



# Consolidated Financial Results for FY2018 Q3



February 1, 2019

Costa Saroukos  
Chief Financial Officer

Better Health, Brighter Future

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# Important Notice

While Takeda plans to announce an earnings forecast which includes an estimated financial impact of the Shire acquisition once a reasonable financial estimate is determined, the consideration of the asset valuation as well as purchase price allocation, schedule and manner of amortization and depreciation for the business combination accounting will require more time. It is also difficult to estimate the effect on profit and loss since the completion of the acquisition to the end of the consolidated accounting period, nor the acquisition related costs for the full fiscal year with a reasonable level of accuracy at this time. Considering the sizable effect on the business results due to the acquisition, Takeda is not furnishing a new consolidated forecast in a provisional or partial way at this time. It is our objective to disclose a Shire acquisition post-close consolidated business forecast for the fiscal year once a holistic and reasonable earnings forecast can be determined.

### Certain Non-IFRS Financial Measures

This presentation includes certain IFRS financial measures not presented in accordance with International Financial Reporting Standards ("IFRS"), including Underlying Revenue, Core Earnings, Underlying Core Earnings, Core Net Profit, Underlying Core Net Profit, Underlying Core EPS, Net Debt, EBITDA, Adjusted EBITDA and Operating Free Cash Flow. Takeda's management evaluates results and makes operating and investment decisions using both IFRS and non-IFRS measures included in this presentation. These non-IFRS measures exclude certain income, cost and cash flow items which are included in, or are calculated differently from, the most closely comparable measures presented in accordance with IFRS. By including these non-IFRS measures, management intends to provide investors with additional information to further analyze Takeda's performance, core results and underlying trends. Takeda's non-IFRS measures are not prepared in accordance with IFRS and such non-IFRS measures should be considered a supplement to, and not a substitute for, measures prepared in accordance with IFRS (which we sometimes refer to as "reported" measures). Investors are encouraged to review the reconciliation of non-IFRS financial measures to their most directly comparable IFRS measures.

Reconciliations of the following non-IFRS measures to the respective most closely comparable measures presented in accordance with IFRS can be found as follows:

