689.7	173.5
Investment and other assets	291.6	275.2	293.1	299.7	6.6
Total assets	2,823.3	2,786.4	3,577.0	3,955.6	378.6
Current liabilities	428.5	436.6	751.7	613.6	-138.1
Long-term liabilities	230.1	213.2	753.4	1,118.6	365.2
Total liabilities	658.5	649.7	1,505.2	1,732.2	227.1
Net assets	2,164.7	2,136.7	2,071.9	2,223.4	151.5
Shareholders' equity	2,278.5	2,384.2	2,366.4	2,345.4	-21.0
Accumulated other comprehensive income ^(*)	-157.3	-292.6	-354.6	-186.4	168.2
Stock acquisition right	0.2	0.3	0.5	0.9	0.4
Minority interests	43.4	44.7	59.5	63.4	3.9

(*) The amounts of "Valuation and translation adjustments" in the previous years are shown as "Accumulated other comprehensive income" from FY10.

Shareholder's Equity Ratio (%)	75.1%	75.1%	56.2%	54.6%	-1.7pt
Treasury Stock (Billions of Yen)	1.0	1.0	0.8	0.6	-0.2

Shares	FY09	FY10	FY11	FY12
Number of shares outstanding (1,000)	789,666	789,666	789,666	789,666
(Treasury Stock (1,000))	(286)	(295)	(252)	(206)
Stock price at year-end (Yen)	4,115	3,880	3,645	5,030
Total market value (Billions of Yen)	3,249.5	3,063.9	2,878.3	3,972.0

Number of employees (**)	FY09	FY10	FY11	FY12	vs. FY11
Consolidated	19,585	18,498	30,305	30,481	176
(Unconsolidated)	(6,334)	(6,471)	(6,565)	(6,544)	(-21)

(**) Employees working in Takeda Pharmaceutical Company Limited and its consolidated subsidiaries. From FY10, the numbers are indicated on the full time equivalent basis. For fair comparison, the numbers of "FY09" are modified according to the new basis.

Exchange rate(Yen)	FY09	FY10	FY11	FY12	Estimate for FY13
US\$ Average (Apr.-Mar.)	93	86	79	82	90
Euro Average (Apr.-Mar.)	131	113	109	106	120