


COMMITTED TO BRINGING BETTER HEALTH AND A BRIGHTER FUTURE TO PEOPLE WORLDWIDE

FY2020 Q1 Earnings Announcement

July 31, 2020

Better Health, Brighter Future

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Medical information

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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.

AGENDA

01. **Introduction** — **Christophe Weber**, President & CEO

02. **R&D Engine** — **Andrew Plump**, President, R&D

03. **Financial Strength** — **Costa Saroukos**, Chief Financial Officer

04. **Q&A Session**

INTRODUCTION

Christophe Weber

President & Chief Executive Officer

01.
Introduction

02.
R&D Engine

03.
Financial Strength

04.
Q&A Session

Q1 RESULTS CONFIRM RESILIENCE OF TAKEDA'S PORTFOLIO

Solid Q1 performance driven by +20% underlying growth of 14 Global Brands

- Reported Revenue JPY 801.9B (~USD 7.5B)[1] declined -5.6% mainly due to FX; Underlying Revenue growth +0.9%[2]
- 5 key business areas with underlying growth +6% represent 83% of revenue
- Takeda's portfolio has been broadly resilient during COVID-19, except for some slowdown in Neuroscience
- PDT Immunology underlying growth +19%; experienced some YTD decline in plasma donations due to COVID-19 but no revenue impact expected in FY20

R&D Engine momentum with 7 NDA filings planned for the next 12 months

- May 2020 approvals for ALUNBRIG in U.S. (1L ALK+ NSCLC); ADCETRIS in EU (1L sALCL); ADCETRIS in China (r/r CD-30+ lymphomas)
- FDA granted Breakthrough Designation for pevonedistat in HR-MDS; First patient enrolled in Phase 2 trial with oral TAK-994 in Narcolepsy Type 1
- Target NDA filings in the next 12 months for TAK-721, TAK-609, CoVIg-19, TAK-003, mobocertinib, pevonedistat, maribavir

Strong margins and cash flow reinforce confidence to meet financial targets

- Reported Operating Profit JPY 167.3B with significant improvement of +270.4% reflecting lower PPA & integration costs
- Core Operating Profit JPY 280.9B (~USD 2.6B)[2], Underlying Core OP margin 34.7%[3] driven by synergies and OPEX efficiencies
- Robust Free Cash Flow of JPY 146.3B[4] enabled further de-leveraging to 3.7x net debt/adj. EBITDA[5] even after half-year dividend payment
- Steady progress with divestitures; six deals announced since April 2019 to date worth up to ~$8B

- **Operating as One Takeda; New Employee Stock Purchase Plan allows eligible overseas employees to purchase Takeda ADSs**
- **Clear path to resolve issues identified during FDA inspection of Hikari manufacturing plant**

1. USD included for reference, calculated at JPY/USD of 107
2. Please refer to slides 47-48 for reconciliation.
3. Please refer to slide 43 for its definition and slide 48 for reconciliation.
4. Please refer to slide 52 for reconciliation.
5. Please refer to slide 44 for its definition and slides 53-54 for reconciliation.

NDA: New Drug Application; PPA: Purchase Price Allocation; ADS: American Depository Shares
For glossary of disease abbreviations please refer to appendix.

TAKEDA'S ACTIONS TO MITIGATE THE IMPACT OF COVID-19

Safeguarding employees

- Telework guidance continues for many of our global employees. For our employees who are required to continue to work on-site in our manufacturing, laboratory, and BioLife plasma donation facilities, we have implemented enhanced safety measures to mitigate the spread of the virus
- Plans in place to bring remote employees, who are able to return to work, back to sites in stages following implementation of enhanced infection prevention measures in adherence with local public health guidance
- Extended restrictions on all non-essential international travel

Maintaining business continuity

- We have not yet experienced, nor do we currently anticipate, any material potential supply disruption due to the COVID-19 outbreak
- Our field force are resuming a small number of face to face engagements with customers, with the majority of all interactions virtual. Where we are engaging face to face, it is on HCPs request and employees follow strict infection prevention protocols set out by both Takeda and any additional customer requirements
- Resuming activation of new study sites and patient enrollment in ongoing studies following a temporary pause
- Minimizing potential disruptions to ongoing clinical studies through direct to patient delivery of study medicines and the re-evaluation of trial design; continuing to assess and build out digital technologies to enable remote monitoring of patients enrolled in clinical trials

Developing potential therapies

- Continued to progress the CoVIg-19 Plasma Alliance to develop a potential non-branded treatment for COVID-19. Manufacturing of the first batch of CoVIg-19, an investigational hyperimmune globulin (H-Ig) medicine, was initiated at Takeda's Georgia manufacturing site in May.
- Partnered with several public, private and non-government organizations to launch "The Fight Is In Us," a campaign in the U.S. urging COVID-19 survivors to donate convalescent plasma
- In addition, evaluating repositioning of other internal therapies (icatibant and TAKHZYRO (lanadelumab)) and investigational medicines (TAK-981, TAK-671), while also researching novel approaches

- Aiding the COVID-19 response through donations, including ~ US$25 million to non-profit organizations including the Red Cross and United Nations-led organizations, while also providing in-kind donations and matching employee donations to support communities in need during the crisis.

HIKARI: CLEAR PATH TO RESOLVE ISSUES IDENTIFIED DURING FDA INSPECTION

Takeda has a strong track record of upholding quality standards

- Following an FDA audit conducted in November 2019, Takeda was issued a Warning Letter from the U.S. FDA on June 9, 2020. The Warning Letter included several technical observations about procedures relating to production operations, aseptic controls, preventative maintenance of equipment, documentation maintenance and quality oversight. Takeda submitted our response within the mandated 15 workday agency timeline on June 30, 2020
- In FY2019, Takeda had 120 inspections globally by 69 regulatory agencies; eleven of those inspections were conducted by the FDA and no significant concerns were raised except for Hikari
- Hikari plant has a positive inspection history with global regulators. The previous FDA inspection of Hikari was in 2017 with a satisfactory outcome

We are committed to working with the FDA to remediate this situation in a timely manner

- We have established a comprehensive CAPA plan, including additional support from external consultants

Our priority is to minimize disruption for patients treated with leuprorelin

- In Japan, we have been working to minimize the impact (e.g. with formulation switch), and manufacturing for the Japan market resumed on July 20, 2020. We expect to resupply leuprorelin in Japan in September, and therefore anticipate a temporary supply shortage of leuprorelin
- At this stage, we do not anticipate a global supply shortage of leuprorelin, but there may be certain regions, including the U.S., that may experience periodic shortages

- **ENTYVIO** is manufactured in a network of several internal and external production sites, including a new global manufacturing site for Entyvio drug substance in Brooklyn Park, Minnesota, to sustainably support growing demand for ENTYVIO. ENTYVIO continues to be manufactured at the Hikari plant for the U.S. market
- **At this time, we do not anticipate any supply issues for ENTYVIO**

- **Leuprorelin** supply volume has decreased due to a combination of reasons, including production stoppages initiated to enhance overall compliance in alignment with Takeda standards and current regulations. These stoppages were extended as a part of corrective actions following the recent inspections
- As a result, we may see a limited impact on leuprorelin revenue in FY2020, but do not expect it to be material to the company as a whole (FY2019 leuprorelin revenue: JPY 109 B [Japan 40.7B; EUCAN 29.4B; U.S.: 22.2B; GEM 16.7B])
- In addition to the Hikari plant, leuprorelin is also manufactured at our Osaka plant (including all product for the European market), where we are investing in a new production line to expand our overall production capabilities beginning in CY2022

CAPA: Corrective action/preventative action
EUCAN: Europe & Canada; GEM: Growth & Emerging Markets

R&D ENGINE

Andrew Plump
President,
Research & Development

01. Introduction

02. R&D Engine

03. Financial Strength

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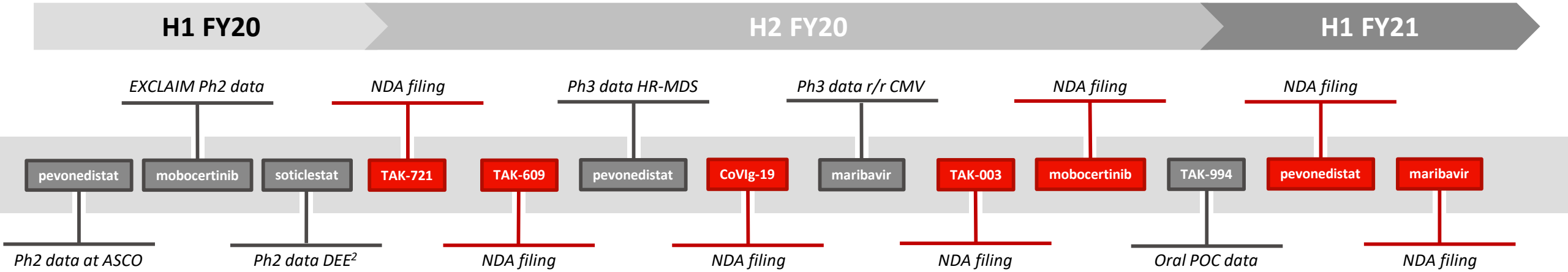
SEVEN POTENTIAL WAVE 1 NME FILINGS AND ADDITIONAL EXPANSIONS OF OUR GLOBAL BRANDS IN THE NEXT 12 MONTHS

NEAR-TERM WAVE 1 NME MILESTONES[1]



KEY BRAND INDICATION EXPANSIONS

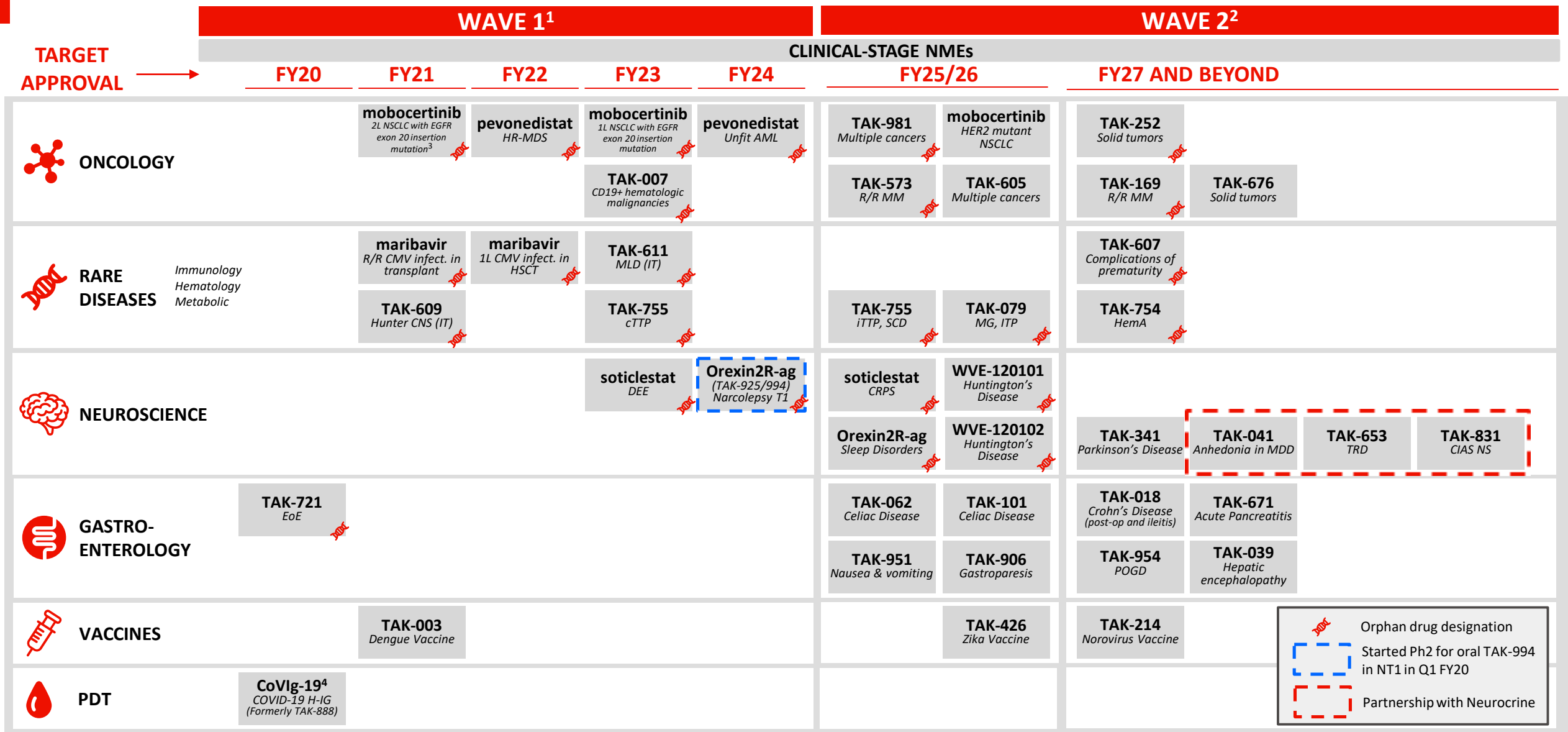
MARKETED PRODUCTS	ACHIEVED MILESTONE	ANTICIPATED NEXT MILESTONE IN NEXT 12 MONTHS
ALUNBRIG	1L ALK+ NSCLC approval in EU, US (ALTA-1)	2L post 2nd generation TKI in ALK+ NSCLC filing in US, EU (ALTA-2) H2H versus alectinib filing in US, EU (ALTA-3)
NINLARO	ND MM SCT maint. approval in JP (MM3)	ND MM non-SCT maint. approval in JP (MM4)
ENTYVIO	sc UC, CD approval in EU (VISIBLE 1 & 2)	sc UC, CD approval in US (VISIBLE 1 & 2)
VONVENDI	vWD approval in JP	Prophylaxis vWD filing in US

Note: Wave 1 programs are NMEs projected to launch through FY2024; Wave 2 programs are NMEs projected to launch after FY2024

1. Select Wave 1 milestones with approximate dates during half-fiscal years; Wave 2 programs not represented; projected milestones depend on achievement of data read-outs
2. DEE data readouts from trials ELEKTRA and ARCADE

For glossary of disease abbreviations please refer to appendix.

MOMENTUM IN OUR DYNAMIC PIPELINE BASED ON EMERGING DATA



1. Projected approval dates depend on data read-outs; some Wave 1 target approval dates assume accelerated approval
2. Some Wave 2 assets could be accelerated into Wave 1 if they have breakthrough data
3. Approval date assumes filing on Phase 2 data
4. Expected new addition to the clinical pipeline with FPI projected in 1H FY20

All timelines are current best estimates as of July 31, 2020 and are subject to change due to potential impact by COVID-19

For glossary of disease abbreviations please refer to appendix.

HIGHLY ENCOURAGING POC DATA FOR PEVONEDISTAT; FDA GRANTED BREAKTHROUGH THERAPY DESIGNATION FOR HR-MDS

pevonedistat (TAK-924)

PEVONEDISTAT COULD BE FIRST NOVEL THERAPY IN HR-MDS IN OVER A DECADE

HR-MDS

- Adding pevonedistat to azacitidine doubled CR[1], and demonstrated potential to improve OS[2] and EFS[3], with a safety profile similar to azacitidine alone
- Significant need: patients have a poor prognosis and limited treatment options

UNFIT AML

- ORR 60% with a trend towards improved survival in secondary AML[4]

MARKET OPPORTUNITY

- 1L HR-MDS[5]: ~7k US | 15-20k G7[6]
- 1L Unfit AML[7]: ~12k US | 20-25k G7

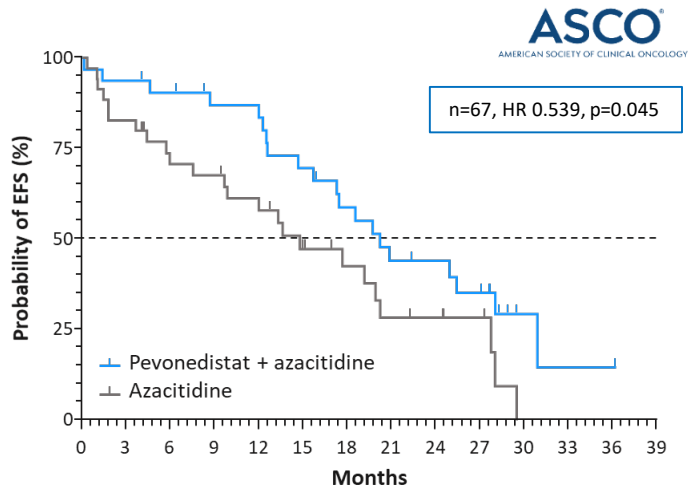
KEY MILESTONES

- Phase 3 PANTHER trial in HR-MDS readout 2H FY20
- Phase 3 PEVOLAM trial in Unfit AML readout FY23

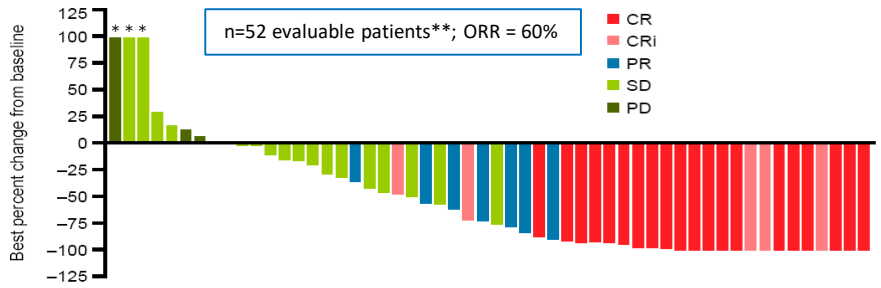
P2001: PHASE 2 POC IN HR-MDS

Data presented at 2020 ASCO annual meeting

EFS[3]



Best percent change from baseline in marrow blasts for response in elderly AML[4]



*Best percent change from baseline >100%
**Responses are listed as best responses achieved on study for all response-evaluable patients (MTD cohort, n=52, pevonedistat 30 mg/m² cohort, n=2

1. CR: Complete remission
2. OS: Overall survival
3. EFS: Event free survival, defined as death or transformation to AML
4. Ronan T Swords et al. Blood 2016: 128:98 – data from phase 1b study in AML
5. HR-MDS: high-risk myelodysplastic syndrome
6. G7: Group of seven (G7) countries: US, Germany, France, United Kingdom, Italy, Japan, Canada
7. AML: Acute myeloid leukemia

TAK-721: ON-TRACK TO BE THE FIRST FDA APPROVED AGENT TO TREAT EOSINOPHILIC ESOPHAGITIS (EOE)

TAK-721

VISCOUS BUDESONIDE ORAL SUSPENSION FOR EOE

EOE

- Chronic, allergic, inflammatory condition of the esophagus that results in swallowing dysfunction
- No U.S.-approved medication
- SOC is food elimination, off-label use of PPIs and steroids[1]
- Program has FDA Orphan Drug and Breakthrough Therapy Designations

MARKET OPPORTUNITY

- U.S.: >150,000 patients and growing rapidly

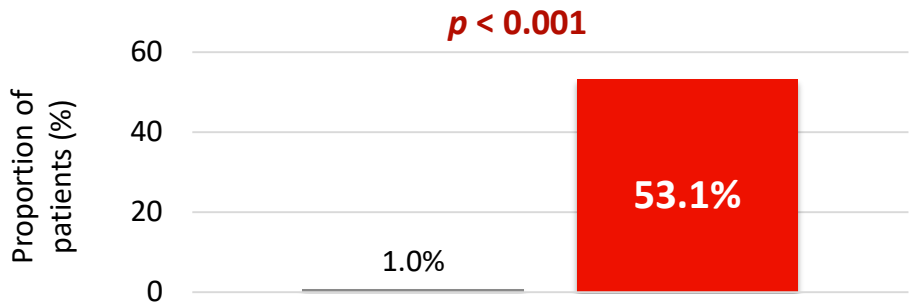
KEY MILESTONES

- U.S. NDA submission for eosinophilic esophagitis in FY20
- Long term extension study ongoing
- Publication in major medical journal in 2020