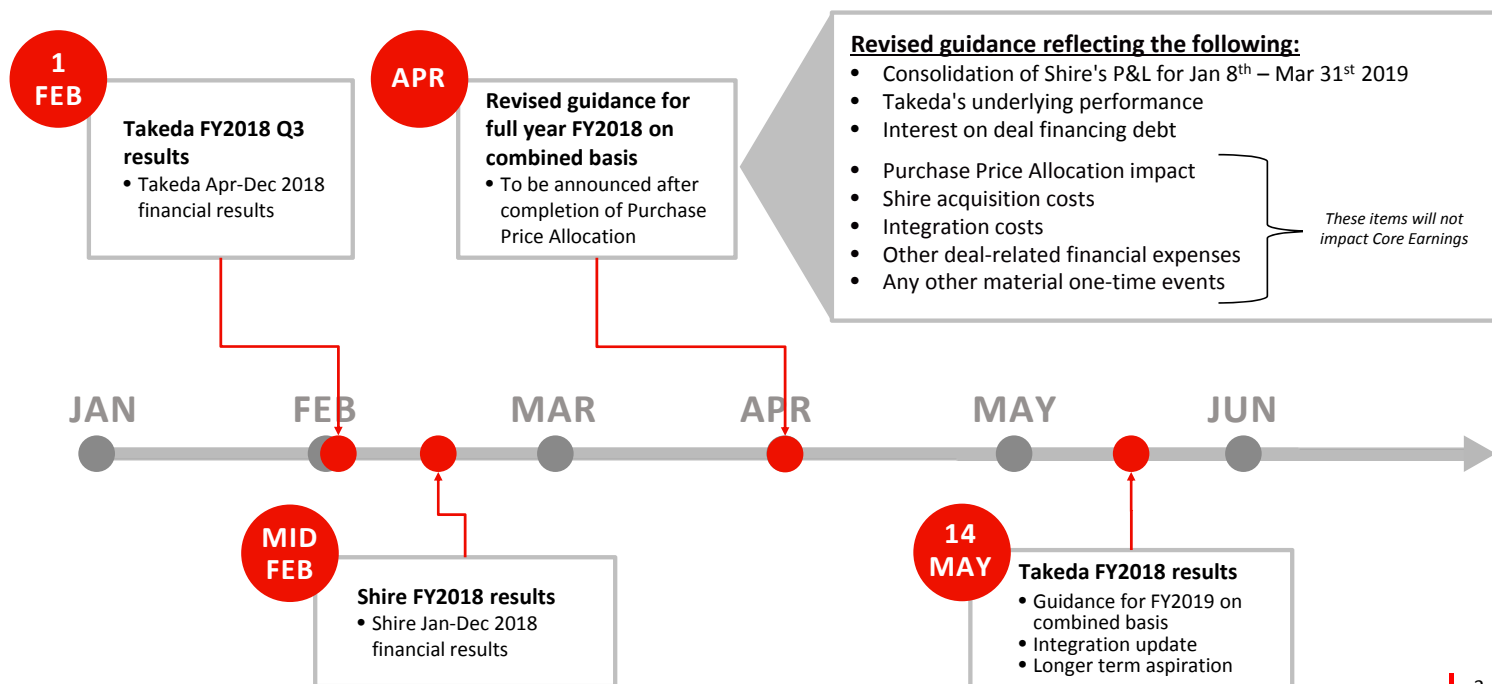
- Underlying Revenue to Revenue on page 29 of this presentation;
- Core Earnings and Underlying Core Earnings to Operating Profit on page 30 of this presentation;
- Core Net Profit, Underlying Core Net Profit, and Underlying Core EPS to Net Profit and EPS on page 31 of this presentation;
- EBITDA and Adjusted EBITDA to Net Profit on page 25 of this presentation
- Operating Free Cash Flow to Net Cash from Operating Activities and Net Profit on page 13 of this presentation; and
- Net Debt to Gross Debt (which is the sum of the current and non-current portions of Bonds and Loans) on page 34 of this presentation.

Further information on certain of Takeda's Non-IFRS measures is posted on Takeda's investor relations website at <https://www.takeda.com/investors/reports/quarterly-announcements/quarterly-announcements-2018/>

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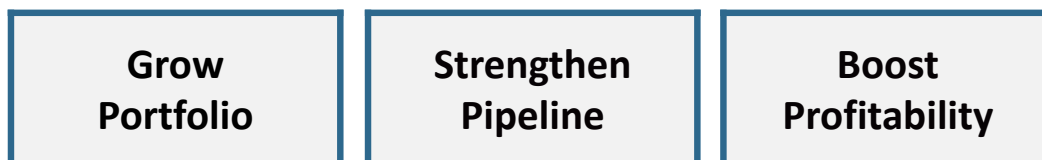
# FY2018 revised full year guidance including Shire impact to be announced in April





## Strategic Focus & Superior Execution driving robust Q3 YTD performance

- Continued to deliver against our key strategic priorities to:



- Strong underlying growth YTD driven by business momentum and strict OPEX discipline**  
*Revenue +4.8%; Core Earnings +32.3%; Core EPS +34.2%*  
*Underlying Core Earnings margin expansion +530bps*
- Reported results YTD impacted by divestitures and Shire related costs**  
*Revenue +0.8%; Operating Profit -11.7%; EPS -32.0%*  
*Operating Profit excl. FY17 Wako & Teva JV gains and FY18 Shire related costs +55.5%*

