

2013-2017 Mid-Range Growth Strategy (2014 update)

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Takeda Pharmaceutical Company Limited

Sustainable Growth Guidance



Growth, efficiency and shareholder returns

Growth	Revenue growth in emerging markets, mature markets + Pipeline	➔	Revenue	FY2013-17	Mid single digit CAGR
Efficiency	Robust and efficient operating model	➔	Core earnings (CE)	FY2013-17	25% CE ratio* by FY2017 (vs. 18.6% in FY2013) +¥200bn from FY13-FY17
Shareholder Return	Stable dividend	➔	Dividend per share	FY2013-15	¥180 annually

* Achieve with at least 20% FY2013-17 CAGR of operating profit

Forward-Looking Statements

This presentation contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future.

All forward-looking statements are based on judgments derived from the information available to the Company at this time. Forward looking statements can sometimes be identified by the use of forward-looking words such as "may," "believe," "will," "expect," "project," "estimate," "should," "anticipate," "plan," "continue," "seek," "pro forma," "potential," "target," "forecast," or "intend" or other similar words or expressions of the negative thereof.

Certain risks and uncertainties could cause the Company's actual results to differ materially from any forward looking statements contained in this presentation. These risks and uncertainties include, but are not limited to, (1) the economic circumstances surrounding the Company's business, including general economic conditions in the US and worldwide; (2) competitive pressures; (3) applicable laws and regulations; (4) the success or failure of product development programs; (5) decisions of regulatory authorities and the timing thereof; (6) changes in exchange rates; (7) claims or concerns regarding the safety or efficacy of marketed products or product candidates; and (8) integration activities with acquired companies.

We assume no obligation to update or revise any forward-looking statements or other information contained in this presentation, whether as a result of new information, future events, or otherwise.



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