

Highlights

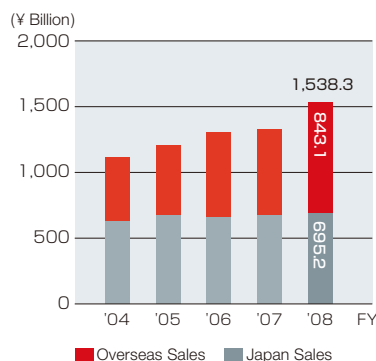
Takeda Pharmaceutical Company Limited and Subsidiaries Years ended March 31, 2009, 2008 and 2007

	Millions of yen 2009	Millions of yen 2008	Millions of yen 2007	% change 2009/2008	Thousands of U.S. dollars (Note) 2009
Net sales	¥ 1,538,336	¥ 1,374,802	¥ 1,305,167	11.9%	\$ 15,697,306
Operating income	306,468	423,123	458,500	(27.6)	3,127,224
Income before income taxes and minority interests	398,546	576,842	625,379	(30.9)	4,066,796
Net income	234,385	355,454	335,805	(34.1)	2,391,684
Research and development expenses*	453,046	275,788	193,301	64.3	4,622,918
Capital expenditures*	906,855	38,908	38,510	—	9,253,622
Depreciation and amortization*	118,081	31,690	28,820	—	1,204,908
Total assets	¥ 2,760,188	¥ 2,849,279	¥ 3,072,501	(3.1)%	\$ 28,165,184
Equity	2,053,840	2,322,533	2,461,116	(11.6)	20,957,551
Treasury stock	(1,068)	(322,644)	(193,932)	—	(10,898)
Return on equity (ROE)	10.9%	15.1%	14.1%	(4.2)%	
Earnings per share (EPS)	¥ 289.82	¥ 418.97	¥ 386.00	(30.8)%	\$ 2.96
Cash dividends per share	180.00	168.00	128.00	7.1	1.84

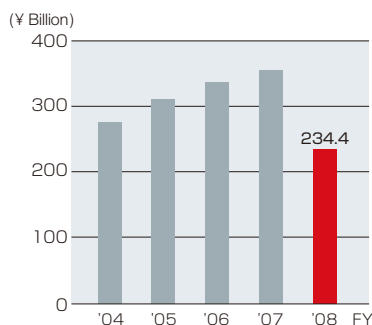
Note: The U.S. dollar amounts in this report represent translations of Japanese yen, solely for reader's convenience, at the rate of ¥98=US\$1, the approximate exchange rate at March 31, 2009. Figures in parentheses indicate a decrease.

* In the fiscal year ended March 31 2009, research and development expenses, capital expenditures and depreciation and amortization increased significantly due to the consolidation of TAP Pharmaceutical Products Inc. and Millennium Pharmaceuticals, Inc. as subsidiaries.

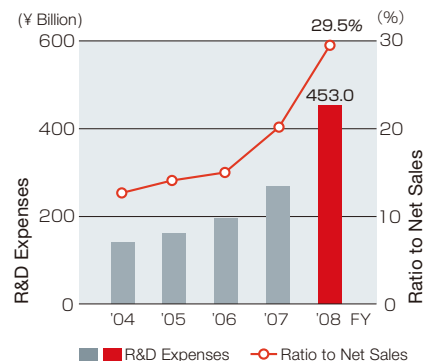
Net Sales



Net Income



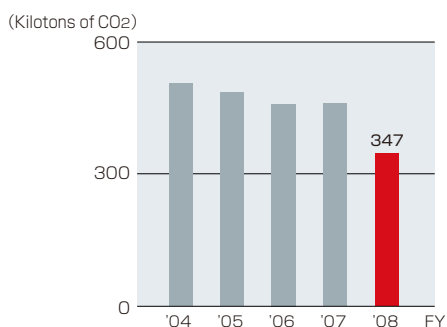
R&D Expenses / Ratio to Net Sales



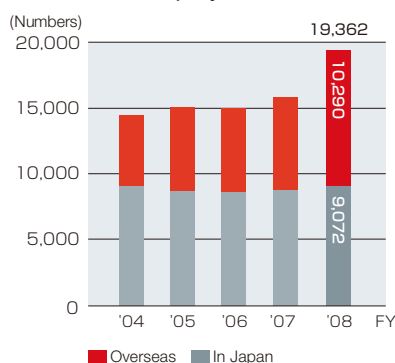
		Millions of yen 2009	Millions of yen 2008	Millions of yen 2007	% change 2009/2008	Thousands of U.S. dollars (Note) 2009
Net sales by region	Total	¥ 1,538,336	¥ 1,374,802	¥ 1,305,167	11.9%	\$ 15,697,306
	Japan	695,207	680,600	661,664	2.1	7,093,949
	North America	631,634	463,365	426,561	36.3	6,445,245
	Europe	184,504	203,632	191,963	(9.4)	1,882,694
	Others	26,991	27,205	24,979	(0.8)	275,418

		2009	2008	2007	% change 2009/2008
Number of employees	Total	19,362	15,487	14,993	25.0%
	Japan	9,072	8,778	8,629	3.3
	Overseas	10,290	6,709	6,364	53.4
	Pharmaceutical business	17,194	13,203	12,476	30.2
	Other businesses	2,168	2,284	2,517	(5.1)
Input energies		5,823 million MJ	7,364 million MJ	7,257 million MJ	(20.9)%
CO ₂ emissions		347 kilotons of CO ₂	460 kilotons of CO ₂	459 kilotons of CO ₂	(24.6)
Input water resources		7,771 K m ³	9,792 K m ³	10,027K m ³	(20.6)

CO₂ Emissions



Number of Employees



Proportion of Shareholders