YTD: Year-to-date



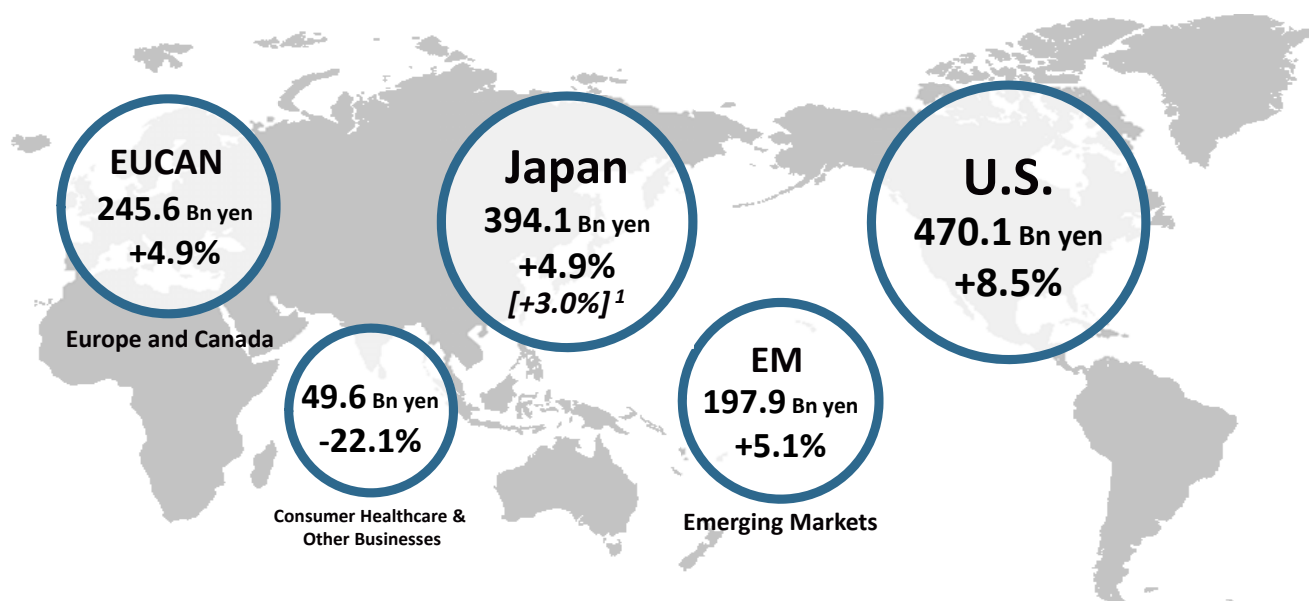
## Continued to deliver against our key strategic priorities in Q3

<b>Grow Portfolio</b>	<ul style="list-style-type: none"> <li>Underlying Revenue +4.8% YTD with growth of prescription drug portfolio in all regions</li> <li>Growth Drivers maintained strong momentum +10.5%</li> <li>Robust performance from key growth products (e.g. ENTYVIO +35.1%; NINLARO +36.6%; TRINTELLIX +19.5%)</li> </ul>
<b>Strengthen Pipeline</b>	<ul style="list-style-type: none"> <li>Global Ph-3 trial of dengue vaccine candidate TAK-003 met primary efficacy endpoint</li> <li>NINLARO post-SCT MM maintenance FDA filing withdrawn; to resubmit when more mature survival data available</li> <li>ALUNBRIG approved in EU for post-crizotinib ALK+ Non-Small Cell Lung Cancer</li> <li>ADCETRIS positive CHMP opinion in EU for front line CD30+ stage IV Hodgkin Lymphoma</li> <li>Advanced multiple collaborations in our novel immuno-oncology portfolio</li> </ul>
<b>Boost Profitability</b>	<ul style="list-style-type: none"> <li>Underlying Core Earnings +32.3% YTD driven by business momentum and execution of the Global Opex Initiative</li> <li>Core Earnings margin +530bps, of which 70% driven by OPEX improvement</li> <li>Underlying Core EPS +34.2%</li> </ul>

Growth Drivers: GI, Oncology, Neuroscience and Emerging Markets  
YTD: Year-to-date; CHMP: Committee for Medicinal Products for Human Use

## Underlying revenue growth of prescription drug portfolio in all regions

FY2018 YTD Underlying Revenue: 1,357.5 Bn yen, +4.8%



1. Excluding upfront payment received for product out-licensing in Japan: +3.0%

## Growth Drivers maintained strong momentum

FY2018 YTD Underlying Revenue growth	
Growth Drivers	GI +18.6%
	Oncology +7.0%
	Neuroscience +15.2%
	Emerging Markets +5.1%
	<b>Total + 10.5%</b>