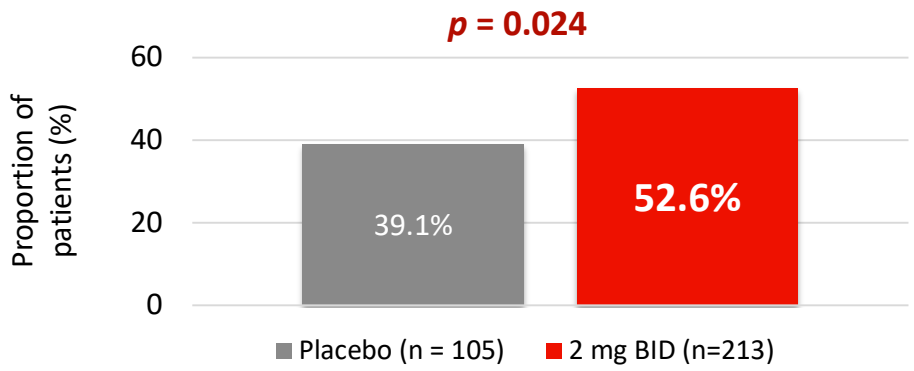
12 WEEK DATA SHOWS SIGNIFICANT HISTOLOGIC AND SYMPTOM RESPONSE

Results presented at presidential plenary at ACG[4], Texas, Oct 2019

Histologic Response at 12 Weeks (peak ≤ 6 eosinophils/hpf[2] on biopsy)



Symptom Response at 12 Weeks (≥ 30% reduction in DSQ score[3])



1. Gastroenterology 2020; 158: 1776 – 1786. In patients with EOE, the AGA/JTF recommend topical glucocorticosteroids over no treatment. Swallowed use of glucocorticoids intended for asthma (e.g., home or compounded thickening of budesonide solution, or swallowing fluticasone aerosol).
2. Eos/hpf: eosinophils per high-power field; BID: Twice daily; SOC: Standard of care; NDA: new drug application
3. DSQ score: Dysphagia Symptom Questionnaire patient reported outcome score
4. American College of Gastroenterology

MARIBAVIR (TAK-620): CMV IS THE MOST COMMON POST-TRANSPLANT VIRAL INFECTION AFFECTING SOLID ORGAN TRANPLANT AND HSCT PATIENTS

maribavir (TAK-620)

POTENTIAL 1st APPROVED TREATMENT FOR PATIENTS WITH POST-TRANSPLANT CMV INFECTION IN OVER 10 YEARS

CMV

- Existing therapies[1,2,3,4,5] are unapproved for ***treatment*** of post-transplant CMV infection; their clinical utility is significantly limited by severe toxicities and resistance development → poor outcomes
- Maribavir has US/EU Orphan Drug Designation and Breakthrough Therapy Designation in the US

MARKET OPPORTUNITY

- 2L R/R including intolerant: ~7k US | ~25k WW
- 1L: ~15k US | ~45k WW

KEY MILESTONES

- Phase 3 data readout in Rx of 2L (R/R) CMV FY20
- US filing of Rx of 2L R/R CMV: Q4 FY20/Q1 FY21
- Phase 3 data readout in Rx of 1L CMV FY21

ROBUST EFFICACY AND DIFFERENTIATED SAFETY

Phase 2 data in 2L R/R CMV published in Clinical Infectious Diseases[6]

Efficacy endpoint

- Clearance of CMV viral load within 6 weeks of Rx

Overall: 67% efficacy → Large improvement over historical outcomes (~50%)[7,8,9]

Favorable safety profile → No treatment discontinuation due to nephrotoxicity and myelosuppression

Phase 2 data in 1L CMV published in NEJM[10]

Efficacy endpoint

- Clearance of CMV viral load within 6 weeks of Rx

	Maribavir	Valganciclovir
Clearance of CMV	79%	67%
Incidence of Neutropenia	6%	22%

1. Cidofovir (CDV) or Vistide indicated for the treatment of CMV retinitis in patients (pts) with AIDS;
2. Ganciclovir IV (GCV) is indicated for the treatment of CMV retinitis in immunocompromised adults including AIDS and for the prevention of CMV in adult transplant recipients at risk for CMV
3. Valganciclovir Oral (VGCV) indicated for treatment of CMV retinitis in pts. with AIDS and prevention of CMV disease in solid organ transplant (SOT) pts. at high risk.
4. Foscavir (FCV) or Foscarnet is indicated for the treatment of CMV retinitis in pts. with AIDS. Combination therapy with FOSCAVIR and ganciclovir is indicated for pts. who have relapsed after monotherapy with either drug.
5. Letermovir or Prevymis is indicated for prophylaxis of CMV infection in adult CMV-seropositive recipients of an allogenic hematopoietic stem cell transplant (HSCT).
6. Clin Infect Dis. 2019 Apr 8;68(8):1255-1264
7. Antimicrob Agents Chemother, 2014;58:128-35
8. Mehta et al, 2016 American Transplant Congress, Meeting abstract C279
9. J Heart Lung Transplant. 2019;Vol.38,Issue 12;p.1268-1274
10. N Engl J Med 2019; 381:1136-47

MOBOCERTINIB (TAK-788): POTENTIAL TO ESTABLISH A NEW STANDARD OF CARE FOR NSCLC PATIENTS WITH EGFR EXON 20 INSERTION MUTATIONS

mobocertinib (TAK-788)

POTENTIAL NEW STANDARD OF CARE FOR NSCLC PATIENTS WITH EGFR EXON 20 INSERTIONS

EGFR/HER2 EXON 20 NSCLC

- High unmet need: approved therapies provide little benefit to patients with EGFR exon 20 insertion mutations
- Received Breakthrough Therapy Designation and Fast Track Designation from the FDA
- We have modified our approach to GI adverse event management with the aim to enhance efficacy in Exclaim trials

MARKET OPPORTUNITY

- 1L / 2L EGFR EXON 20 NSCLC: ~4k US | 20-30k WW

KEY MILESTONES

Exclaim

- Pivotal Phase 2 trial in 2L+ NSCLC EGFR exon 20; data readout Q2 FY20
- US filing in 2L+ NSCLC EGFR exon 20 H2 FY20

Exclaim-2

- Phase 3 global trial in 1L NSCLC EGFR exon 20 data readout FY22. Full GI prophylaxis in all patients.

HER2 mutant solid tumors

- Mobocertinib combinations in HER2 mutant solid tumors and other opportunities to potentially start in FY20

STRONGER GI PROPHYLAXIS → ENHANCED EFFICICACY

Phase 1/2 data presented at ASCO 2019

43% ORR with median PFS 7.3 months
Diarrhea management: no medical management before Grade 2

2019 ASCO ANNUAL MEETING

Average time on treatment with TAK-788 7.9 months

Diarrhea	Time on Treatment (Mo)
Grade 3	4.6
Grade 2	9.8
Grade 1	12.7
No diarrhea	12.1

DATA READOUT Q2 FY20

Exclaim

Comprehensive diarrhea management guidelines implemented in the ongoing study

ORR: Overall response rate
PFS: Progression free survival

WW: World Wide annual incidence

Takeda

LARGE OPPORTUNITY WAVE 1 PROGRAMS WITH TRANSFORMATIVE POTENTIAL TARGETING APPROVAL BY FY2024

TAK-994 — Narcolepsy Type 1

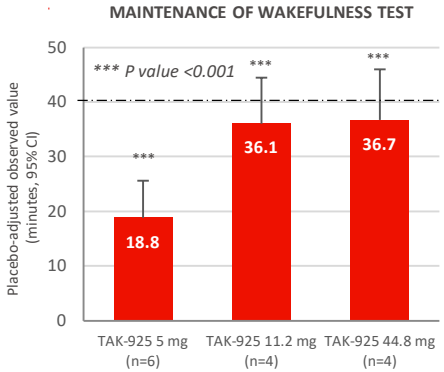
Oral Orexin 2R agonists

TRANSFORMATIVE POTENTIAL

Potential first-in-class therapy directly addressing the underlying orexin deficiency of narcolepsy type 1 patients aiming to restore normal function

KEY DATA

- Early clinical studies with a novel investigational IV-administered orexin 2 receptor (OX2R) agonist compound, TAK-925, showed levels of wakefulness up to the time-limit of the 40-minute test in patients with narcolepsy type 1. Pre-clinical benefits to cataplexy and sleep/wake patterns observed during investigation of an orally bioavailable OX2R agonist, TAK-994.



STATUS

The first orally bioavailable OX2R agonist, TAK-994 started clinical POC study in June 2020. Data readout targeted in 2H FY20

MARKET OPPORTUNITY

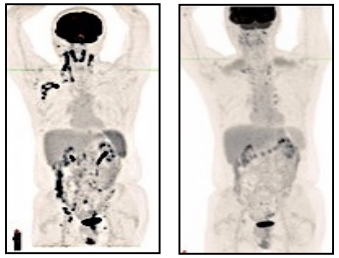
- NT1 global prevalence 2-6 per 10,000; total adult prevalent population of ~700,000 (140,000 in US) across key markets (US, EU5, JP, CN)
- Estimated diagnosis rate ~30-50% across US/EU/JP and 6% in China
- Diagnosis typically 5-15 years delayed

TAK-007 — Hematologic Malignancies

CD19 CAR-NK

Potentially off-the-shelf cell therapy for CD19 positive B-cell hematologic malignancies with "CAR-T like" efficacy with differentiated safety

- Encouraging Phase 1/2 data with efficacy comparable to CAR-T therapies without occurrence of cytokine release syndrome, neurotoxicity, or graft-versus host disease
- Of the 11 patients participating, eight responded to therapy (73%) and seven had a complete response (64%)



BASELINE SCAN — DAY 30 POST CAR19-NK

Phase 1/2 expansion cohort enrollment ongoing in CD19+ B cell malignancies; pivotal study start targeted in FY21

- ~9,000 US; 15-25,000 G7 incident patients with 3L+ DLBCL, CLL, and iNHL
- Potential to advance to 2L therapy and to expand CAR-NK platform to other malignancies
- Anticipated for outpatient setting. Current CAR-T use restricted to specialized transplant centers

For glossary of disease abbreviations please refer to appendix.

CONTINUE TO DRIVE TOWARDS OUR KEY DELIVERABLES IN FY2020 WHILE RECOGNIZING POTENTIAL FOR DELAYS DUE TO PANDEMIC

		MOA	TAU /BU	EXPECTED EVENT[1]	FY20
Wave 1	**mobocertinib (TAK-788)**	EGFR / HER2 tyrosine kinase inhibitor	Oncology	US NDA submission for NSCLC patients with EGFR exon 20 insertion mutations	H2
	TAK-007	CD19 CAR-NK	Oncology	Treat first patient with off-the-shelf cryopreserved formulation at MDACC	H2
	maribavir (TAK-620)	CMV protein kinase inhibitor	Rare Diseases	Ph-3 study 303 readout in resistant/refractory CMV infection for transplant patients	H2
	TAK-609	Iduronate-2-sulfatase (intrathecal)	Rare Diseases	US NDA submission for Hunter Syndrome with cognitive impairment	H2
	soticlestat (TAK-935)	CH24H inhibitor	Neuroscience	Proof-of-concept data in Lennox-Gastaut syndrome for ELEKTRA study	H1
				Proof-of-concept data in Dravet syndrome for ELEKTRA	H1
				Proof-of-concept data in complex regional pain syndrome (CRPS)	H1
	TAK-994	Orexin 2 receptor agonist	Neuroscience	Proof-of-concept for TAK-994 with oral administration	H2
	TAK-721	Muco-adherent topical corticosteroid	Gastroenterology	US NDA submission for eosinophilic esophagitis	H1
	CoVIg-19	Hyperimmune globulin	Plasma Derived Therapies	Registration enabling study start in patients with COVID-19	H1
				First major regulatory approval of CoVIg-19 as a COVID-19 therapy	H2
	TAK-003	Dengue vaccine	Vaccine	Regulatory filing for Dengue vaccine in endemic region	H2
Wave 2	**TAK-676**	STING agonist	Oncology	Ph-1 start for systemic IV administration	H1
	TAK-605	Oncolytic virus	Oncology	Ph-1 start for intra-tumoral administration	H1
	TAK-102	GPC3 CAR-T	Oncology	Ph-1 start	H1
	TAK-940	CD19-1XX CAR-T	Oncology	Ph-1 start	H1
	GDX012	γδ T cell therapy	Oncology	Ph-1 start	H2
	TAK-062	Glutenase	Gastroenterology	Phase 2 start in celiac disease	H2

1. All timelines are current best estimates as of July 31, 2020 and are subject to change due to potential impact by COVID-19.
Table only shows select R&D milestones and is not comprehensive.
For full glossary of disease abbreviations please refer to appendix.

SELECT PIPELINE EVENTS FOR APPROVED THERAPIES EXPECTED IN FY2020

	COMPOUND	EXPECTED EVENT[1]	FY20
ONCOLOGY	ALUNBRIG	Approval decision in US for 1L ALK+ NSCLC	H1 ✓
		Submission in US and EU for 2L post 2nd generation TKI in ALK+ NSCLC	H2
	ICLUSIG	Submission in US of OPTIC data for CP-CML	H1
RARE DISEASES	VONVENDI	Submission in US for prophylaxis therapy in Von Willebrand Disease	H2
	TAKHZYRO	Registration enabling study start for bradykinin mediated angioedema	H1
	NATPARA	Agreement with FDA on future resupply plan and timing	H2
GASTRO-ENTEROLOGY	ALOFISEL	Registration enabling study start in Complex Cryptoglandular Fistulas	H2
	ENTYVIO	Approval decision in EU for subcutaneous administration in ulcerative colitis and Crohn's disease	H1 ✓
		Path forward agreed by FDA regarding CRL for subcutaneous administration	H1
	GATTEX	Submission in JP for short bowel syndrome	H2
PLANNED REGULATORY ACTIVITIES IN CHINA	ADCETRIS	Approval decision for R/R HL and ALCL	H1 ✓
	REPLAGAL	Approval decision for Fabry Disease	H2
	VPRIV	Approval decision for Gaucher Disease	H2
	TAKHZYRO	Approval decision for hereditary angioedema	H2
	ALUNBRIG	Submission for 1L ALK+ NSCLC	H2

1. All timelines are current best estimates as of July 31, 2020 and are subject to change due to potential impact by COVID-19.
Table only shows select R&D milestones and is not comprehensive.
For full glossary of disease abbreviations please refer to appendix.

FINANCIAL STRENGTH

Costa Saroukos

Chief Financial Officer

01. Introduction

02. R&D Engine

03. Financial Strength

04. Q&A Session

STRONG MARGINS AND CASHFLOW REINFORCE CONFIDENCE TO MEET FY2020 GUIDANCE AND MID-TERM FINANCIAL TARGETS

	FY2020 Q1 ACTUAL	FY2020 GUIDANCE	FINANCIAL TARGET
UNDERLYING REVENUE GROWTH[1]	+0.9%	LOW-SINGLE-DIGIT	ACCELERATING IN MID-TERM
UNDERLYING CORE OP MARGIN[2]	34.7%	LOW-30s%	MID-30s% (WITHIN FY2021-2023)
FREE CASH FLOW[3]	JPY 146.3 B	JPY 600-700 B	
	AS OF FY2020 Q1		
DIVESTITURES	UP TO ~$8B SIX DEALS ANNOUNCED SINCE APRIL 2019		$10B
DE-LEVERAGING	3.7x NET DEBT / ADJ. EBITDA[4]		2x (WITHIN FY2021-2023)

1. Please refer to slides 47-48 for reconciliation
2. Please refer to slide 43 for definition and slide 48 for reconciliation
3. Please refer to slide 52 for reconciliation
4. Please refer to slide 44 for definition and slides 53-54 for reconciliation

Q1 REPORTED OPERATING PROFIT +270.4% REFLECTING LOWER PPA AND INTEGRATION COSTS; MARGINS & UNDERLYING RESULTS DEMONSTRATE STRONG START TO YEAR

FY2020 Q1 FINANCIAL RESULTS (SUMMARY)

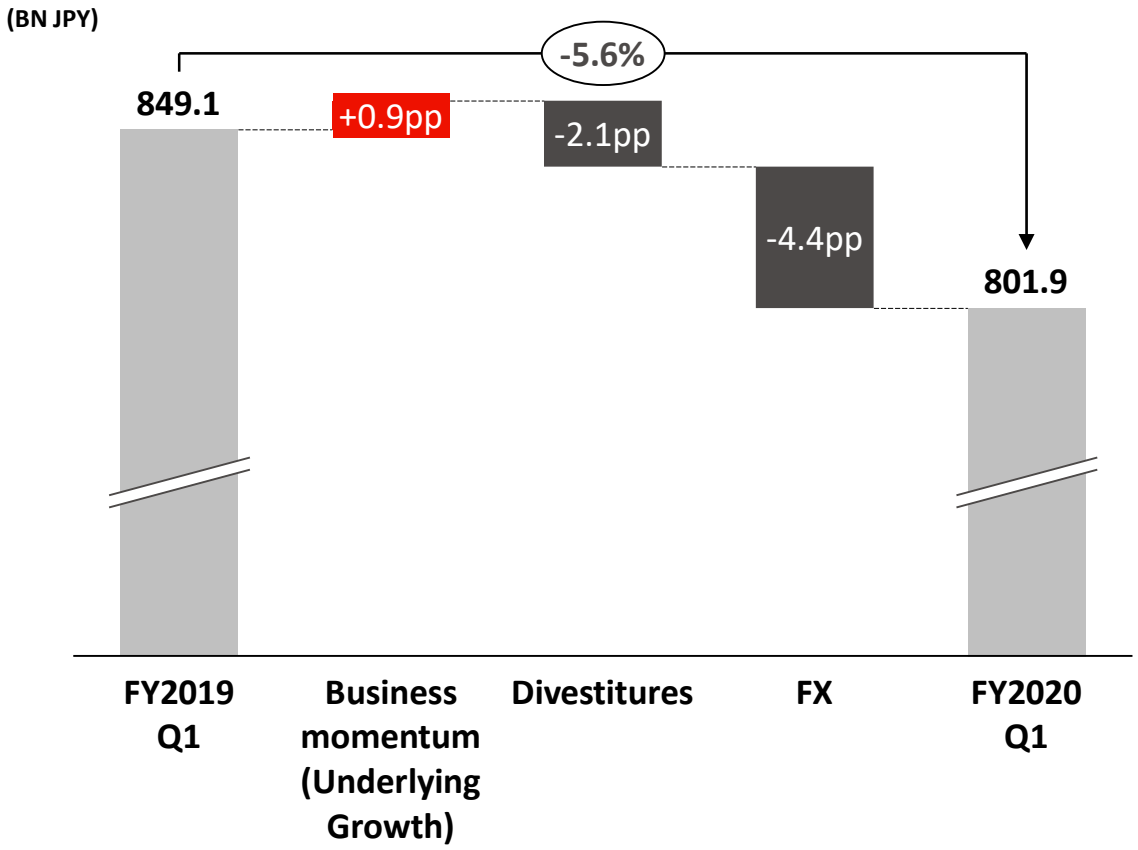
(BN YEN)	REPORTED		CORE*1		UNDERLYING*2
	FY2020 Q1	VS. PRIOR YEAR	FY2020 Q1	VS. PRIOR YEAR	
REVENUE	801.9	-5.6%	801.9	-5.6%	*+0.9%*
OPERATING PROFIT	167.3	+270.4%	280.9	-0.7%	*+11.2%*
Margin	*20.9%*	*+15.5pp*	*35.0%*	*+1.7pp*	*34.7%*
NET PROFIT	82.5	+1,077.2%	190.6	-3.9%	
EPS (JPY)	53 yen	+48 yen	122 yen	-5 yen	+8.7%