Growth Drivers now 63% of total Takeda revenue

## Robust performance from key growth products

	Main indications	Underlying Revenue	
		Bn yen (YTD)	vs. PY
GI	<b>Entyvio</b> vedolizumab <i>Ulcerative Colitis, Crohn's Disease</i>	<b>194.4</b>	<b>+35.1%</b>
	<b>Takecab</b> <i>Acid-related Diseases</i> (Gastric ulcer, duodenal ulcer, reflux esophagitis, etc.)	<b>44.4</b>	<b>+18.5%</b>
Oncology	<b>NINLARO</b> (ixazomib) capsules <i>Relapsed/Refractory Multiple Myeloma</i>	<b>44.8</b>	<b>+36.6%</b>
	<b>ADCETRIS</b> brentuximab vedotin <i>Front line Hodgkin Lymphoma (Japan)</i> <i>Relapsed/Refractory Hodgkin Lymphoma,</i> <i>Relapsed/Refractory sALCL, Relapsed CD30+ CTCL</i>	<b>33.5</b>	<b>+17.7%</b>
	<b>ICLUSIG</b> (ponatinib) tablets 45mg, 15mg <i>Chronic Myeloid Leukemia or Ph+ Acute Lymphoblastic</i> <i>Leukemia in patients for whom no other TKI is indicated</i>	<b>20.5</b>	<b>+26.0%</b>
	<b>ALUNBRIG</b> BRIGATINIB <i>ALK+ Non Small Cell Lung Cancer in patients</i> <i>previously treated with crizotinib</i>	<b>3.6</b>	<b>+151.4%</b> (Launched May 2017)
Neuro-science	<b>Trintellix</b> vortioxetine <i>Major Depressive Disorder</i>	<b>42.2</b>	<b>+19.5%</b>

sALCL: systemic Anaplastic Large Cell Lymphoma; CTCL: Cutaneous T-Cell Lymphoma; TKI: Tyrosine Kinase Inhibitor

## Important R&D milestones expected in FY2018

Therapeutic Area	Compound	Expected Event	
Oncology	ADCETRIS	Front-Line Hodgkin's Lymphoma EU approval decision (H2)	On track. Positive CHMP opinion issued in December
		Front-Line Hodgkin's Lymphoma Japan approval decision (H2)	✓
	ALUNBRIG	ALTA-1L Front-line ALK+ NSCLC 1st Interim Analysis (H1)	✓
		2nd-line ALK+ NSCLC EU approval decision (H2)	✓
	Cabozantinib	Hepatocellular carcinoma Japan pivotal study start (H2)	✓
	ICLUSIG	Ph+ Acute Lymphoblastic Leukemia Global pivotal study start (H1)	✓
	NINLARO	Newly Diagnosed Multiple Myeloma 1st Interim Analysis (H1)	✓ Study continues to 2 <sup>nd</sup> IA in FY2019
Multiple Myeloma Maintenance Post-Transplant 1st Interim Analysis (H1)		✓ See footnote	
Pevonedistat	HR-MDS/CMML/LB AML Ph-2 final analysis (H2)	Move final analysis to FY2019 with potential filing from ongoing Phase 2 study	
TAK-788	First patient dosed in registration enabling Ph-2 NSCLC study (H2)		
Gastroenterology	ENTYVIO	Crohn's Disease Japan submission (H1)	✓
		Ulcerative Colitis Japan approval decision (H1)	✓
		Subcutaneous administration Ulcerative Colitis submission (H2)	On track. Study met primary and secondary endpoints. BLA and MAA submission planned
	TAK-954	Enteral Feeding Intolerance Ph-2b study initiation (H1)	X Discontinued due to patient recruitment challenges in evolving patient management practice
	Post-Operative Gastrointestinal Dysfunction Ph-2b initiation (H2)	Expanded indication from post-operative ileus to post-operative gastrointestinal dysfunction	
TAK-906	Gastroparesis Ph-2b initiation (H2)	✓	
TAK-721 (SHP621)	Eosinophilic Esophagitis Ph 3 induction study (301) top line data (H2)		
Neuroscience	TRINTELLIX	Major Depressive Disorder Japan submission (H2)	✓
		TESD U.S. label update approval decision (H2)	✓
	TAK-925	Proof of concept in narcolepsy patients (H2)	
Vaccines	TAK-003	Dengue Vaccine Ph-3 primary analysis (H2)	✓
	TAK-214	Norovirus Vaccine Ph-2b final analysis (in adults) (H1)	✓

Table only shows select R&D milestones, and is not comprehensive. All timelines are current assumptions and subject to change.

BLA: Biologics Licensing Application; MAA: Marketing Authorisation Application. For full glossary of disease abbreviations please refer to appendix.

**NINLARO footnote:** The Multiple Myeloma Maintenance Post-Transplant study met its primary endpoint of progression free survival at the first IA in July 2018. This data was submitted to the FDA in November 2018, and after further discussion with the authorities, the decision has been made to withdraw the filing and to resubmit when more mature survival data are available. We will be reviewing the timing of future analyses and will work closely with the FDA on resubmission plans.

## Strong YTD underlying performance; reported EPS impacted by one-time gains in FY2017 and Shire related costs in FY2018

- **Reported EPS decreased -32.0% impacted by divestitures and Shire related costs**
  - Revenue +0.8% with Growth Drivers offsetting negative impact of FX (-1.1pp) & divestitures (-3.0pp)
  - Operating profit -11.7%, primarily impacted by two large one-time gains in FY2017\* and Shire related costs in FY2018; excluding these items Operating profit grew +55.5%  
\*106.3 Bn yen one-time gain on sale of Wako and 16.9 Bn yen from additional products sold to Teva JV
- **Core EPS increased +34.2% driven by business momentum and strict OPEX discipline**
  - Underlying revenue +4.8% led by Growth Drivers +10.5%
  - Underlying CE growth +32.3%, with margin +530bps, of which 70% is driven by OPEX improvements
- **Operating FCF down -20.2% due to cash impact of products sold to Teva JV in FY2017**
  - Sale of non-core assets generated additional 72.9 Bn yen of cash year-to-date

FY2018 YTD year-on-year growth

Reported		excl. FY18 YTD Shire related costs	excl. FY17 gains on Wako & additional products sold to Teva JV, and FY18 YTD Shire related costs	Underlying	
Revenue	+0.8%	+0.8%	+2.2%	Revenue	+4.8%
Operating Profit	-11.7%	-4.0%	+55.5%	Core Earnings	+32.3%
EPS	-32.0%	-16.1%	+30.4%	Core EPS	+34.2%

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## YTD Reported P&L reflects large one-time gains in FY2017 and Shire related costs in FY2018

### Reported P&L – FY2018 YTD

(Bn yen)	FY2017 YTD	FY2018 YTD Incl. Shire related costs	vs. PY	Shire related costs*	FY2018 YTD Excl. Shire related costs	vs. PY
Revenue	1,369.6	1,380.0	+0.8%	—	1,380.0	+0.8%
Core Earnings	292.7	344.6	+17.7%	—	344.6	+17.7%
Operating Profit	322.3	284.4	-11.7%	-25.1	309.5	-4.0%
Net Profit	240.9	164.4	-31.7%	-38.3	202.7	-15.8%
EPS	309 yen	210 yen	-32.0%	-49 yen	259 yen	-16.1%
JPY/USD	112 yen	111 yen	-0.7%		111 yen	-0.7%
JPY/EUR	128 yen	130 yen	+1.4%		130 yen	+1.4%

\* Profit before tax impact 48.6 Bn yen: Acquisition costs (G&A expenses) 11.0 Bn yen, Integration costs (Other expenses) 14.1 Bn yen, Financial expenses 23.5 Bn yen.