OPERATING CASH FLOW	145.9	+20.8%
FREE CASH FLOW*3	146.3	+64.0%

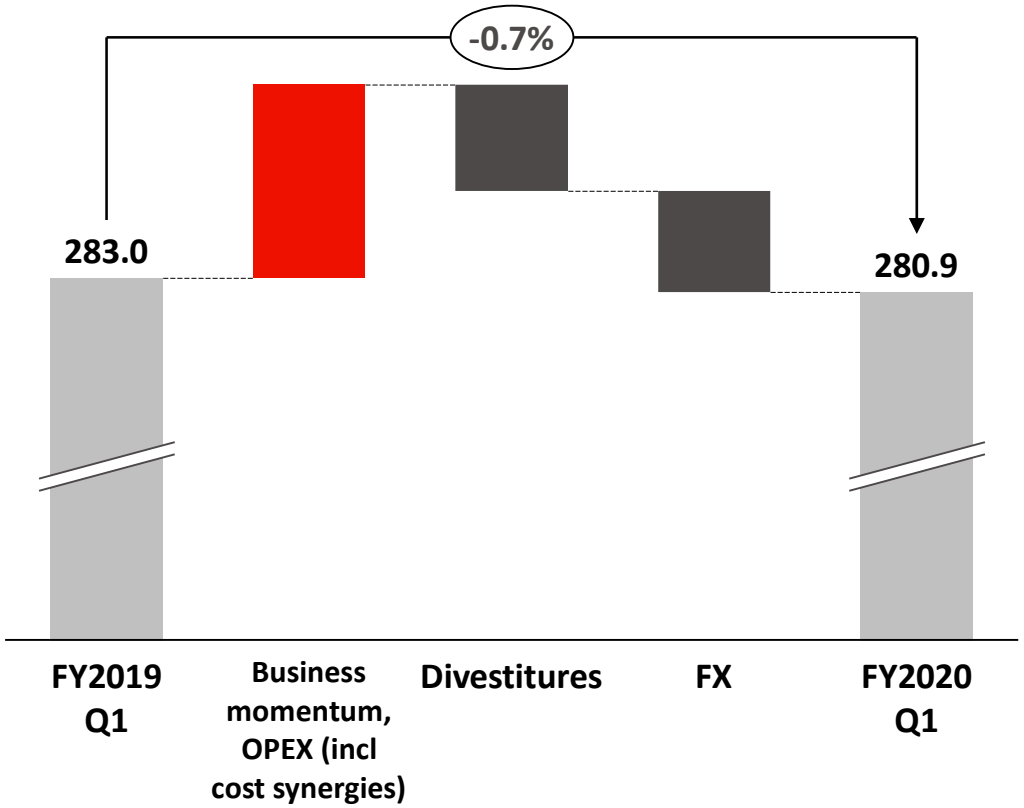
1. Please refer to slide 43 for definition and slide 48 for reconciliation
2. Please refer to slide 43 for definition and slides 47-48 for reconciliation
3. Please refer to slide 52 for reconciliation.
PPA: Purchase Price Allocation

REPORTED REVENUE AND CORE OPERATING PROFIT SIGNIFICANTLY IMPACTED BY FX

Reported Revenue vs FY2019 Q1



Core Operating Profit vs FY2019 Q1[1]



Graph is illustrative
1. Please refer to slides 47-48 for reconciliation

5 KEY BUSINESS AREAS UNDERLYING REVENUE GROWTH +6%; REPRESENT ~83% OF Q1 REVENUE

GI
% of Sales: 24%
Growth: +14%

- Entyvio (vedolizumab)
- Takecab
- ALOFISEL
- Gattex (Teduglutide [rDNA origin]) for Injection
- DEXILANT (dexlansoprazole)
- Lialda (mesalamine) 1.2g delayed release tablets
- amitiza (lubiprostone)
- motegrity (prucalopride) tablets 1mg, 2mg

RARE DISEASES
% of Sales: 20%
Growth: -2%

RARE METABOLIC
% of Sales: 5%
Growth: -10%
(+5% excluding NATPARA[1])

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

RARE HEMATOLOGY
% of Sales: 10%
Growth: -7%

- ADVATE [Antihemophilic Factor (Recombinant)]
- ADYNOVATE (Rurioctocog alfa pegol (Recombinant Coagulation Factor VIII))
- vonvendi [von Willebrand factor (Recombinant)]
- Obizur [Antihemophilic Factor (Recombinant), Porcine Sequence]
- RIXUBIS [COAGULATION FACTOR IX (RECOMBINANT)]
- AGRYLIN (anagrelide hydrochloride) Capsules of 0.5 mg and 1 mg

HEREDITARY ANGIOEDEMA
% of Sales: 5%
Growth: +25%

- TAKHZYRO (lanadelumab-flyo) injection
- firazyr (icatibant)
- KALBITOR (ecallantide)

PDT RARE HEMATOLOGY

- FEIBA
- IMMUNATE
- IMMUNINE
- HEMOFIL M
- IMMUSEVEN

PDT HEREDITARY ANGIOEDEMA

- CINRYZE (C1 inhibitor (human))

PLASMA-DERIVED THERAPIES (PDT)

PDT IMMUNOLOGY
% of Sales: 13%
Growth: +19%

- 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 (alpha-proteinase inhibitor (human))
- kenketu glovenin-I
- KENKETU NONTHRON
- KENKETU ALBUMIN

ONCOLOGY
% of Sales: 14%
Growth: +5%

- NINLARO (ixazomib) capsules
- ALUNBRIG (brigatinib)
- VELCADE (bortezomib)
- ADCETRIS (brentuximab vedotin)
- ICLUSIG
- CABOMETYX (cabozantinib) tablets

NEUROSCIENCE
% of Sales: 13%
Growth: -1%

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

OTHER
% of Sales: 16%
Growth: -21%

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

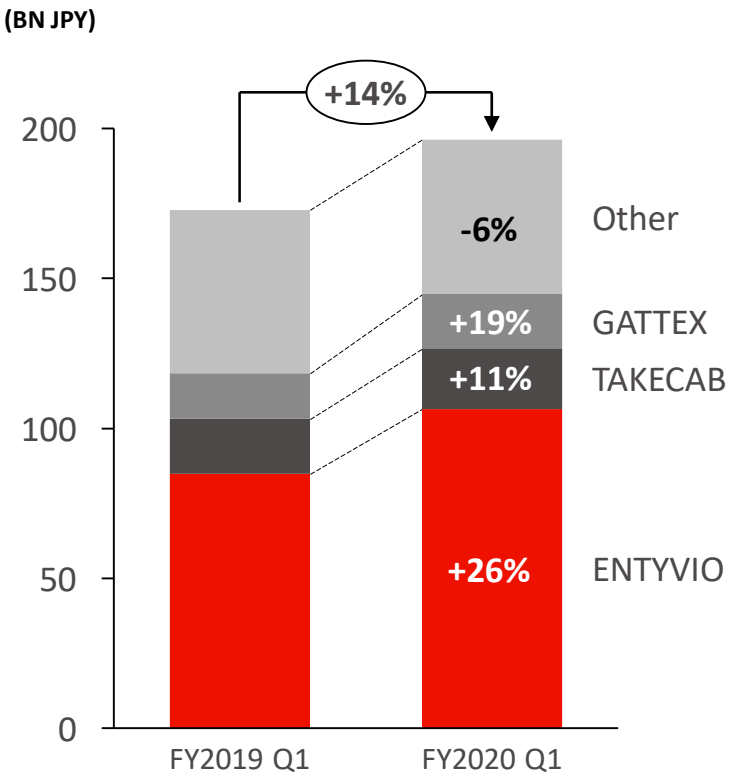
Global Brands

Note: Year-on-year growth rates are underlying revenue
1. Takeda is working closely with the FDA on a proposed plan to resupply NATPARA in the U.S., however, it is anticipated that the required device modifications and product testing will likely delay availability beyond 2020. As a result, Takeda expects zero U.S. revenue for NATPARA to be recognized in FY2020.

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

GI PORTFOLIO

FY2020 Q1, UNDERLYING REVENUE GROWTH



Gattex® (Teduglutide [rDNA origin]) for Injection

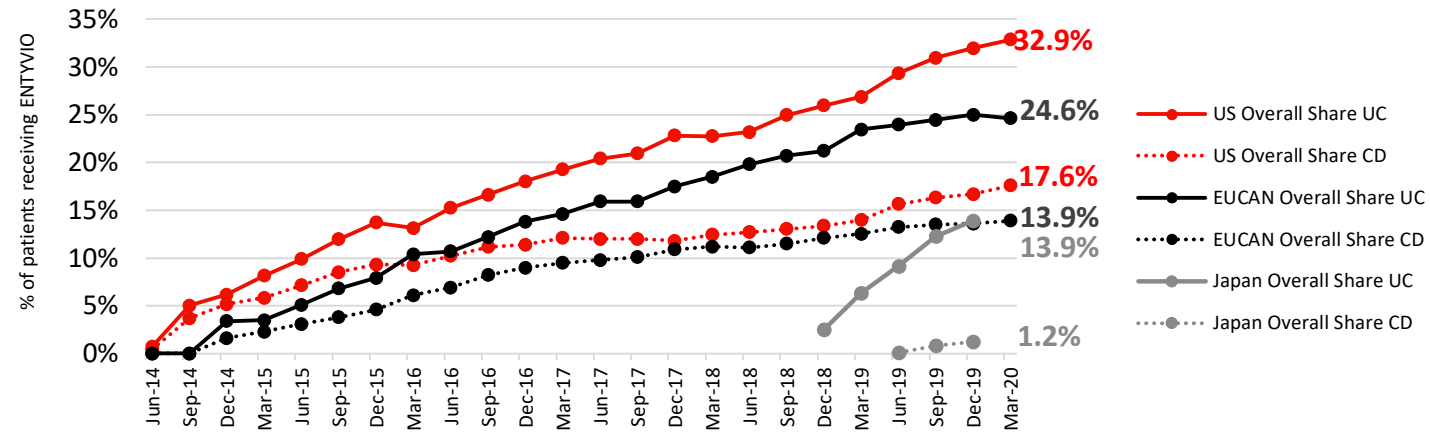
ESTABLISHED AS A PROVEN TREATMENT FOR SBS-IF

- Increasing disease awareness through medical education and communication targeting HCPs
- Opportunity to improve treatment continuity in adults and further drive pediatric uptake

Entyvio® vedolizumab

EXPANDING PATIENT SHARE IN THE U.S., EU AND JAPAN

- Entyvio, the only gut-selective IBD therapy, provides early control, with superior long-term, multi-layered remission and because of its unique data package (including H2H superiority, real world evidence, endoscopic, histologic, transmural outcomes), has future potential of disease modification.
- Efficacy profile well accepted with prescribers following NEJM publication of first and only head-to-head trial data versus adalimumab in UC (VARSITY)
- Subcutaneous formulation:
  - European approval in UC and CD received in May 2020
  - Canada approval in UC received in April 2020
  - Discussions ongoing with U.S. FDA to resolve the CRL received in December 2019
- IV formulation approved in China in March 2020; launched in India in July 2020 with brand name KYNTELES



Source: US: SHA Medical and Pharmacy Claims data, March 2020; EUCAN: Internal estimate; Japan: Japan Medical Data Center, Dec 2019

Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth.
NEJM: New England Journal of Medicine; EMA: European Medicines Agency; CHMP: Committee for Medicinal Products for Human Use; CRL: Complete Response Letter. For glossary of disease abbreviations please refer to appendix.

RARE DISEASES

HEREDITARY ANGIOEDEMA PORTFOLIO GROWS DOUBLE DIGIT DRIVEN BY CONTINUED STRONG PERFROMANCE FROM TAKHZYRO®

TAKHZYRO IS EXPANDING THE HEREDITARY ANGIOEDEMA PROPHYLAXIS MARKET

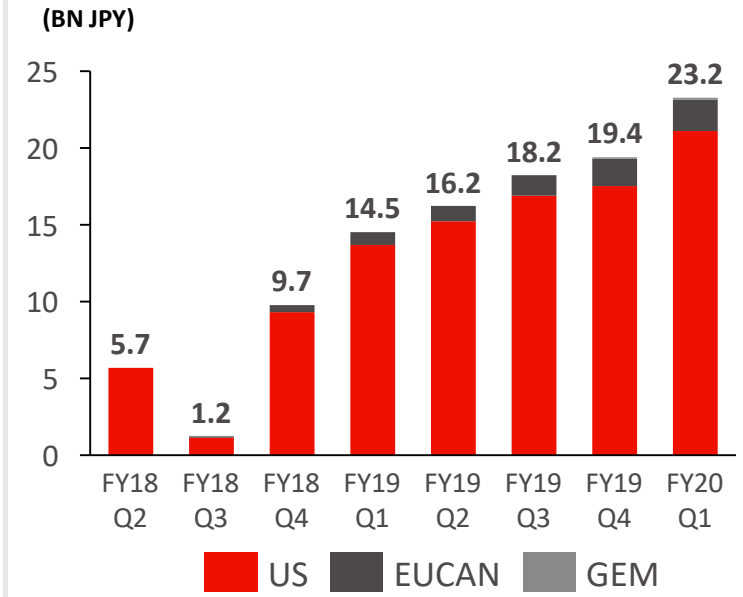
U.S.:

- Efficacy profile positions TAKHZYRO as a leading option in HAE treatment
- TAKHZYRO is expanding the use of prophylactic treatment in HAE, from 50% of all treated patients in 2018 to 57% of all treated patients in 2019[1]
- TAKHZYRO is increasing new patients to Takeda; over 50% of patient growth is derived from patients not previously on a Takeda therapy[1]

Other regions:

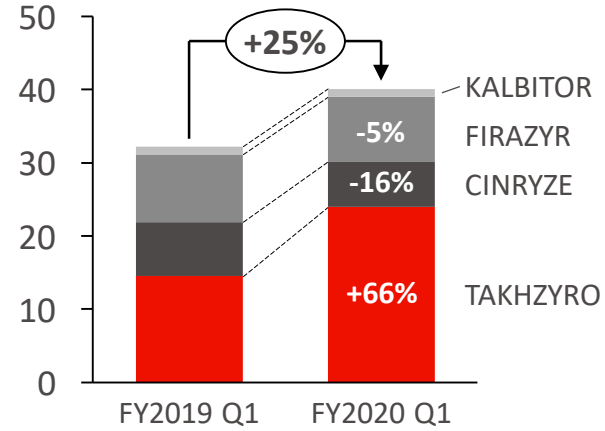
- Strong launches in Germany, Italy, Austria, UK, Denmark, Brazil, Israel and UAE. Initial access schemes in place in many EU countries as well as Canada, Australia and Kuwait
- Over 20 launches are planned in FY2020
- CHMP positive opinion in May 2020 for pre-filled syringe designed to enhance the treatment administration experience for HAE patients

TAKHZYRO Global Revenue Since Launch[2]



HEREDITARY ANGIOEDEMA

FY2020 Q1, UNDERLYING REVENUE GROWTH



- Strong TAKHZYRO performance driving growth of the overall HAE portfolio
- Steady supply of CINRYZE to ensure treatment continuation for C1-inhibitor patients
- FIRAZYR loss of exclusivity in July 2019 (U.S.) means largest impact on growth rate is in Q1 FY2020

1. Source: internal data.
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.

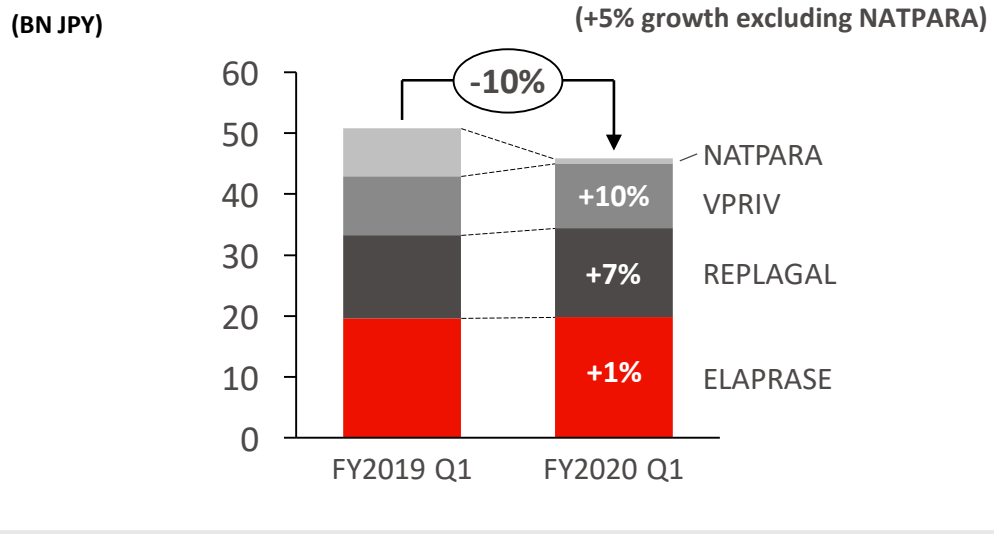
Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth.

RARE DISEASES

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

RARE METABOLIC

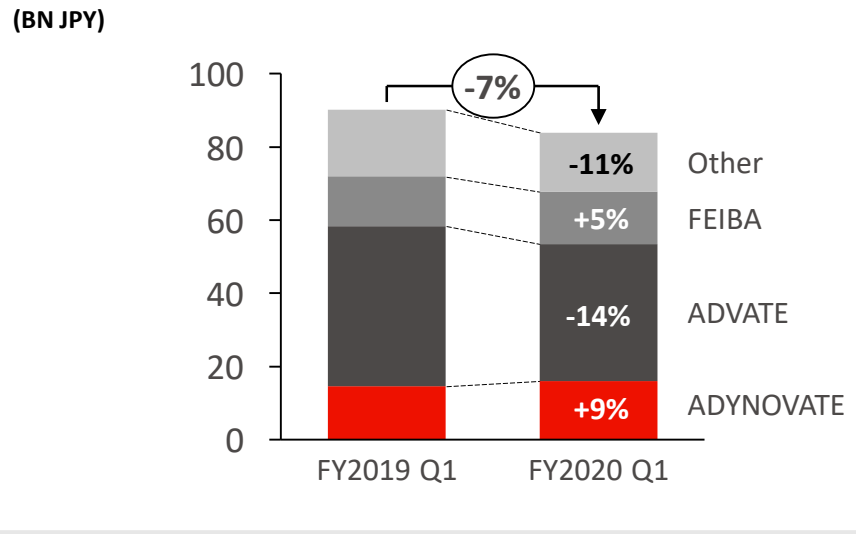
FY2020 Q1, UNDERLYING REVENUE GROWTH



- No U.S. revenue recorded for NATPARA since recall in September 2019. Rare Metabolic portfolio excluding NATPARA underlying growth +5% driven by good performance of VPRIV and REPLAGAL
- NATPARA Special Use Program is in place for patients who are at extreme risk of life-threatening complications as a result of discontinued treatment
- Takeda is working closely with the FDA on a proposed plan to resupply NATPARA in the U.S., however, it is anticipated that the required device modifications and product testing will likely delay availability beyond 2020. As a result, Takeda expects zero U.S. revenue for NATPARA to be recognized in FY2020

RARE HEMATOLOGY

FY2020 Q1, UNDERLYING REVENUE GROWTH



- Global growth of ADYNOVATE driven by new launches (now available in 32 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 seeing stabilization, broad license provides alternative sources of business

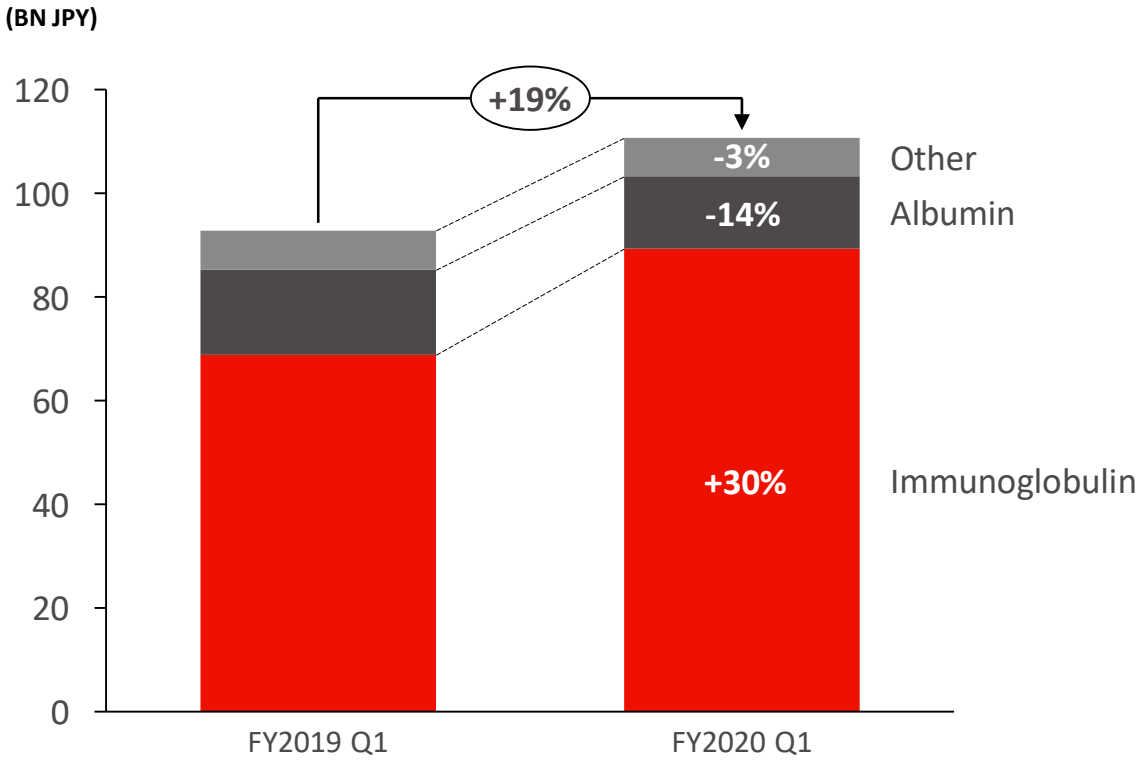
Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth.