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## YTD Underlying P&L reflects business momentum & execution of the Global Opex Initiative

### Underlying P&L – FY2018 YTD

(Bn yen)	<u>FY2017 YTD</u>	<u>FY2018 YTD</u>	<u>vs. PY</u>
Revenue	1,295.0	1,357.5	+4.8%
Gross Profit	925.8	991.9	+7.1%
% of revenue	71.5%	73.1%	+1.6pp
OPEX	-666.0	-648.1	-2.7%
% of revenue	-51.4%	-47.7%	+3.7pp
Core Earnings	259.8	343.8	+32.3%
% of revenue	20.1%	25.3%	+5.3pp
Core Net Profit	198.9	266.9	+34.2%
Core EPS	255 yen	342 yen	+34.2%

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## Operating Free Cash Flow -20.2% due to impact of additional Long-Listed Products sold to Teva JV in FY2017

### Cash Flow Statement – FY2018 YTD

(Bn yen)	<u>FY2017 YTD</u>	<u>FY2018 YTD</u>	<u>vs. PY</u>
Net profit	240.7	164.4	-76.3 -31.7%
Depreciation, amortization and impairment loss	127.8	124.3	-3.5
Decrease (increase) in trade working capital	-69.7	-93.5	-23.8
Income taxes paid	-11.7	-25.6	-13.8
Other*	-51.2	41.4	+92.6
Net cash from operating activities	235.9	211.0	-24.9 -10.5%
Acquisition of tangible assets (net)**	-45.9	-50.4	-4.5
Acquisition of intangible assets***	-37.9	-39.2	-1.3
Operating Free Cash Flow	152.1	121.4	-30.7 -20.2%

- Sale of real estate and marketable securities generated an additional 45.4 Bn yen
- Sale of non-core businesses Techpool and Multilab generated an additional 27.5 Bn yen

The following items have been excluded from the above cash flow statement:

\* (FY2017 YTD) 16.2 Bn yen of cash benefit with a payment from escrow regarding the Unipharm transaction (offset by an outflow entry in "investing activities").

\*\* (FY2017 YTD) 36.9 Bn yen proceeds from sales of real estates, mainly a building in Shimagawa, Tokyo.

\*\*\* (FY2018 YTD) 6.1 Bn yen proceeds from sales of real estates, mainly land and facilities in Juso, Osaka.

\*\*\* (FY2017 YTD) Payment of 16.6 Bn yen to buy back future royalties.

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## Global Opex Initiative fully integrated into how we work and delivering stellar results

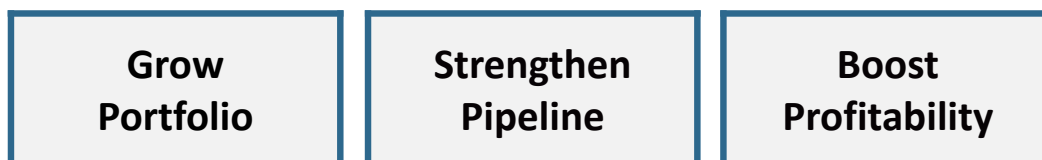
- Total underlying OPEX spend reduced by 2.7% vs. prior year, trending ahead of plan
- OPEX savings contributed 70% of underlying Core Earnings margin improvement (370bps of the 530bps)
- Zero Based Budgeting ("ZBB") for cost packages ahead of plan by 3.7%
- Embedded OPEX targets into KPIs and incentives of all management

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## Shire acquisition completed, integration progressing as planned

- **Acquisition completed on January 8<sup>th</sup>, 2019**
  - 8 months from deal announcement to deal close, including shareholder and regulatory approvals
  - Takeda American Depository Shares listed on the New York Stock Exchange on December 24
  - Deal financing completed at highly competitive interest rates against a challenging market backdrop
- **Confirming investment grade credit rating**
  - Rating agency updates confirm investment grade rating (JCR "A+"; S&P "BBB+"; Moody's "Baa2"; R&I "A")
  - Proceeding with non-core asset divestiture negotiations to accelerate deleveraging and focus portfolio
  - Unlocking cash from idle assets on the balance sheet through sale of real estate and marketable securities
- **Integration progressing as planned**
  - A new operating model to leverage Takeda and Shire know-how
  - First leadership meeting held on January 10 for new Takeda Executive Team and top 200 leaders

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## A global, values-based, R&D-driven biopharmaceutical leader with significant financial strength

- **Substantial cash flow generation to support capital allocation priorities**
  - Internal investment in R&D and product launches
  - Well established dividend policy (180 yen per share annually)
  - Committed to solid investment grade credit rating
  - Disciplined and focused partnerships / acquisitions
- **Continued focus on boosting profitability**
  - Realize top-tier margins in the medium term, delivering on synergies and improving OPEX discipline
- **Rapid deleveraging to 2.0x Net Debt/Adjusted EBITDA in the medium term**
  - Potential to further accelerate with divestitures

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# Appendix

## We Have an Innovative Pipeline Across our Therapeutic Areas

	PHASE 1			PHASE 2		PHASE 3/FILED		Approved*		
<b>ONCOLOGY</b>	TAK-981 SUN3 inhibitor Multiple cancers	TAK-573 FcyR Anti-CD38/antimuline R/R MM	TAK-788 EGFR/HER2 inhibitor NSCLC	TAK-228 (sapanisertib) mTORC1/2 inhibitor Endometrial cancer	TAK-659 SYN/FLT-3 inhibitor Hematologic malignancies, DLBCL	TAK-385 (trogaditab) Myovent GPR1 antagonist Prostate Cancer (P)	TAK-924 (povoneditab) RAS inhibitor HR, MDS/CMML/LB AML	NINLARO <sup>®</sup> Proteasome inhibitor	ADCETRIS <sup>®</sup> Seattle Genetics CD30 ADC	ICLUSIG <sup>®</sup> BCR-ABL inhibitor
	TAK-164 Immunogen GICC/ENR/ASC GI cancer	TAK-079 Anti-CD38 mAb R/R MM, SLE		TAK-931 CD3 inhibitor mCRC, ESCC, sqNSCLC				ALUNBRIG <sup>®</sup> ALK inhibitor	Cabozantinib Tyrosine VEGFR/RET inhibitor	Niraparib Tosyn PARP-1/2 inhibitor
<b>GASTRO-ENTEROLOGY</b>	TAK-671 Samsung Biologics Protease inhibitor Acute Pancreatitis	Kuma062 PVR Biologics Glucosylase Colic Disease	TIMP-Gliadin Ecor Imm. Tol induction Colic Disease	TAK-906 5-HT2B antagonist Gastroenteritis		TAK-721 (SHP21) UCSD/Foris Oral anti-inflammatory Eti		ENTYVIO <sup>®</sup> a4B7 mAb	Vonoprazan P-CAB	ALOFISEL mesenchymal stem cells
	TAK-018 Enterome First-in-class Crohn's Disease							GATTEX <sup>®</sup> GLP-1R agonist	RESOLOR/ <sup>®</sup> MOTEGRITY <sup>®</sup> GPR55 5-HT2A agonist	
<b>NEUROSCIENCE</b>	TAK-653 AMPAK potentiator TBD	TAK-418 LSD1 inhibitor Kabuki Syndrome	TAK-041 GPR120 agonist CIAS NS	TAK-935 Oxid. Therapeutics C24H1 inhibitor Rare Pediatric Epilepsies	TAK-831 GABA <sub>B</sub> inhibitor Ataxia, CIAS NS			TRINTELLIX <sup>™</sup> Lendinex 5-HT2A/2C antagonist	BUCCOLAM GABA Allosteric Modulator	MYDAYS Mixed Amphetamine salts XR
	MEDI-1341 Aristozyme Alphasyn mAb Parkinson's Disease	TAK-925 Oranin 26 agonist Neurology	TAK-680 (SHP480) Prodrug of 6-aminocaproic Neurologic Conditions							VYVANSE Synovis Amphetamine based psychostimulant
	WVE-120101 Wave Life Sciences mHTT SIRT3/5 Huntington's Disease	WVE-120102 Wave Life Sciences mHTT SIRT3/5 Huntington's Disease								
<b>RARE DISEASES</b>	TAK-611 (SHP31) ERT MLD	TAK-531 (SHP631) ArmoGene IDS replacement Hunter CNS		TAK-607 (SHP121) IGF-1R/IGF1R3 Chronic Lung Disease	TAK-609 (SHP100) IGF1R/IGF1R3 Hunter CNS (IT)	TAK-755 (SHP655) RM Biologics ERT/ADAMTS-13 CTEP	TAK-620 (SHP620) GlasovitrinAmine US27 kinase inh CMV infect in transplant	OBIZUR Ipsos FVIIb replacement	VONVENDI VWF replacement	NATPARA PTH replacement
	TAK-754 (SHP654) Asklepios Biopharm. Gene therapy HemA								ADYNOVATE FVIII replacement	TAKHZYRO Anti-kallikrein mAb
<b>PLASMA-DERIVED THERAPIES</b>										
<b>VACCINES</b>	TAK-021 EY72 Vaccine	TAK-426 BARDA zika Vaccine		TAK-195 Gates Foundation Inactivated Polio Vaccine	TAK-214 Novartis Vaccine		TAK-003 Dengue Vaccine			
<b>OPHTHALMOLOGY</b>	TAK-639 (SHP639) Glaucoma			TAK-759 (SHP659) Porion DED			TAK-640 (SHP640) Anti-infl/anti-septic infectious conjunctivitis			
								XIIDRA LFA-1/ICAM-1 antagonist		