PLASMA-DERIVED THERAPIES

PDT IMMUNOLOGY GROWTH DRIVEN BY STRONG GAMMAGARDLIQUID DEMAND IN US & SUBCUTANEOUS IG WORLDWIDE

PDT IMMUNOLOGY PORTFOLIO

FY2020 Q1, 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 growth +30% driven by strong GammagardLiquid demand in U.S. and continued expansion of subcutaneous IG (SCIG)
- Albumin sales are lower versus Q1 last year (-14%) due to high FY19 sales as a result of phasing and supply dynamics in China following blackout period. Full year FY20 double digit growth expected, accelerating from H2 driven by strong demand in China and capacity expansion
- Other immunology portfolio slight decline (-3%) due to lower demand and shipment timing of Aralast in US

CONTINUING TO INVEST IN PLASMA COLLECTION

- Current footprint of 125 centers in the US and 33 ex-US, an increase of 4 centers in FY20 YTD (2 U.S., 2 Austria)
- Execution against strategy to invest in new centers plus operational excellence to increase plasma supply and manufacturing capacity by >65% by 2024[1] is on track
  - COVID dynamics may shift timing of plasma supply growth but overall target remains unchanged

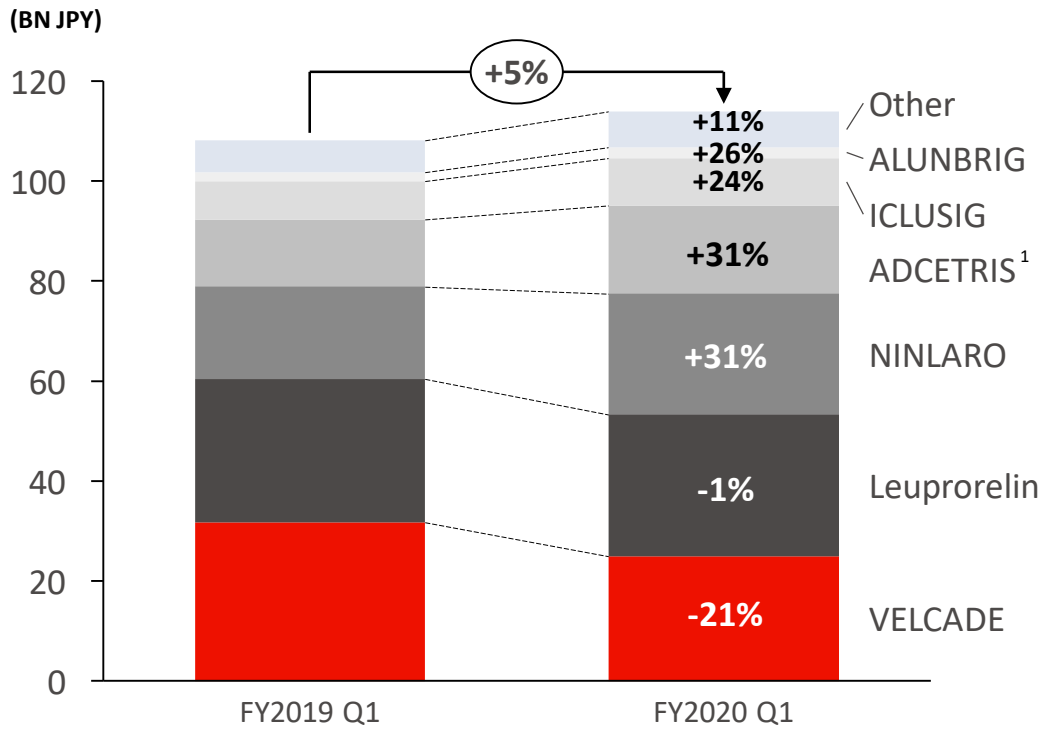
1. Versus 2018 baseline

Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth.

STRONG ONCOLOGY PORTFOLIO CONTINUES TO EXPAND INDICATIONS

ONCOLOGY PORTFOLIO

FY2020 Q1, UNDERLYING REVENUE GROWTH



NOW APPROVED FOR FIRST-LINE USE IN U.S. & EU

ALUNBRIG® BRIGATINIB 30 mg TABLETS

- Approved as a first-line treatment for ALK+ advanced NSCLC by the U.S. FDA in May 2020 and the European Commission in April 2020, based on results of ALTA-1L trial
- Filed in Japan in February 2020 for patients who have progressed after treatment with another ALK inhibitor

POSITIVE DATA IN MAINTENANCE SETTING

NINLARO® (ixazomib) capsules

- Data at ASCO demonstrated 34% reduction in risk of disease progression or death vs. placebo as a first-line maintenance therapy in patients not treated with a stem cell transplant [TOURMALINE MM4 study]; marketing application has been filed in Japan.

POTENTIALLY PRACTICE-CHANGING DATA READOUT

ICLUSIG® (ponatinib) tablets 45 mg, 15 mg

- OPTIC interim analysis data at ASCO/EHA showed dosing regimen for optimal benefit-risk profile in patients with difficult-to-treat CP-CML

FIRST APPROVAL IN CHINA; NEW INDICATION IN EU

ADCETRIS® brentuximab vedotin

- Approved in China in May 2020 for r/r sALCL or HL
- Approved in EU in May 2020 for previously untreated sALCL[2]

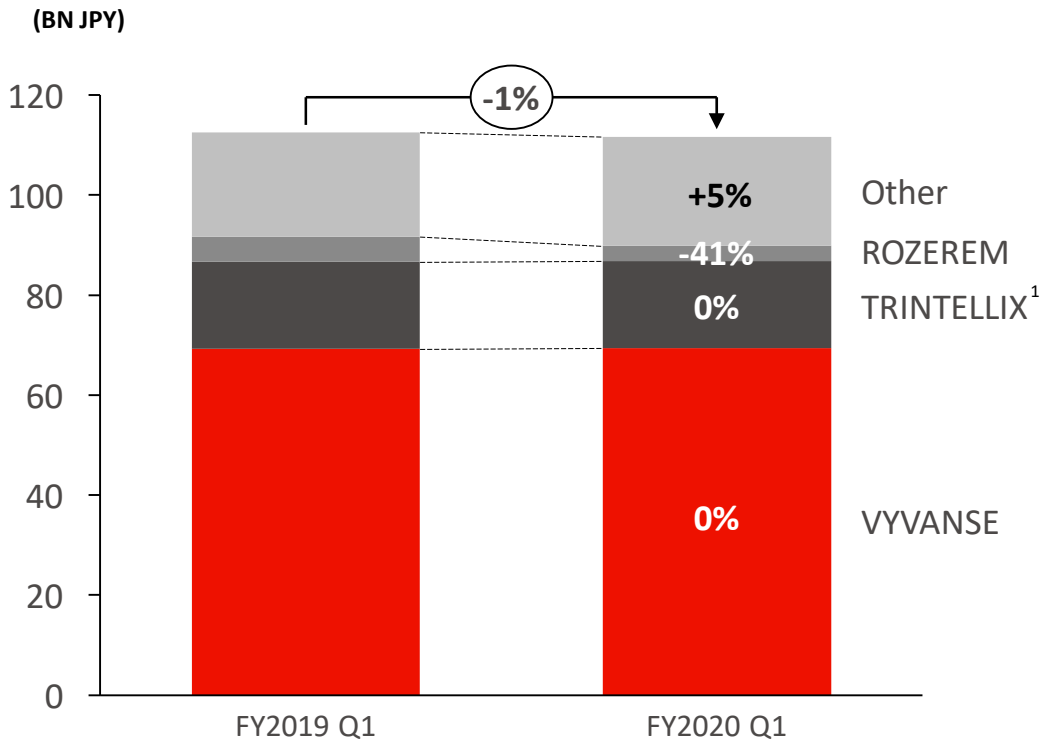
1. ADCETRIS is in-licensed from Seattle Genetics; Takeda has development and marketing rights outside of the U.S. and Canada
2. The EU sALCL approval in May 2020 is an extension of the conditional marketing authorization ADCETRIS received from the EC in October 2012

Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth. For glossary of disease abbreviations please refer to appendix.

NEUROSCIENCE MOMENTUM SLOWDOWN DUE TO COVID RESTRICTIONS

NEUROSCIENCE PORTFOLIO

FY2020 Q1, UNDERLYING REVENUE GROWTH



Vyvanse

MOMENTUM SLOWED FOR THE ADHD MARKET AS A RESULT OF COVID RESTRICTIONS

- COVID-19 related stay-at-home restrictions significantly reduced patient visits, subsequent diagnoses and created opportunities for children to temporarily discontinue medication - similar to what we would see in summer months due to schooling limitations/challenges
- Uptick in patients diagnosed in the EU and increased patient uptake in Canada

Trintellix vortioxetine

TRINTELLIX CONTINUES TO BE IN THE TOP-TIER OF ANALOGUES FOR BRANDED PRODUCTS AT THIS STAGE OF ITS LIFE-CYCLE

- Continued market share increases in the U.S. branded market reflect increasing awareness by patients and Healthcare Professionals as well as increased utilization of patient focused resources post-initiation

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 growth.

14 GLOBAL BRANDS UNDERLYING REVENUE GROWTH OF +20%

FY2020 Q1 REVENUE

	(as reported)	(BN JPY)	(MM USD)	versus PY (underlying)	GLOBAL BRAND
GI	Entyvio vedolizumab	101.2	942	+25.5%	●
	Takecab	20.2	188	+10.7%	
	Gattex (Teduglutide [rDNA origin]) for Injection	17.5	163	+19.2%	●
	ALOFISEL	0.0	0	N/A (commercial launch August 2018)	●
RARE DISEASES	TAKHZYRO (lanadelumab-flyo) injection	23.2	216	+65.8%	●
	ADYNOVATE Rurioctocog alfa pegol (Recombinant Coagulation Factor VIII)	15.3	142	+9.4%	●
	Natpara	0.7	7	-89.8%	●
	elaprase (idursulfase)	17.6	164	+1.2%	●
	REPLAGAL agalsidase alfa CHANGING THE FACE OF FABRY DISEASE	12.2	113	+6.5%	
	VPRIV	9.3	87	+9.5%	●

FY2020 Q1 REVENUE

		(BN JPY)	(MM USD)	versus PY (underlying)	GLOBAL BRAND
PDT IMMUNOLOGY	IMMUNOGLOBULIN	85.1	792	+29.8%	
	GAMMAGARD LIQUID [Immune Globulin Intravenous (Human)] 10% / Kiovig Human Normal Immunoglobulin (IVIg), 10% Solution			+41.6%	●
	HyQvia Human Normal Immunoglobulin (10%) Recombinant Human Hyaluronidase			+4.3%	●
	Cuvitru [Immune Globulin Subcutaneous (Human)] 20%			+32.7%	●
	ALBUMIN/FLEXBUMIN[1]	13.0	121	-14.3%	●
ONCOLOGY	NINLARO (ixazomib) capsules	22.9	213	+31.0%	●
	ADCETRIS brentuximab vedotin	15.1	140	+31.1%	
	ALUNBRIG BRIGATINIB	2.0	19	+26.4%	●
NEURO-SCIENCE	Vyvanse	66.0	614	+0.3%	
	Trintellix vortioxetine	16.9	157	-0.3%	

14 GLOBAL BRANDS FY2020 Q1 TOTAL: JPY 308.0 B (US$2.9B[2]) (+20% UNDERLYING GROWTH)

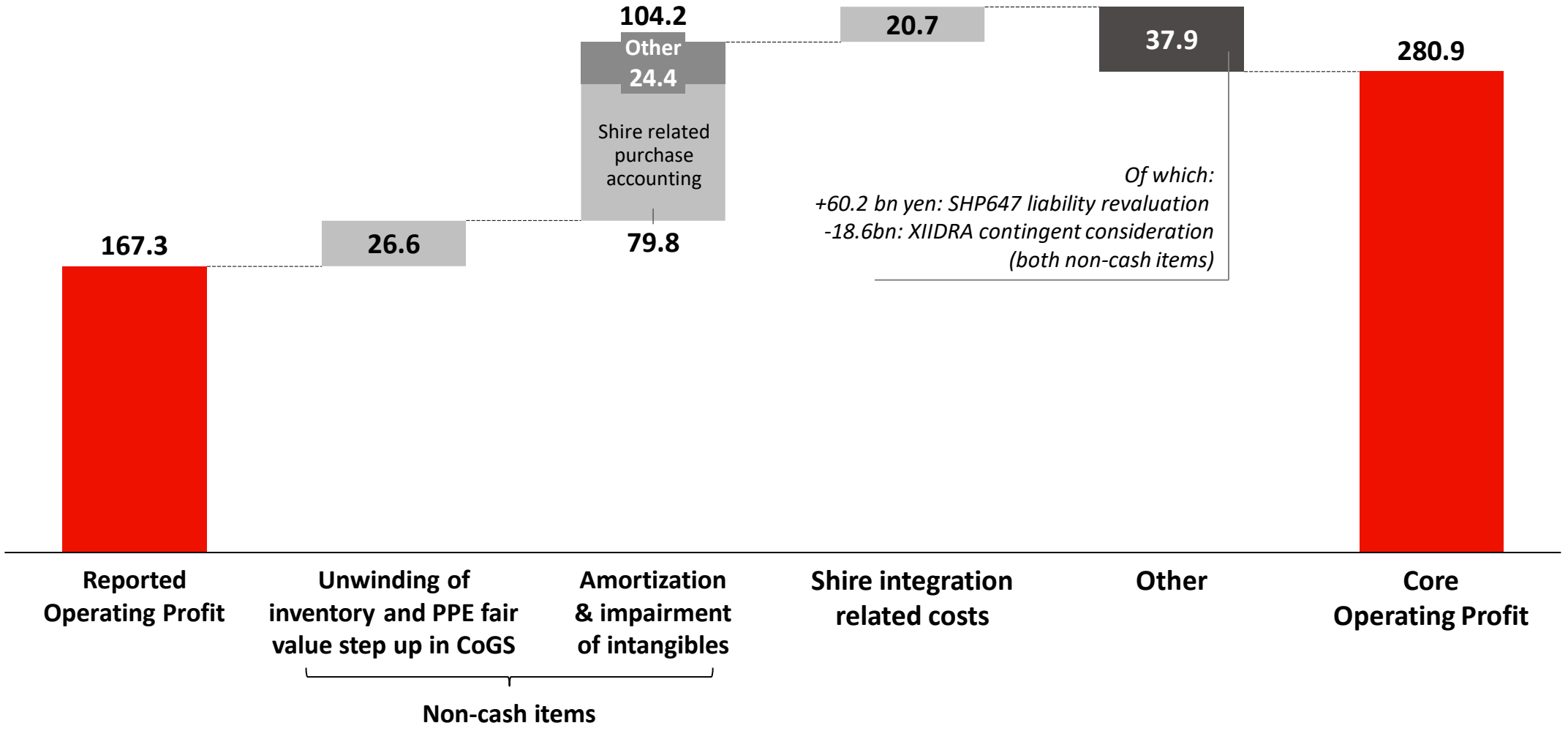
1. Includes Albumin Glass, Flexbumin and Kenketsu Albumin.
2. USD included for reference calculated at JPY/USD of 107 yen.

Note: Absolute values are presented on an IFRS (reported) basis; Year-on-year changes are underlying growth.

Q1 STRONG CORE OPERATING PROFIT ADJUSTS FOR ITEMS INCLUDING NON-CASH PURCHASE ACCOUNTING EXPENSES AND OTHER ACQUISITION-RELATED COSTS

BRIDGE FROM FY2020 Q1 REPORTED TO CORE OPERATING PROFIT[1]

(BN JPY)



1. Please refer to slide 43 for definition and slide 48 for reconciliation.

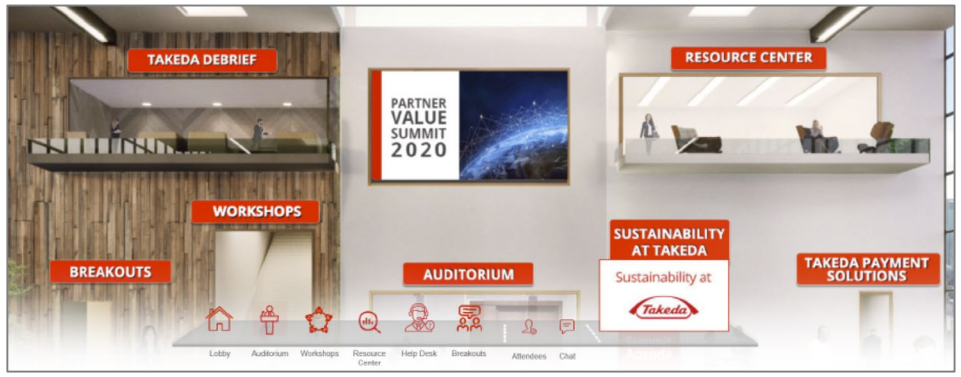
SYNERGY & OPEX PLATFORM DRIVING FURTHER COST EFFICIENCIES

SYNERGY PACKAGE OPERATIONAL KPI REPORTS

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

MANAGING SYNERGIES & OPEX ACROSS TEN COST PACKAGES

- Procurement driving value for patients with Partner Value Summit 2020 in July 2020
  - Hosted second annual - and fully virtual - summit with 150+ suppliers
  - Preliminary results indicate an estimated $100 million achieved in cost savings as well as working capital improvements
  - Suppliers partnering with Takeda on ESG, including reducing carbon emissions

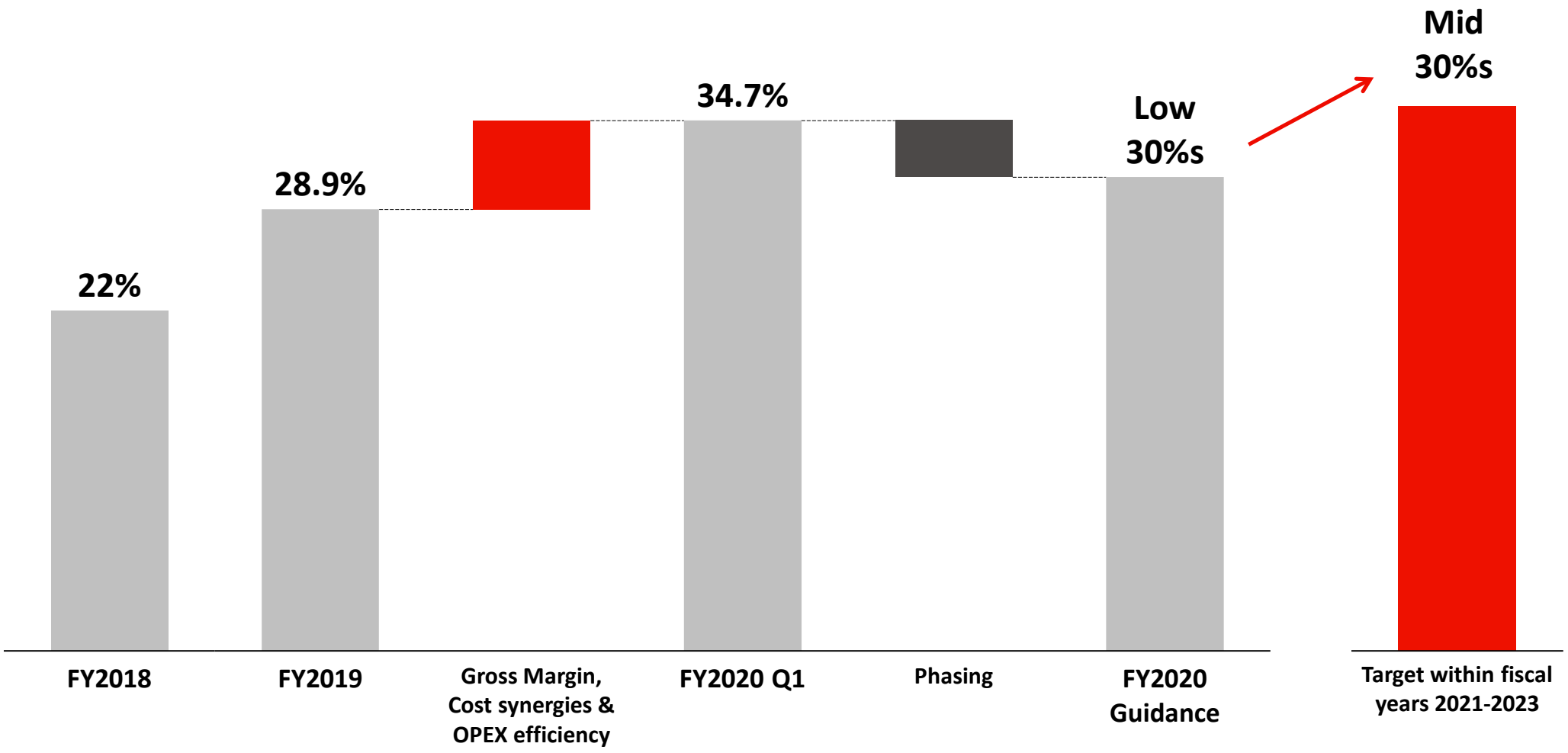


- Takeda Business Solutions (TBS) is leveraging scale and driving automation in partnership with Information Technology (IT)
  - Accelerated the use of RPA Automation scaling from 5 to 70 robots enabling Takeda to transform the way we work and boost productivity
  - Investment in Digital Innovation capabilities through a dedicated upskilling program fostering design thinking and transforming the way the teams operate

RPA: Robotic Process Automation

STRONG Q1 UNDERLYING CORE EARNINGS MARGIN OF 34.7%; ON TRACK TO FULL-YEAR AND MID-TERM MARGIN TARGETS

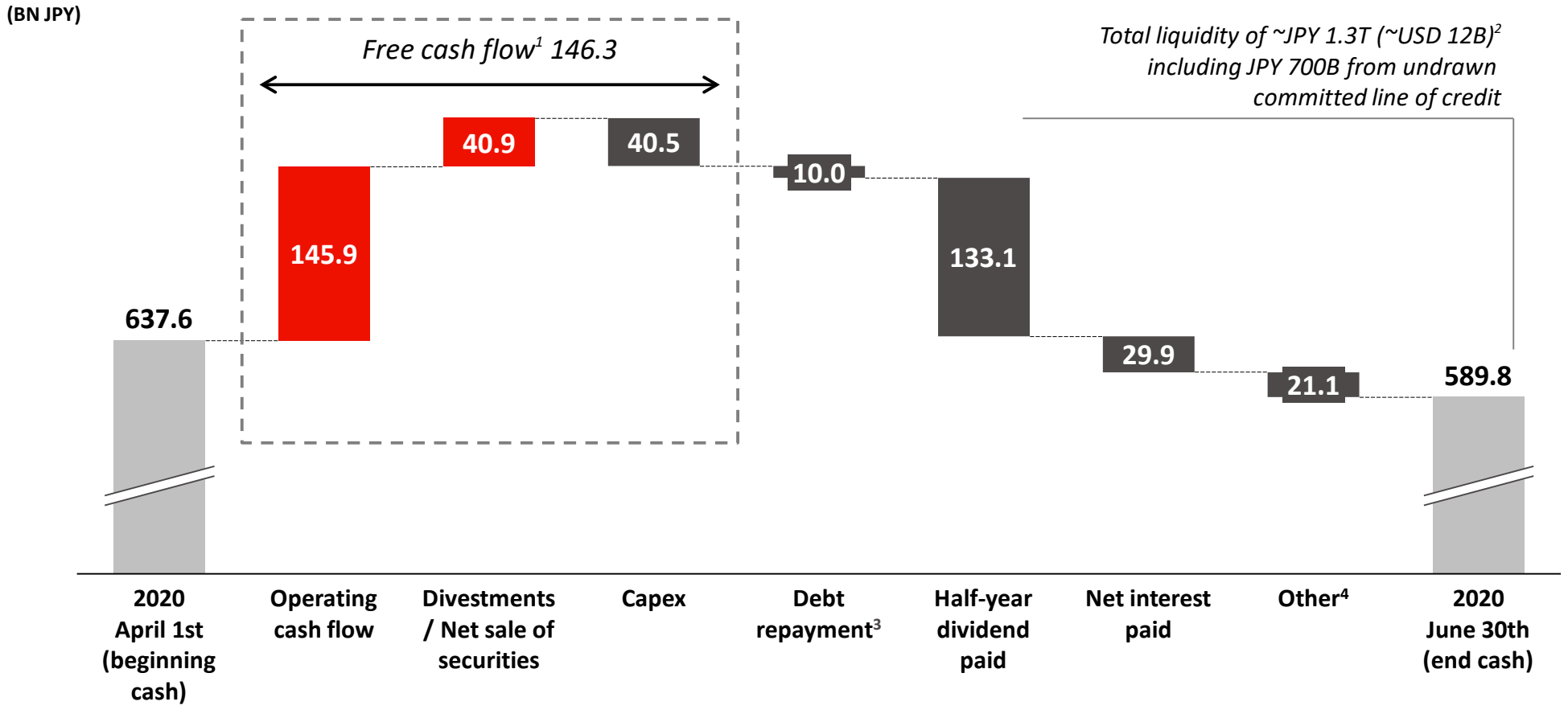
UNDERLYING CORE OPERATING PROFIT MARGIN EVOLUTION[1]



Graph is illustrative

1. Please refer to slide 43 for definition and slides 48, 50-51 for reconciliation.

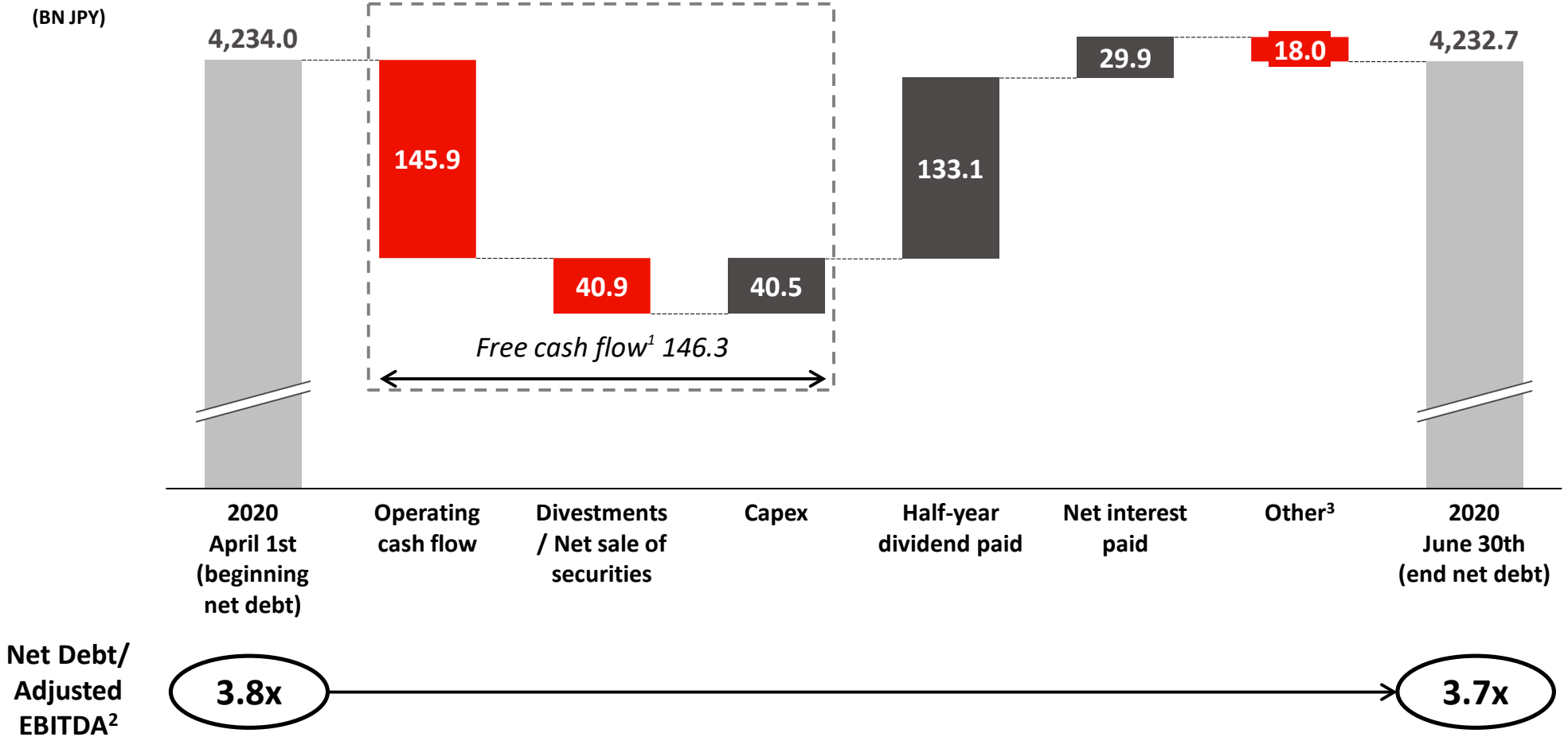
Q1 OPERATING CASH FLOW +21% VERSUS PRIOR YEAR; FREE CASH FLOW FROM THE QUARTER COMFORTABLY COVERED HALF-YEAR DIVIDEND



1. Please refer to slide 52 for reconciliation.
2. Defined as cash and cash equivalents as of June 30, 2020 (JPY 589.8B), plus undrawn committed line of credit (JPY 700B). USD provided for reference calculated at JPY/USD of 107 yen.
3. Debt repayment represents cash paid.
4. "Other" indicates items such as FX impact on cash, lease obligations, acquisition of investments, net proceeds from short term debt and contingent considerations payments.

STEADY DE-LEVERAGING FROM 3.8x TO 3.7x NET DEBT/ADJUSTED EBITDA EVEN AFTER HALF-YEAR DIVIDEND PAYMENT

CHANGE IN NET DEBT



1. Please refer to slide 52 for reconciliation.
2. "Adjusted EBITDA" mainly adjusts for non cash items and one time expenses. Please refer to slide 44 for definition, and slides 53-54 for reconciliation. Beginning and Ending net debt is calculated based on 12 months average FX rate.
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.

ON TRACK TO DELIVER $10B NON-CORE ASSET DIVESTITURES TARGET; ALSO UNLOCKING INCREMENTAL CASH FROM REAL ESTATE & SECURITIES

NON-CORE ASSET DIVESTITURES
(ANNOUNCED SINCE APRIL 2019)

Portfolios of select non-core & OTC products

	DEAL CLOSED
XIIDRA	up to **$5.3B** ☑
NEMEA	**$200M** ☑
RUSSIA/CIS	**$660M** ☑
LATAM	**$825M**
EUROPE	up to **$670M**
APAC	up to **$278M**
TOTAL TO DATE	up to **~$8B**
TARGET	**$10B**

SALE OF REAL ESTATE & MARKETABLE SECURITIES[1]
(EXPECTED IN FY2020)

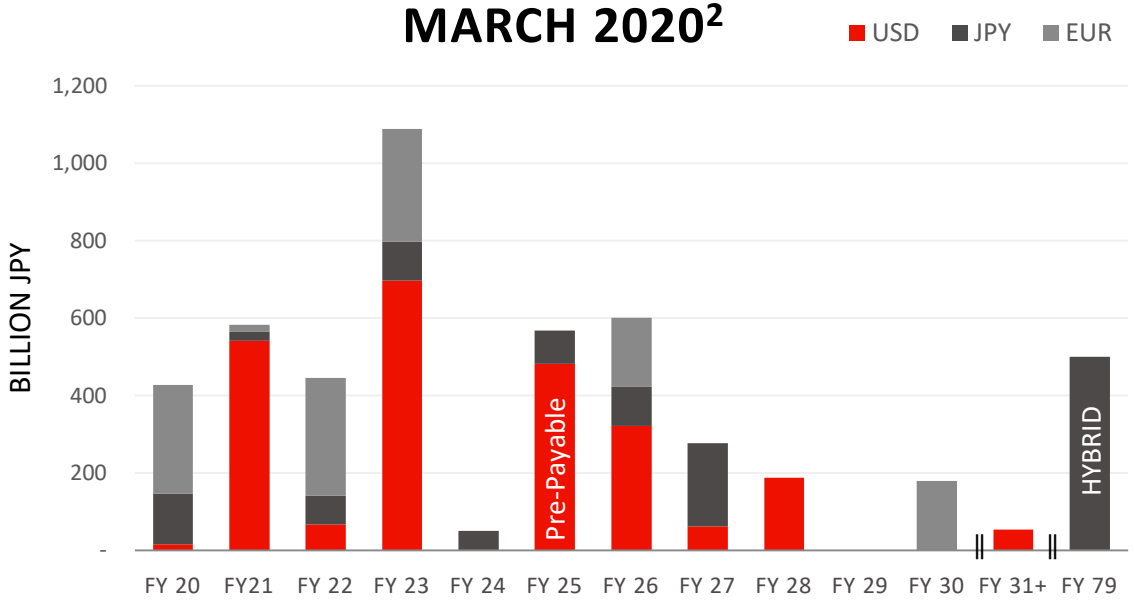
	CASH RECEIVED
MARKETABLE SECURITIES	**$410M** ☑
SHONAN iPARK SALE & LEASE-BACK	**~$350M**
FY2020 TARGET	**$700M+**

OTC: Over-the-counter
1. USD calculated at 107 JPY/USD

LEVERAGE-NEUTRAL DEBT REFINANCING EXTENDS MATURITIES AT A LOW COST WHILE ALLOWING TAKEDA TO REMAIN ON TRACK TO DE-LEVERAGING TARGET

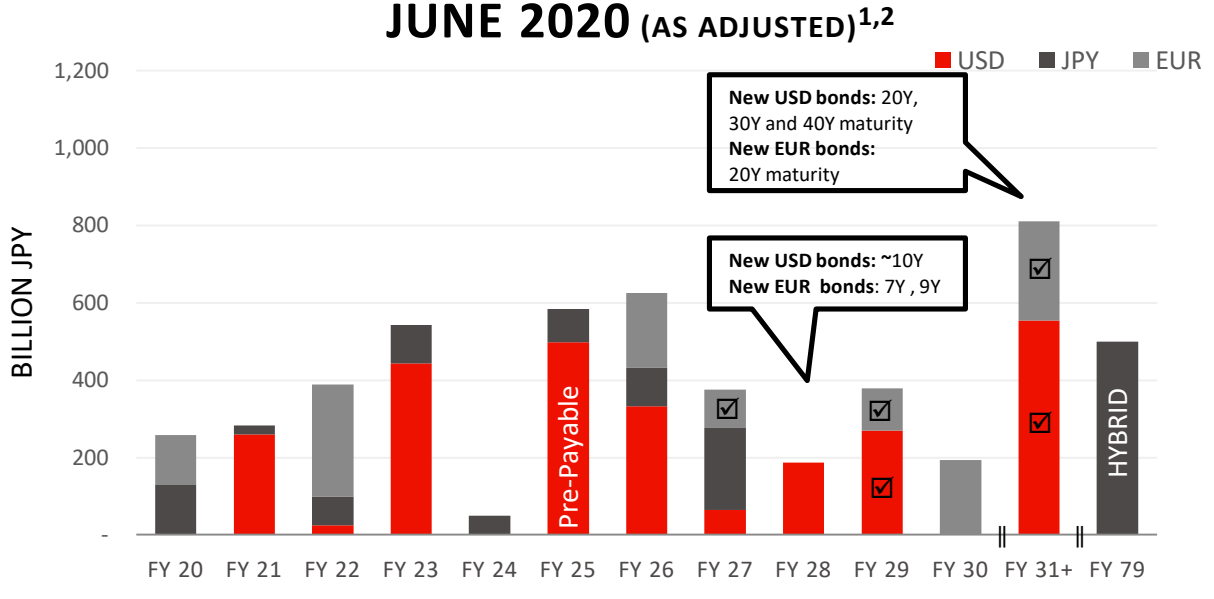
☑ Denotes series of recently issued senior bonds

MARCH 2020[2]



Average Interest Coupon: ~2.1%; Weighted Average Maturity: ~10y

JUNE 2020 (AS ADJUSTED)[1,2]



Average Interest Coupon: ~2%; Weighted Average Maturity: ~14y

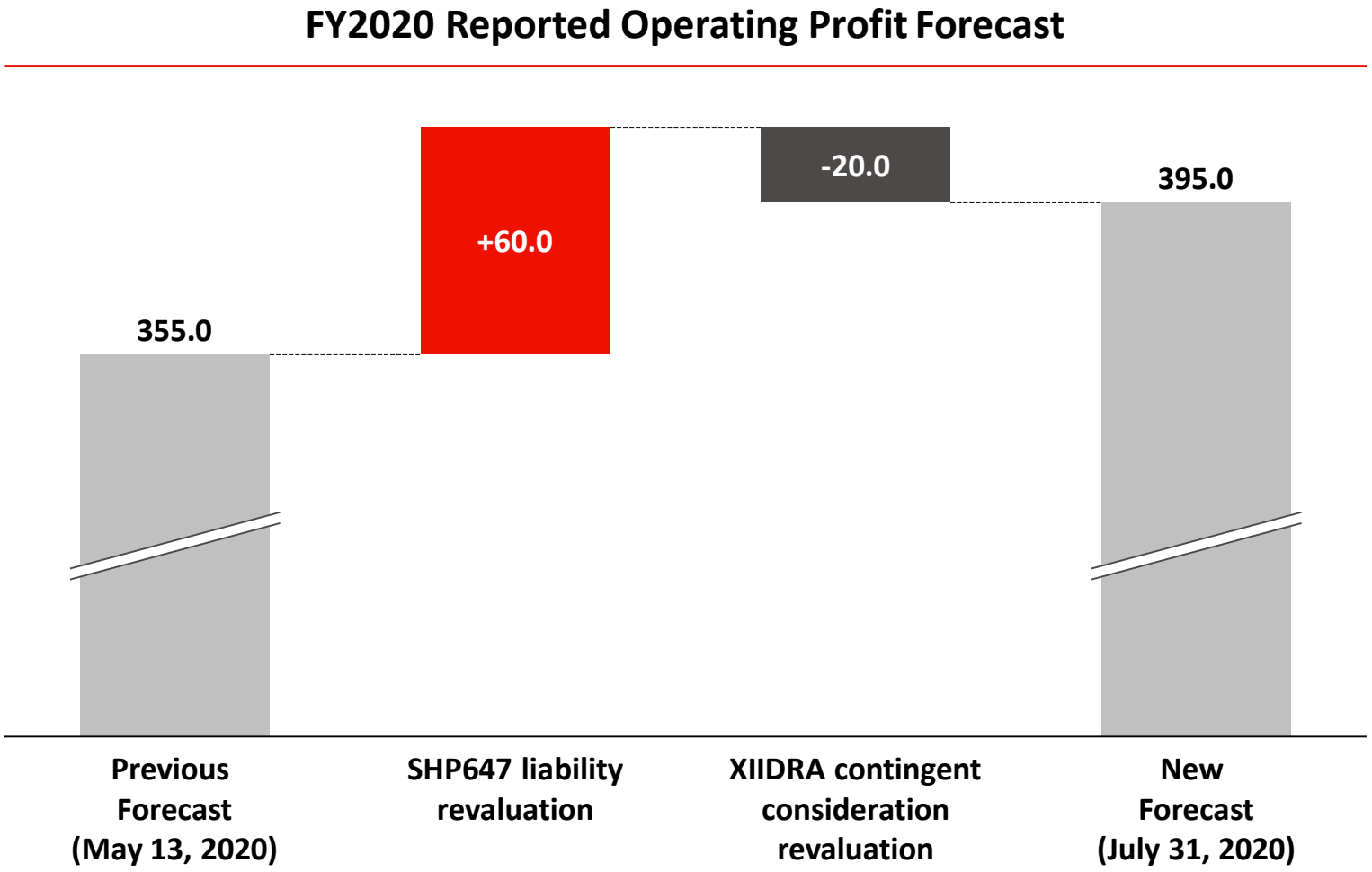
Low-cost Leverage-neutral USD/EUR financing of ~$11B issued on July 9, 2020; Achieved record low BBB coupons in USD[3]

Takeda remains on track to de-leveraging target of 2x net debt / adjusted EBITDA within fiscal years 2021-2023

1. June 2020 debt profile assumes completion on ongoing make-whole calls on 1.25B 2020 EUR and 2.4B 2021 USD bonds (completion scheduled for August 2020); incorporates senior bonds issued on July 9, 2020
2. Debt Maturity Profile calculated as at end of March 2020 Takeda FX rates: 109 JPY/USD and 119 JPY/EUR; June 2020 FX Rates 108 JPY/USD and 121 JPY/EUR
3. Achieved the lowest coupon for BBB rated 20 year USD bonds by a corporate issuer and the lowest coupon for BBB rated 40 year USD bonds (source: Bank of America research)

REPORTED FORECAST RAISED DUE TO ONE-TIME ITEMS ANNOUNCED IN Q1

(BN JPY)



UPGRADING FULL-YEAR REPORTED FORECAST; CORE AND UNDERLYING GUIDANCE UNCHANGED

(BN YEN)	FY2020 PRIOR FORECAST (May 2020)	FY2020 UPDATED FORECAST (July 2020)	CHANGE	UNDERLYING[2] (MANAGEMENT GUIDANCE) *UNCHANGED SINCE MAY 2020*
REVENUE	3,250.0	3,250.0	-	**Low-single-digit growth**
REPORTED OPERATING PROFIT	355.0	395.0	+40.0	
CORE OPERATING PROFIT[1]	984.0	984.0	-	**High-single-digit growth**
CORE OPERATING PROFIT[1] MARGIN	*30.3%*	*30.3%*	-	**Low-30s%**
REPORTED EPS (YEN)	39	59	+20 yen	
CORE EPS (YEN)	420	420	-	**Low-teen growth**
ANNUAL DIVIDEND PER SHARE (YEN)	180	180	-	

Key assumptions in FY2020 forecast:
(1) To date, Takeda has not experienced a material effect on its financial results as a result of the global spread of the novel coronavirus infectious disease (COVID-19), despite the various effects on its operations as detailed elsewhere herein. Based on currently available information, Takeda believes that its financial results for FY2020 will not be materially affected by COVID-19 and, accordingly, Takeda's FY2020 forecast reflects this belief. However, the situation surrounding COVID-19 remains highly fluid, and future COVID-19-related developments in FY2020, including new or additional COVID-19 outbreaks and additional or extended lockdowns, shelter-in-place orders or other government action in major markets, could result in further or more serious disruptions to Takeda's business, such as slowdowns in demand for Takeda's products, supply chain related issues or significant delays in its clinical trial programs. These events, if they occur, could result in an additional impact on Takeda's business, results of operations or financial condition, as well as result in significant deviations from Takeda's FY2020 forecast.
(2) Takeda does not expect any additional 505(b)2 competitor for subcutaneous VELCADE to launch in the U.S. within FY2020;
(3) FY2020 guidance does not include the impact of any potential further divestitures beyond what has already been disclosed by Takeda

1. Please refer to slide 43 for its definition, and slide 57 for FY2020 forecast reconciliation.
2. Underlying growth adjusts for divestitures (assets divested in FY2019 and disclosed divestitures expected to close in FY2020) and applies a constant exchange rate (FY2019 full year average FX rate). Please refer to slide 43 for definition of underlying growth. Underlying measures are also the basis for calculating management KPIs.

DELIVERING ON OUR FINANCIAL COMMITMENTS

DELIVERING RESULTS	Solid Q1 performance driven by +20% underlying revenue growth of 14 Global Brands; Underlying Revenue +0.9%[1]; 5 key business areas underlying growth +6%
SYNERGIES & MARGIN	Q1 Underlying Core Operating Profit margin 34.7%[2] driven by synergies and OPEX efficiency; continuing to drive towards top-tier margins in the medium-term
FOCUSING PORTFOLIO	Announced six non-core asset divestitures since April 2019 worth up to ~$8B; non-core divestitures to continue towards $10B target
FINANCIAL RESILIENCE	Issued USD/EUR debt financing of ~$11B USD on July 9, 2020 with record low coupons[3]; extends debt maturities while remaining on track to de-leveraging target
RAPID DE-LEVERAGING	Net debt/adj EBITDA[4] ratio 3.7x, down from 3.8x in March even after half-year dividend; committed to target of 2x within fiscal years 2021 to 2023

1. Please refer to slides 47-48 for reconciliation
2. Please refer to slide 43 for definition, and slide 48 for reconciliation
3. Achieved the lowest coupon for BBB rated 20 year USD bonds by a corporate issuer and the lowest coupon for BBB rated 40 year USD bonds (source: Bank of America research)
4. Please refer to slide 44 for definition, and slides 53-54 for reconciliation

UPCOMING INVESTOR EVENTS

FY2020 Q2 EARNINGS CONFERENCE CALL	**OCTOBER 29TH, 2020,** THURSDAY
WAVE 1 PIPELINE MARKET OPPORTUNITY CALL	**FY2020 H2 (DATE TO BE CONFIRMED)**

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

Julie Kim

President, Plasma-Derived Therapies Business Unit

APPENDIX

TAKEDA'S DISCLOSURE METRICS

"REPORTED"

Financial results recorded and prepared in accordance with International Financial Reporting Standards (IFRS)

"CORE"

From Reported Results, adjust for:

1. Amortization and impairment expenses for intangible assets associated with products
2. Impacts of purchase accounting
3. Restructuring costs
4. Other material or non-recurring items that do not represent our on-going core operations (e.g. one-time expenses & income)

Intended to be similar to 'Non-GAAP' or 'Core' results reported by our peers

"UNDERLYING"

From Core Results, further adjust for:

1. Impact of foreign exchange
2. Impact of divestitures (divested assets removed from both prior and current year)

GAAP Reporting (IFRS)

Non-GAAP Reporting (Non-IFRS)

Note: Please refer to slides 43, 47-54 and 57 for a more detailed definition of Core and Underlying measures, and for reconciliation tables.

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 using a full year plan rate 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 (as defined below) 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.

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 slide 54 for a reconciliation to the respective most closely comparable measures presented in accordance with IFRS.

FY2020 Q1 (Apr-Jun) REPORTED RESULTS

(BN JPY)	FY2019 Q1 (Apr-Jun)*1	FY2020 Q1 (Apr-Jun)	vs. PY	
Revenue	849.1	801.9	-47.3	-5.6%
Cost of sales	-291.8	-238.1	+53.7	+18.4%
Gross Profit	557.3	563.8	+6.4	+1.2%
Margin	*65.6%*	*70.3%*		*+4.7pp*
SG&A expenses	-239.2	-202.4	+36.8	+15.4%
R&D expenses	-116.9	-106.8	+10.0	+8.6%
Amortization of intangible assets	-105.6	-102.3	+3.3	+3.1%
Impairment losses on intangible assets	-16.1	-1.9	+14.2	+88.2%
Other operating income	6.7	63.7	+57.1	+856.1%
Other operating expenses	-41.0	-46.8	-5.8	-14.1%
Operating profit	45.2	167.3	+122.1	+270.4%
Margin	*5.3%*	*20.9%*		*+15.5pp*
Finance income	8.7	19.6	+10.9	+126.2%
Finance expenses	-46.1	-46.8	-0.8	-1.7%
Equity income/loss	2.3	-9.8	-12.1	-
Profit before tax	10.1	130.3	+120.2	-
Net profit attributable to owners of the Company	7.0	82.5	+75.5	-
Non-controlling interests	0.0	0.0	-0.0	-65.0%
Net profit for the period	7.0	82.5	+75.5	-
Basic EPS (yen)	5 yen	53 yen	48 yen	-

*1 During FY2019, Takeda completed the purchase price allocation for the assets acquired and the liabilities assumed as part of the Shire acquisition. Accordingly, PL statements for FY2019 Q1 were retrospectively adjusted.

FY2020 Q1 (Apr-Jun) CORE RESULTS

(BN YEN)	FY2019 Q1	FY2020 Q1	VS. PRIOR YEAR
REVENUE	**849.1**	**801.9**	**-5.6%**
Gross Margin	*74.5%*	*73.6%*	*-0.9pp*
OPERATING EXPENSES	-350.0	-309.4	-11.6%
% of Revenue	*41.2%*	*38.6%*	*-2.6pp*
CORE OPERATING PROFIT	**283.0**	**280.9**	**-0.7%**
Core Operating Profit Margin	*33.3%*	*35.0%*	*+1.7pp*
TAX RATE	21.7%	24.8%	+3.1pp
CORE NET PROFIT	**198.4**	**190.6**	**-3.9%**
CORE EPS (JPY)	**128 yen**	**122 yen**	**-5 yen**

1. Please refer to slides 48 and 49 for reconciliation.

RECONCILIATION FROM REPORTED REVENUE TO UNDERLYING REVENUE FY2020 Q1 (Apr-Jun) vs. PY

(BN JPY)	FY2019 Q1 (Apr-Jun)	FY2020 Q1 (Apr-Jun)	vs. PY	
Revenue	**849.1**	**801.9**	**-47.2**	**-5.6%**
FX effects[*1]				+4.4pp
Divestitures[*2]				+2.1pp
XIIDRA				+1.1pp
NEMEA & Russia/CIS				+0.8pp
TACHOSIL				+0.1pp
Others				-0.1pp
Underlying Revenue Growth				**+0.9%**

[*1] FX adjustment applies FY2019 plan rate to both periods (1USD=111JPY, 1EUR=129JPY).

[*2] Major adjustments are as follow;

- Net sales from XIIDRA, a treatment for dry eye disease, the divestiture of which was completed in July 2019, are excluded from FY2019 Q1.
- Revenue of select over-the-counter and non-core products in a number of Near East, Middle East and Africa countries, is excluded from FY2019 Q1 as the divestiture was completed in March 2020. Likewise, revenue of select over-the-counter and non-core products in Russia, Georgia, and a number of countries from within the Commonwealth of Independent States, is excluded from FY2019 Q1 as the divestiture was also completed in March 2020.
- Net sales from TACHOSIL, a surgical patch, that Takeda agreed in May 2019 to divest are excluded from both FY2020 Q1 and FY2019 Q1. Although the agreement to divest the product to Ethicon was terminated in April 2020, it is still adjusted as Takeda continues to explore opportunities to divest TACHOSIL as part of its ongoing divestiture and deleveraging strategy.
- Revenue of products related to divestiture agreements that were publicly announced and expected to complete within the calendar year 2020 are excluded from both FY2020 Q1 and FY2019 Q1.

RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE FY2020 Q1 (Apr-Jun)

(BN JPY)	REPORTED	REPORTED TO CORE ADJUSTMENTS						CORE	CORE TO UNDERLYING CORE ADJ.		UNDERLYING GROWTH
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire integration costs	Shire purchase accounting adjustments	Teva JV related accounting adjustments	Others		FX	Divestitures	
Revenue	801.9							801.9	49.2	-16.3	**+0.9%**
Cost of sales	-238.1				26.6			-211.5	-13.6	4.7	
Gross Profit	563.8				26.6			590.3	35.6	-11.6	
SG&A expenses	-202.4			0.0	-0.3			-202.6	-11.4		
R&D expenses	-106.8			-0.1	0.1			-106.8	-3.5		
Amortization of intangible assets	-102.3	22.5			79.8			-			
Impairment losses on intangible assets	-1.9	1.9						-			
Other operating income	63.7		-3.2		-60.2	-0.4		-			
Other operating expenses	-46.8		7.4	20.8			18.6	-			
Operating profit Margin	167.3 20.9%	24.4	4.2	20.7	46.0	-0.4	18.6	280.9 35.0%	20.7	-11.6	**+11.2%** **34.7%***
Financial income/expenses	-27.2				2.7		-3.8	-28.3	-0.9		
Equity income/loss	-9.8					10.6		0.8	-0.1		
Profit before tax	130.3	24.4	4.2	20.7	48.7	10.2	14.8	253.4	19.7	-11.6	
Tax expense	-47.8	-5.9	0.9	-3.6	-3.3	-3.1	0.0	-62.7	-2.6	2.8	
Non-controlling interests	-0.0							-0.0	0.0		
Net profit	82.5	18.5	5.1	17.2	45.4	7.1	14.8	190.6	17.0	-8.8	
EPS (yen)	53							122	11	-6	**+8.7%**
Number of shares (millions)	1,559							1,559			1,558

* Underlying Core Operating Profit Margin.

RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE FY2019 Q1 (Apr-Jun)

(BN JPY)	REPORTED *1	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 *1 purchase accounting adjustments	Teva JV related accounting adjustments	Others		FX	Divestitures	
Revenue	849.1							849.1	11.7	-33.6	
Cost of sales	-291.8				75.7			-216.1	-3.0	6.2	
Gross Profit	557.3				75.7			633.0	8.7	-27.4	
SG&A expenses	-239.2			0.8	1.1			-237.4	-3.0		
R&D expenses	-116.9			4.3	-0.1			-112.7	-0.5		
Amortization of intangible assets	-105.6	23.0			82.6			-			
Impairment losses on intangible assets	-16.1	16.1						-			
Other operating income	6.7		-6.0			-0.7		-			
Other operating expenses	-41.0		9.4	31.6				-			
Operating profit	45.2	39.1	3.4	36.7	159.2	-0.7		283.0	5.1	-27.4	
Margin	5.3%							33.3%			**31.5%**
Financial income/expenses	-37.4				4.5		0.3	-32.6	1.1		
Equity income/loss	2.3					0.6		3.0	-0.0		
Profit before tax	10.1	39.1	3.4	36.7	163.7	-0.1	0.3	253.3	6.2	-27.4	
Tax expense	-3.1	-7.1	-8.1	-7.0	-29.6	0.0	-0.0	-54.9	-1.0	6.6	
Non-controlling interests	-0.0							-0.0	-0.0		
Net profit	7.0	32.0	-4.7	29.7	134.1	-0.0	0.3	198.4	5.2	-20.8	
EPS (yen)	5							128	3	-13	**117**
Number of shares (millions)	1,556							1,556			1,558

*1 During FY2019, Takeda completed the purchase price allocation for the assets acquired and the liabilities assumed as part of the Shire acquisition. Accordingly, PL statements for FY2019 Q1 were retrospectively adjusted.

RECONCILIATION FROM REPORTED TO CORE/UNDERLYING CORE
FY2019 FULL YEAR

(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 related accounting adjustments	Others		FX	Divestitures	
Revenue	3,291.2								3,291.2	102.4	-30.5	
Cost of sales	-1,089.8				199.5				-890.3	-27.9	5.0	
Gross Profit	2,201.4				199.5				2,400.9	74.4	-25.5	
SG&A expenses	-964.7			5.5	2.4				-956.8	-29.0		
R&D expenses	-492.4			10.4	0.1				-481.9	-8.9		
Amortization of intangible assets	-412.1	87.0			325.1				-			
Impairment losses on intangible assets	-43.3	43.3							-			
Other operating income	60.2		-46.0				-14.2		-			
Other operating expenses	-248.7		113.3	135.4					-			
Operating profit	100.4	130.3	67.3	151.2	527.1		-14.2		962.2	36.5	-25.5	
Margin	3.1%								29.2%			**28.9%**
Financial income/expenses	-137.2			7.1	14.4			-20.1	-135.7	5.3		
Equity income/loss	-24.0						32.2		8.2	-0.0		
Profit before tax	-60.8	130.3	67.3	158.3	541.6		18.0	-20.1	834.7	41.8	-25.5	
Tax expense	105.0	-31.7	-10.8	-29.2	-98.2	-94.6	-5.5	-67.5	-232.4	-10.0	5.9	
Non-controlling interests	-0.0								-0.0			
Net profit	44.2	98.7	56.5	129.1	443.4	-94.6	12.5	-87.6	602.2	31.8	-19.6	
EPS (yen)	28								387	21	-13	**395**
Number of shares (millions)	1,557								1,557			1,555

RECONCILIATION FROM REPORTED TO CORE
FY2018 FULL YEAR

(BN YEN)	REPORTED *1	REPORTED TO CORE ADJUSTMENTS							CORE
		Amortization & impairment of intangible assets	Other operating income/ expense	Shire acquisition related costs	Shire *1 purchase accounting adjustments	Teva JV related accounting adjustments	Gains on sales of securities & properties	Others	
Revenue	2,097.2								2,097.2
Cost of sales	-651.7				73.8				-578.0
Gross Profit	1,445.5				73.8				1,519.3
SG&A expenses	-717.6			23.8	0.6				-693.2
R&D expenses	-368.3			1.6					-366.7
Amortization of intangible assets	-170.0	95.5			74.5				-
Impairment losses on intangible assets	-8.6	8.6							-
Other operating income	159.9		-40.9			-30.4	-88.6		-
Other operating expenses	-103.2		43.5	59.6					-
Operating profit Margin	237.7 11.3%	104.1	2.6	85.0	148.9	-30.4	-88.6		459.3 21.9%
Financial income/expenses	-66.4			18.1	4.0			2.3	-42.0
Equity income/loss	-43.6					53.5			9.8
Profit before tax	127.6	104.1	2.6	103.1	152.9	23.1	-88.6	2.3	427.2
Tax expense	7.5	-25.5	-4.0	-12.3	-37.3	-7.1	30.2	-57.5	-105.9
Non-controlling interests	0.1								0.1
Net profit	135.2	78.6	-1.4	90.8	115.6	16.0	-58.4	-55.2	321.4
EPS (yen)	141								334
Number of shares (millions)	961								961

*1 During FY2019, Takeda completed the purchase price allocation for the assets acquired and the liabilities assumed as part of the Shire acquisition. Accordingly, PL statements for FY2018 were retrospectively adjusted.

FREE CASH FLOW

(BN JPY)	FY2019 Q1 (Apr-Jun)[*1]	FY2020 Q1 (Apr-Jun)	vs. PY	
Net profit	7.0	82.5	+75.5	+1,073.3%
Depreciation, amortization and impairment loss	167.8	149.0	-18.8	
Decrease (increase) in trade working capital	-31.9	-53.4	-21.4	
Income taxes paid	-59.7	-51.5	+8.2	
Other	37.5	19.1	-18.4	
Net cash from operating activities	120.8	145.9	+25.1	+20.8%
Acquisition of PP&E	-29.9	-23.1	+6.7	
Proceeds from sales of PP&E	0.1	0.0	-0.1	
Acquisition of intangible assets	-13.1	-17.3	-4.2	
Acquisition of investments	-3.1	-3.5	-0.4	
Proceeds from sales and redemption of investments	14.5	44.4	+30.0	
Free Cash Flow	89.3	146.3	+57.1	+64.0%

[*1] During FY2019, Takeda completed the purchase price allocation for the assets acquired and the liabilities assumed as part of the Shire acquisition. Accordingly, PL statements for FY2019 Q1 were retrospectively adjusted.

NET DEBT/ADJUSTED EBITDA

NET DEBT/ADJUSTED EBITDA RATIO

(BN JPY)	FY2020 Q1
Cash and cash equivalents[*1]	589.8
Book value debt on the balance sheet	-5,075.0
Hybrid bond 50% equity credit	250.0
FX adjustment[*2]	2.5
Gross debt[*3]	-4,822.5
Net cash (debt)	**-4,232.7**
Net debt/Adjusted EBITDA ratio	**3.7 x**
Adjusted EBITDA	**1,134.4**

NET INCREASE (DECREASE) IN CASH

(BN JPY)	FY2019 Q1	FY2020 Q1	vs. PY	
Net cash from operating activities	120.8	145.9	+25.1	+20.8%
Acquisition of PP&E	-29.9	-23.1		
Proceeds from sales of PP&E	0.1	0.0		
Acquisition of intangible assets	-13.1	-17.3		
Acquisition of investments	-3.1	-3.5		
Proceeds from sales and redemption of investments	14.5	44.4		
Acquisition of business, net of cash and cash equivalents acquired	-4.7	-		
Net increase (decrease) in short-term loans and commercial papers	-500.2	-10.0		
Repayment of long-term loans	-	-10.0		
Proceeds from issuance of bonds	496.2	-		
Interest paid	-31.2	-30.2		
Dividends paid	-132.7	-133.1		
Others	-15.2	-9.3		
Net increase (decrease) in cash	-98.5	-46.2	+52.3	+53.1%

[*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 Q1 (Apr-Jun)[*1]	FY2020 Q1 (Apr-Jun)	FY2020 LTM[*2]
Net profit for the year	7.0	82.5	119.8
Income tax expenses	3.1	47.8	-60.4
Depreciation and amortization	150.4	141.6	574.8
Interest expense, net	36.8	30.7	131.7
EBITDA	197.3	302.6	766.0
Impairment losses	17.4	7.5	91.9
Other operating expense (income), net, excluding depreciation and amortization and other miscellaneous expenses (non-cash item)	32.8	-24.4	66.9
Finance expense (income), net, excluding interest income and expense, net	0.6	-3.5	-4.7
Share of loss on investments accounted for under the equity method	-2.3	9.8	36.1
Other adjustments:			
Impact on profit related to fair value step up of inventory in Shire acquisition	71.9	26.5	145.6
Acquisition costs related to Shire	0.6	0.0	4.8
Other costs[*3]	8.8	9.2	27.9
Adjusted EBITDA	327.1	327.6	1,134.4

[*1] During FY2019, Takeda completed the purchase price allocation for the assets acquired and the liabilities assumed as part of the Shire acquisition. Accordingly, PL statements for FY2019 Q1 were retrospectively adjusted.
[*2] LTM represents Last Twelve Months (July 2019 – June 2020).
[*3] Includes adjustments for non-cash equity-based compensation expense, non-recurring wind-down costs related to pipeline de-prioritization after Shire acquisition and EBITDA for divested products.

FY2020 REVISED FORECAST (DETAIL)

	(BN JPY)	FY2020 Previous Forecast (May 13, 2020)	FY2020 Revised Forecast (July 31, 2020)	vs. Previous Forecast		Variances
Reported	Revenue	3,250.0	3,250.0	-	-	
	Cost of sales	N/D[1]	N/D[1]			
	R&D expenses	-447.0	-447.0	-	-	Reflected the impact of the European Commission's decision to release Takeda from commitment to divest SHP647. Updated previously recognized liabilities for SHP647 to reflect a change in expected future costs, such as program termination costs. As a result, Takeda recognized JPY 60.2B gain in FY2020 Q1.
	Amortization of intangible assets	-407.0	-407.0	-	-	
	Impairment of intangible assets	-50.0	-50.0	-	-	
	Other operating income	58.0	118.0	+60.0	+103.4%	
	Other operating expenses	-143.0	-163.0	-20.0	-14.0%	Reflected the impact from Novartis' withdrawal of the Marketing Authorisation Application in Europe for XIIDRA. Takeda remeasured contingent consideration assets at fair value and recognized JPY 18.6B loss in FY2020 Q1.
	Operating profit	355.0	395.0	+40.0	+11.3%	
	Finance expenses	-153.0	-153.0	-	-	Reflected loss of associates accounted for using the equity method, mainly due to a ~JPY 10.0B impairment charge on certain assets recognized by Teva Takeda Pharma Ltd. in FY2020 Q1.
	Profit before tax	200.0	230.0	+30.0	+15.0%	
	Net profit	60.0	92.0	+32.0	+53.3%	
	EPS (yen)	39 yen	59 yen	+20 yen	+52.9%	
	Core Operating Profit[2]	984.0	984.0	-	-	
	Core EPS (yen)	420 yen	420 yen	-	-	
	USD/JPY	109 yen	109 yen	-		
	EUR/JPY	120 yen	120 yen	-		

1. Not Disclosed.
2. Please refer to slide 57 for reconciliation.

FY2020 CORE OPERATING PROFIT ADJUSTMENT ITEMS, CASH FLOW GUIDANCE & OTHER KEY ASSUMPTIONS

CORE OPERATING PROFIT ADJUSTMENT ITEMS

(BN JPY)	FY2020 Q1 (Apr-Jun)	FY2020 Revised Forecast (July 31, 2020)	
Shire integration costs			
SG&A and R&D expenses - R&D program termination costs, etc.	0.1	-	
Other operating expenses - restructuring costs	-20.8	-90.0	
	-20.7	-90.0	
Shire purchase accounting adjustments			
Cost of sales - unwind of inventories step-up	-26.5	-85.7	
Cost of sales - depreciation of PPE step-up	-0.1	-2.0	
SG&A and R&D expenses	0.2	0.7	
Amortization of intangible assets - Shire acquisition	-79.8	-324.0	
Other operating income - release of obligation to divest SHP647	60.2	60.0	*1
	-46.0	-351.0	
Other non-cash items			
Amortization of intangible assets - Legacy Takeda	-22.5	-83.0	
Impairment of intangible assets	-1.9	-50.0	
	-24.4	-133.0	
Other operating income/expenses			
Other operating income - excl. release of obligation to divest SHP647	3.6	58.0	
Other operating expenses - excl. Shire integration related	-26.0	-73.0	*2
	-22.4	-15.0	

CASH FLOW GUIDANCE

(BN JPY)	FY2020 Q1 (Apr-Jun)	FY2020 Revised Forecast (July 31, 2020)
Free cash flow (including announced divestitures)	146.3	600.0 - 700.0
CAPEX (cash flow base)	-40.5	-180.0 - -230.0
Depreciation and amortization (excluding intangible assets associated with products)	-39.2	-150.0
Cash tax rate on adjusted EBITDA (excluding divestitures)	N/A	high teens - low 20s %

OTHER KEY ASSUMPTIONS

(BN JPY)	FY2020 Q1 (Apr-Jun)	FY2020 Revised Forecast (July 31, 2020)
Finance expenses		
Interests	-31.3	-133.0
Others	-15.5	-20.0
	-46.8	-153.0

Note: Items that have been updated since the FY2020 forecast on May 13, 2020 are marked with an asterisk. Those without an asterisk are unchanged.

*1 May 2020 assumption: N/A → July 2020 assumption: JPY 60.0B, reflected the impact of the European Commission's decision to release Takeda from commitment to divest SHP647.

*2 May 2020 assumption: JPY -53.0B → July 2020 assumption: JPY -20.0B to JPY -73.0B, reflected the impact from Novartis' withdrawal of the Marketing Authorisation Application in Europe for XIIDRA.

RECONCILIATION FROM REPORTED OPERATING PROFIT TO CORE OPERATING PROFIT – FY2020 REVISED FORECAST

(BN JPY)	REPORTED	REPORTED TO CORE ADJUSTMENTS					CORE
		Amortization of intangible assets (Takeda)	Impairment of intangible assets	Other operating income/ expense	Shire integration costs	Shire purchase accounting adjustments	
Revenue	3,250.0						3,250.0
Cost of sales Unwind of inventories step-up						85.7	
Cost of sales Depreciation of PPE step-up						2.0	
Gross Profit						87.7	
SG&A and R&D expenses						-0.7	
Amortization of intangible assets	-407.0	83.0				324.0	-
Impairment losses on intangible assets	-50.0		50.0				-
Other operating income	118.0			-58.0		-60.0	-
Other operating expenses	-163.0			73.0	90.0		-
Operating profit	395.0	83.0	50.0	15.0	90.0	351.0	984.0

FX RATES AND FY2020 CURRENCY SENSITIVITY

	Average Exchange Rates vs. JPY			Impact of 1% depreciation of yen from July 2020 to March 2021 (100 million JPY)			
	FY2019 Q1 (Apr-Jun)	FY2020 Q1 (Apr-Jun)	FY2020 Assumption (Apr-Mar)	Revenue	Core Operating Profit	Operating Profit	Net Profit
USD	111	107	109	+123.7	+49.7	+13.9	+5.2
EUR	124	118	120	+32.1	-13.9	-20.1	-15.1
RUB	1.7	1.5	1.6	+2.5	+1.5	+1.2	+0.9
CNY	16.3	15.1	15.5	+7.4	+4.1	+4.1	+2.8
BRL	28.0	20.2	23.3	+5.1	+3.0	+2.9	+2.0

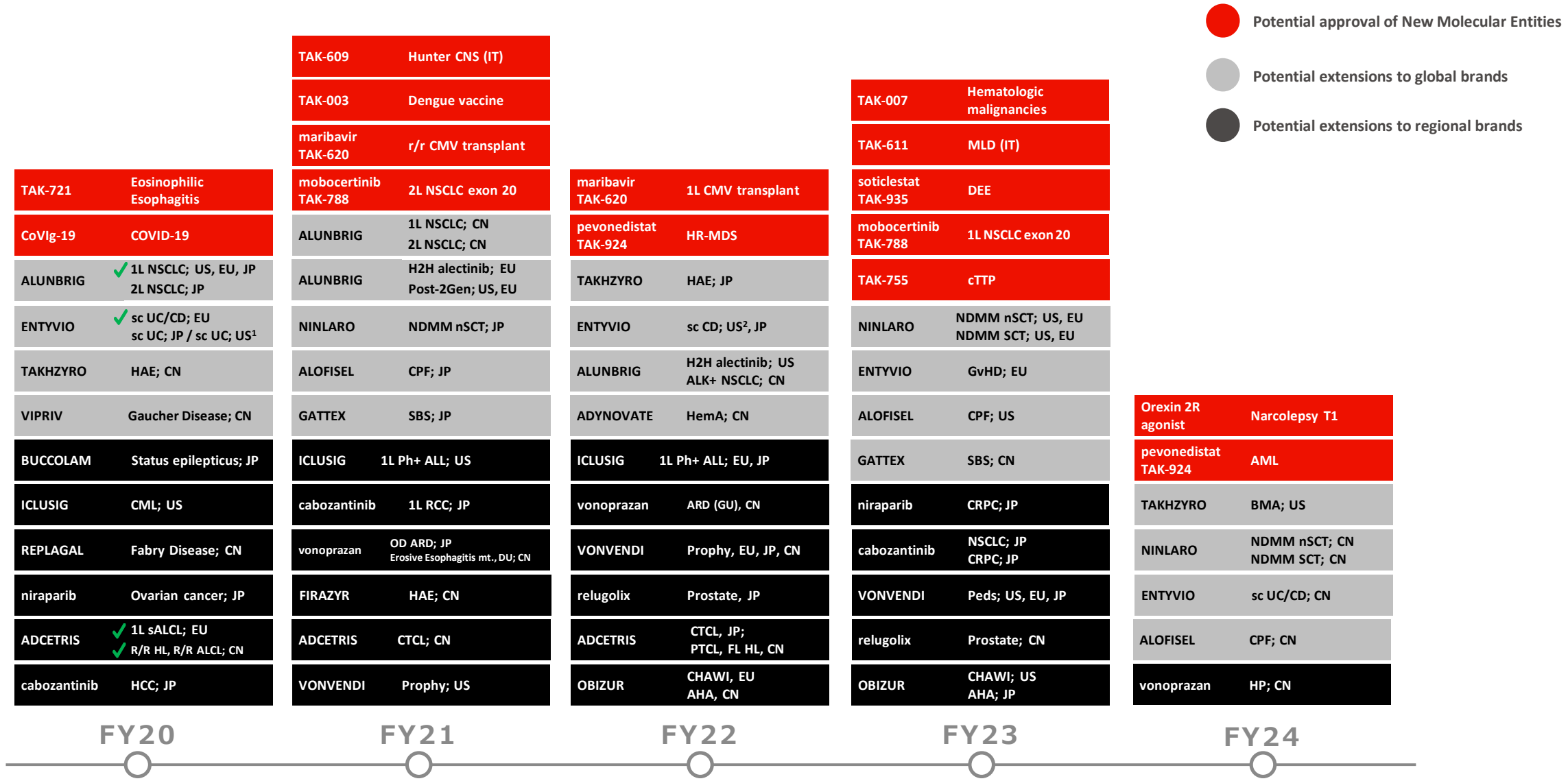
MAXIMIZING THE VALUE OF OUR APPROVED PROGRAMS

	PHASE 1 & 2	PHASE 3	FILED
ONCOLOGY	**NINLARO®** Proteasome inhibitor R/R MM triplet Tx (US, EU) **ALUNBRIG®** ALK inhibitor 2L ALK+NSCLC 2nd gen TKI (GL) **ICLUSIG®** BCR-ABL inhibitor TKI res. chronic phase CML (US) **NINLARO®** Proteasome inhibitor R/R MM doublet Tx (US, EU)	**ALUNBRIG®** ALK inhibitor 1L ALK+NSCLC (CN) **Cabozantinib** *Exelixis* VEGFR/RTK inhibitor 1L RCC combo w/nivolumab (JP) **ICLUSIG®** BCR-ABL inhibitor FL Ph+ ALL (US) **NINLARO®** Proteasome inhibitor Maint. ND MM no SCT (US, EU, CN) **ALUNBRIG®** ALK inhibitor 2L ALK+NSCLC H2H with alectinib (GL) **NINLARO®** Proteasome inhibitor Maint. ND MM post-SCT (US, EU)	**NINLARO®** Proteasome inhibitor Maint. ND MM no SCT (JP) **ALUNBRIG®** ALK inhibitor ALK+NSCLC (JP) **ADCETRIS®** *Seattle Genetics* CD30 ADC CTCL (CN) **Cabozantinib** *Exelixis* VEGFR/RTK inhibitor 2L HCC (JP) **Niraparib** *GlaxoSmithKline* PARP 1/2 inhibitor Ovarian cancer – maint. (JP) **Niraparib** *GlaxoSmithKline* PARP 1/2 inhibitor Ovarian cancer – salvage (JP)
RARE DISEASES	**NATPARA** PTH replacement Hypothyrodism (JP)	**TAKHZYRO** Anti-kallikrein mAb HAE pediatric (GL) **OBIZUR** *Ipsen* FVIII replacement CHAWI (US, EU) **VONVENDI** vWF replacement vWD Adult Prophylaxis (GL) **TAKHZYRO** Anti-kallikrein mAb HAE (JP) **VONVENDI** vWF replacement vWD Pediatric on-demand (GL) **ADYNOVATE** Pediatric HemA (EU)	**TAKHZYRO** Anti-kallikrein mAb HAE prophylaxis (CN)
NEUROSCIENCE			**BUCCOLAM** GABA Allosteric Modulator Status Epilepticus (JP)
GASTRO-ENTEROLOGY	**ENTYVIO®** α4β7 mAb Pediatric UC/CD (GL)	**GATTEX** GLP-2R agonist Adult-SBS (JP) **ALOFISEL®** mesenchymal stem cells Perianal Fistulas in CD (US, JP) **GATTEX** GLP-2R agonist Pediatric-SBS (JP) **Vonoprazan** PCAB Oral disintegrated tablet formulation (JP) **ENTYVIO®** α4β7 mAb GvHD Prophylaxis (EU, JP) **ENTYVIO®** α4β7 mAb SubQ CD (US, JP) **Vonoprazan** PCAB H. Pylori (CN)	**ENTYVIO®** α4β7 mAb SubQ UC (US, JP) **Vonoprazan** PCAB Reflex Esophagitis Maintenance (CN) **Vonoprazan** PCAB Duodenal ulcer (CN)
PLASMA-DERIVED THERAPIES		**CINRYZE** PD C1 Esterase inhibitor HAE prophylaxis (JP) **HYQVIA** *Halozyme* IgG 10% + Recombinant Human Hyaluronidase CIDP (US, EU) **HYQVIA** *Halozyme* IgG 10% + Recombinant Human Hyaluronidase Pediatric PID (US)	

- Orphan Drug Designation (in any region / indication for a given asset)
- Potential for registration enabling Ph-2 study

Pipeline as of July 31, 2020; region abbreviations: GL = global (USA, Europe, Japan, China). Pipeline not all inclusive; programs also ongoing in other Therapeutic Areas

FOLLOWING THROUGH ON OUR FY2019 COMMITMENTS AND PLANNING FOR ROBUST WAVE 1 NEAR-TERM GROWTH



1. US approval for sc UC dependent on timeline to resolve CRL
2. CD submission and subsequent approval timing depends on UC approval

✓ Achieved approvals in FY20. Future target dates are estimates based on current data and are subject to change, as of July 31, 2020

ADDRESSABLE POPULATION OF PIPELINE ASSETS WITH CLINICAL VALIDATION

POTENTIAL FIRST-IN-CLASS OR BEST-IN-CLASS NMEs

	PRODUCT	MECHANISM	INDICATION	ADDRESSABLE POPULATION (IN US)[1]	ADDRESSABLE POPULATION (WW)[1,2]
ONCOLOGY	●● **mobocertinib (TAK-788)**	EGFR / HER2 tyrosine kinase inhibitor	Exon 20 NSCLC 1L / 2L HER2 mutant NSCLC 2L+ / HER2 mutant solid tumors	~4k ~2.6k / *under evaluation*	~20-30k ~8k / ~8k[3]
	●● **pevonedistat (TAK-924)**	NAE inhibitor	Higher risk-MDS / AML	~7k / ~12k	15-20k / 20-25k
	TAK-007	CD19 CAR-NK	Hematologic malignancies	~9k	~15-25k
RARE DISEASES *Immunology* *Hematology* *Metabolic*	● **TAK-609**	ERT / I2S replacement	Hunter CNS (intrathecal)	~250	~1-1.5k
	●● **maribavir (TAK-620)**	UL97 kinase inh	CMV infection in transplant patients (R/R & 1L)	~7-15k	~25-45k
	TAK-611	ERT / arylsulfatase A	MLD (intrathecal)	~350	~1-2k
	● **TAK-755**	ERT/ ADAMTS-13	cTTP / iTTP	~500 / ~2k	2 - 6k / 5-18k
	TAK-607	IGF-1/IGFBP3	Complications of prematurity	~25k	~80-90k
NEUROSCIENCE	**Orexin programs**	Orexin 2R agonist	Narcolepsy type 1 Narcolepsy type 2	~70k[4] ~30k	~300k-1.2M ~250k-900k
	soticlestat (TAK-935)	CH24H inhibitor	Developmental and Epileptic Encephalopathies	~50k	~70-90k
GASTRO-ENTEROLOGY	● **TAK-721**	Oral anti-inflammatory	Eosinophilic Esophagitis	~150k	*Under evaluation*
	TAK-101 / TAK-062	Toler. immune Tx / Glutenase	Severe and/or refractory celiac disease despite adherence to Gluten Free Diet (GFD)	350k	700k[5]
VACCINES	● **TAK-003**	Vaccine	Dengue	~32M	~1.8B

1. Estimated number of patients projected to be eligible for treatment in markets where the product is anticipated to be commercialized, subject to regulatory approval
2. For TAK-788, TAK-924, TAK-007, TAK-607 and TAK-620 the addressable population represent annual incidence
3. Incidence in G7 countries
4. Refined forecast for addressable patient population; prevalence ~140k
5. For EUCAN only. Worldwide addressable patient population is under evaluation

● Currently in pivotal study or potential for registration enabling Ph-2 study

DIVERSE AND EXPERIENCED TAKEDA EXECUTIVE TEAM

JAPAN

CHRISTOPHE WEBER
President & CEO

COSTA SAROUKOS
Chief Financial Officer

MASATO IWASAKI
President, Japan Pharma Business Unit

TAKAKO OHYABU
Chief Global Corporate 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, USBU & Global Portfolio Commercialization

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

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

STRONG BOARD WITH ~70% INDEPENDENT DIRECTORS & THREE COMMITTEES

INTERNAL DIRECTORS

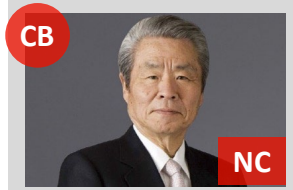
Christophe Weber
Representative Director,
President & CEO

Masato Iwasaki
Director, President,
Japan Pharma Business Unit

Andrew Plump
Director, President,
Research & Development

Costa Saroukos
Director,
Chief Financial Officer

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

AUDIT & SUPERVISORY COMMITTEE (A&SC)

Yasuhiko Yamanaka
Director,
A&SC member

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

GLOSSARY OF ABBREVIATIONS

Regional Abbreviations:
CN: China; EU: Europe; JP: Japan; US: United States of America

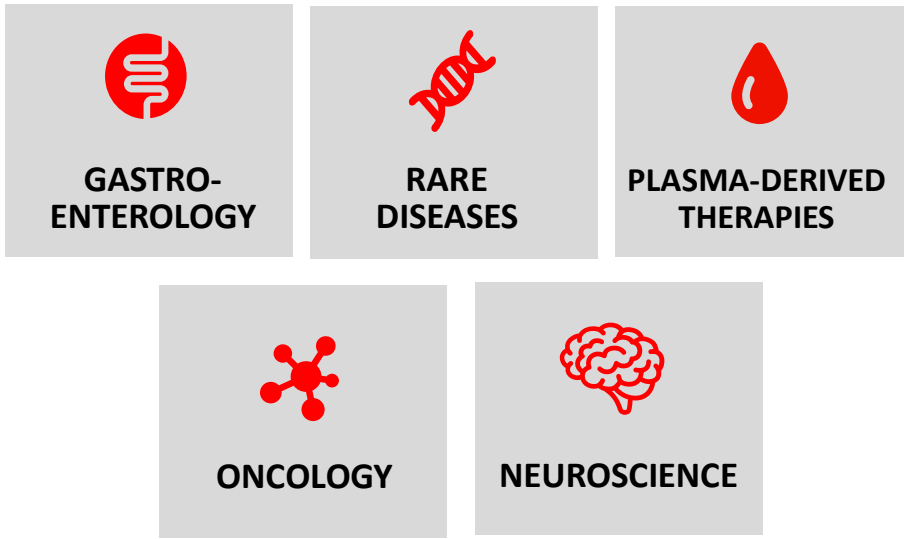
AD	Alzheimer's disease
ADC	antibody drug conjugate
ADHD	attention deficit hyperactivity disorder
ALK	anaplastic lymphoma kinase
ALS	amyotrophic lateral sclerosis
AML	acute myeloid leukemia
ASCT	autologous stem cell transplant
ARD	acid-related diseases
BTK	Bruton's tyrosine kinase
BBB	blood brain barrier
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
CLL	Chronic lymphocytic leukemia
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
iNHL	Indolent non-Hodgkin's lymphoma
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

Takeda

SUPPLEMENTAL

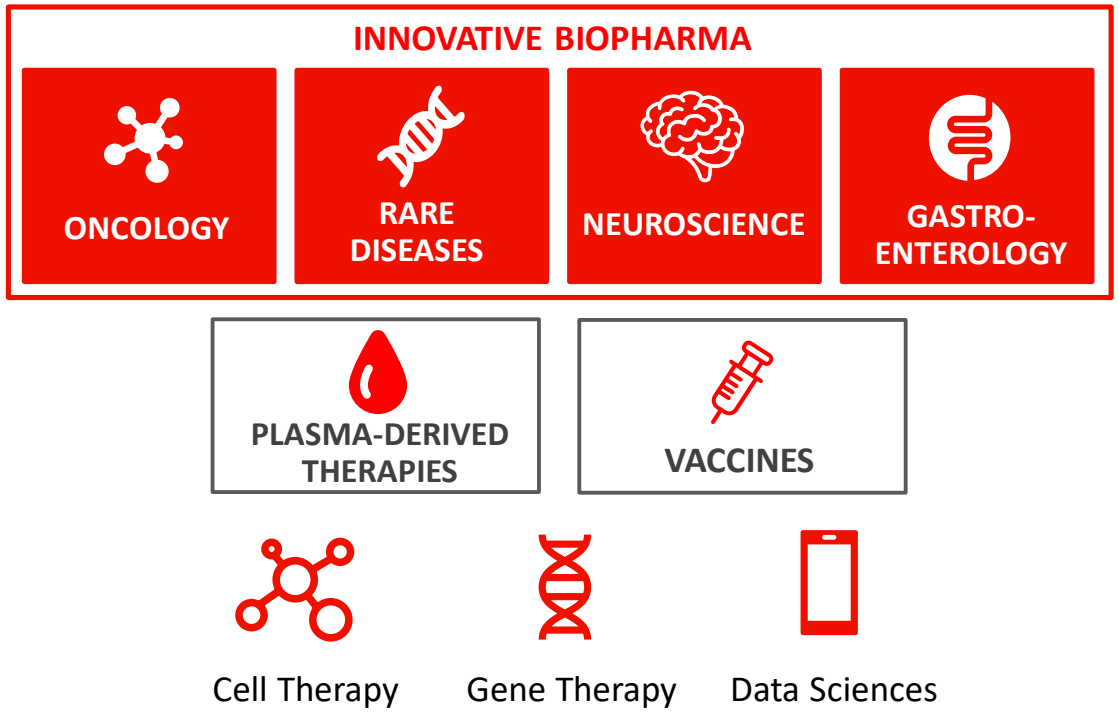
SUCCESS BUILT UPON DEEP FOCUS & EXPERTISE IN CORE AREAS

BUSINESS AREA FOCUS



- **5 Key Business Areas** represented ~79% of FY2019 revenue, underlying growth +6%[1]
- **14 Global Brands** FY2019 underlying growth +22%[1]

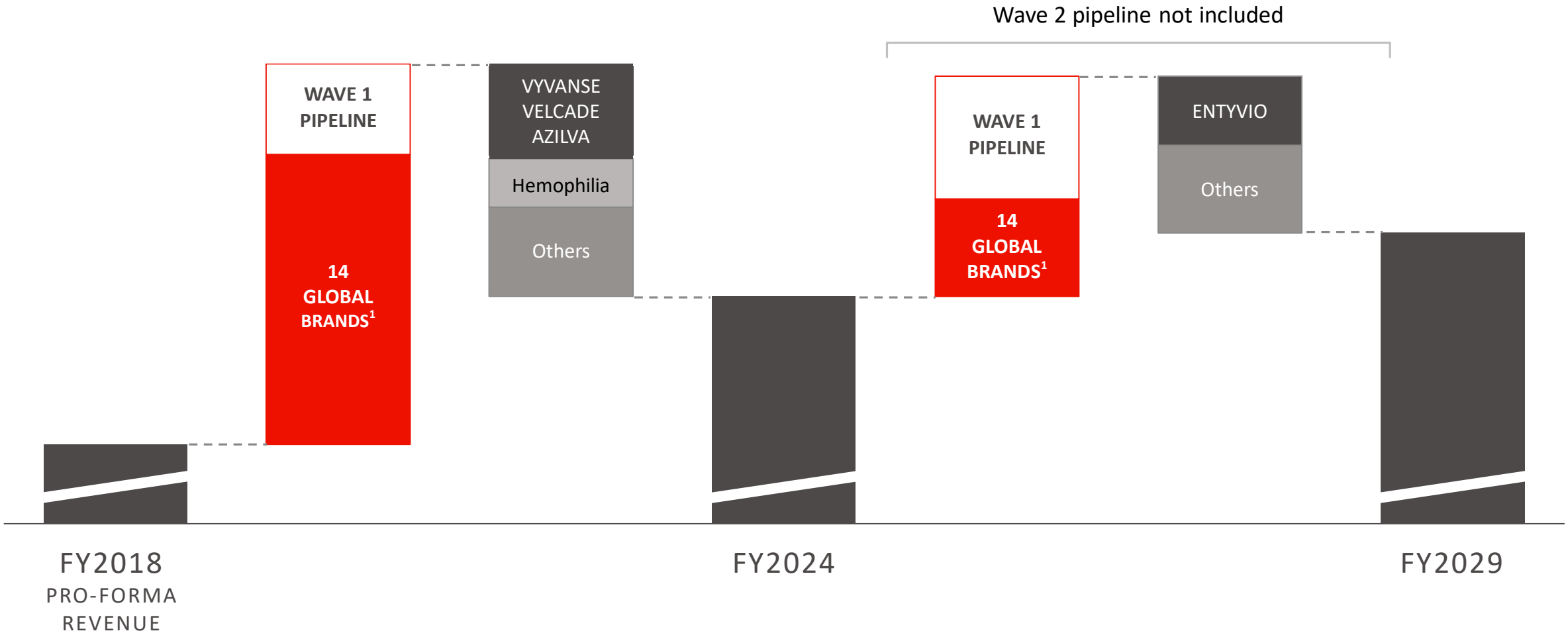
R&D FOCUS



- **12 Wave 1 NMEs**[2] with potential for >$10B aggregate peak sales
- **~30 Wave 2 NMEs**[2] in rich early clinical pipeline

1. Underlying growth for the fiscal year ended March 31, 2020 versus the previous fiscal year ended March 31, 2019, pro-forma. The pro-forma baseline represents the sum of Takeda revenue for the previous fiscal year (April 2018 to March 2019) plus Legacy Shire revenue from April 2018 through the acquisition date (January 8, 2019), both adjusted to remove the revenue from divested assets, with Legacy Shire revenue converted to JPY at the rate of 1 USD = 111 JPY (average FX rate for the previous fiscal year ended March 31, 2019) and converted from US GAAP to IFRS with no material differences.
2. NME: New Molecular Entity. Wave 1 programs are NMEs projected to launch through FY2024; Wave 2 programs are NMEs projected to launch after FY2024

14 GLOBAL BRANDS AND WAVE 1 PIPELINE ASSETS TO DRIVE SUSTAINABLE GROWTH



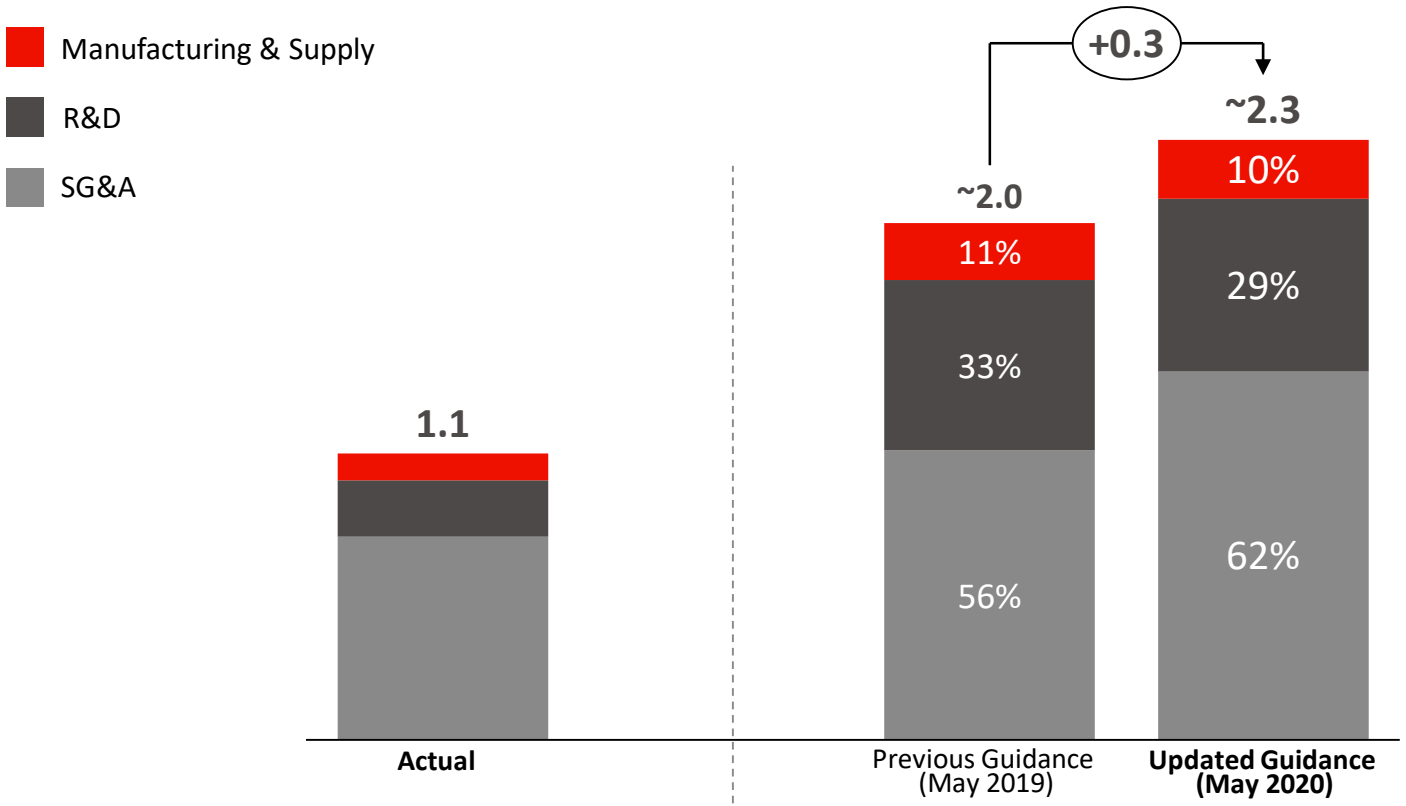
Note: Chart is unchanged since first being presented at Takeda's R&D Day, November 14th, 2019

1. The 14 Global Brands column includes ENTYVIO within the FY2018 to FY2024 timeframe, but ENTYVIO is excluded from the 14 Global Brands column in the FY2024 to FY2029 timeframe.

The above chart represents conceptual changes in revenue through FY2024 and FY2029 demonstrating growth over time offsetting loss of exclusivities and achieving single digit growth as compared to FY2018 pro forma baseline. The pro-forma baseline represents the sum of Takeda revenue for the previous fiscal year (April 2018 to March 2019) plus Legacy Shire revenue from April 2018 through the acquisition date (January 8, 2019), both adjusted to remove the revenue from divested assets, with Legacy Shire revenue converted to JPY at the rate of 1 USD = 111 JPY (average FX rate for the previous fiscal year ended March 31, 2019) and converted from US GAAP to IFRS with no material differences. Actual future net sales achieved by our commercialized products and pipelines will be different, perhaps materially so, as there is a range of possible outcomes from clinical development, driven by a number of variables, including safety, efficacy and product labelling. In addition, if a product is approved, the effect of commercial factors including the patient population, the competitive environment, pricing and reimbursement is also uncertain. Sales estimate for Wave 1 Pipeline is non-risk adjusted, but only considers revenue contribution from the lead indication.

COST SYNERGY TARGET INCREASED FROM ~$2.0B TO ~$2.3B DRIVEN BY SG&A EFFICIENCIES

ANNUALIZED COST SYNERGY EVOLUTION (USD BN)[1]



	AS OF MARCH 2020	AS OF MARCH 2022
ONE-TIME INTEGRATION COST (CUMULATIVE)	$1.85BN (FY2018-2019 ACTUAL)	$3.0BN (GUIDANCE UNCHANGED)

INCREASED SYNERGY TARGET

- Mainly driven by streamlined SG&A enabled by Takeda Business Solutions (TBS)
- Incremental synergy savings of ~$300M to be re-invested for growth in China, Plasma-Derived Therapies, and R&D

FASTER SYNERGY CAPTURE

- Delivered $1.1B synergy run-rate by March 2020, driving strong FY2019 margins
- Against original $2B target, expect to be at >90% by end FY2020 (versus initial guidance of 70%)

INTEGRATION COSTS UNCHANGED

- Guidance for cumulative one-time integration costs unchanged at $3.0B by March 2022, with $1.85B spent as of March 2020
- Extra synergies at no incremental cost driven by better than expected negotiation of contract terms, etc.

1. Recurring annualized pre-tax cost synergies (run-rate), with breakdown shown by function.
For details on the baseline for cost synergy assumptions, please refer to "Bases of Belief for the Quantified Financial Benefits Statement" on pages 68-69 of Takeda's Rule 2.7 announcement in May 2018 (link).

CAPITAL ALLOCATION TO MAXIMIZE VALUE FOR PATIENTS & SHAREHOLDERS

- Takeda is delivering on its financial commitments, and with a strong cash flow outlook driven by business momentum, cost synergies, and non-core asset divestures, we will allocate capital to maximize value for patients & shareholders

DE-LEVERAGE RAPIDLY

- 2x Net Debt / Adjusted EBITDA[1] ratio within fiscal years ending March 2022 – March 2024
- Committed to maintaining investment grade credit ratings

INVEST IN GROWTH DRIVERS

- Strategic investment in R&D (in-house and partnerships)
- New product launches, including in China
- Expanding presence in Plasma-Derived Therapies

SHAREHOLDER RETURNS

- Growth momentum expected to continue in FY2020 and accelerate in the mid-term
- Maintain well-established dividend policy of 180 yen per share annually

1. Please refer to slide 44 for definition, and slides 53-54 for reconciliation