\*With ongoing significant clinical development activities; Pipeline as of February 1, 2019  
For glossary of disease abbreviations please refer to appendix

Orphan Drug Designation  
(in any region / indication for a given asset)

Stage-ups/additions after Q2 FY18

Stage-ups/additions since April 1, 2018

Partnered asset

Registration enabling study

Assets shown in Phases 1-3 explicitly refer to new molecular entities

# Maximizing the value of Life Cycle Management programs



	PHASE 1	PHASE 2	PHASE 3	FILED
<b>ONCOLOGY</b>	<b>ALUNBRIG™</b> ALK inhibitor 1L ALK+NSCLC (CN)  <b>NINLARO™</b> Proteasome inhibitor ND MM (CN)  <b>NINLARO™</b> Proteasome inhibitor Maint. ND MM post-SCT (CN)	<b>ADCETRIS™</b> Seattle Genetics CD30 ADC R/R sALCL (CN)  <b>ADCETRIS™</b> Seattle Genetics CD30 ADC R/R HL (CN)  <b>NINLARO™</b> Proteasome inhibitor R/R MM triple Tx (GL)  <b>ALUNBRIG™</b> ALK inhibitor 1L ALK+NSCLC (JP, CN)  <b>Cabozantinib</b> Exelixis VEGFR/RTK inhibitor 2L RCC (JP)  <b>Niraparib</b> Tosaro PARP 1/2 inhibitor Ovarian cancer – salvage (JP)  <b>Niraparib</b> Tosaro PARP 1/2 inhibitor Ovarian cancer – maintenance (JP)  <b>ICLUSIG™</b> BCR-ABL inhibitor TKI res. chronic phase CML (US)	<b>ADCETRIS™</b> Seattle Genetics CD30 ADC 1L PTCL (EU, JP)  <b>NINLARO™</b> Proteasome inhibitor R/R Amyloidosis (GL)  <b>NINLARO™</b> Proteasome inhibitor R/R MM double Tx (US, EU, JP)  <b>ALUNBRIG™</b> ALK inhibitor 1L ALK+NSCLC (EU, US)  <b>NINLARO™</b> Proteasome inhibitor Maint. ND MM not post-SCT (GL)  <b>NINLARO™</b> Proteasome inhibitor ND MM (GL)  <b>ICLUSIG™</b> BCR-ABL inhibitor 1L Ph+ ALL (US, EU, JP)  <b>NINLARO™</b> Proteasome inhibitor Maint. ND MM post-SCT (GL)	<b>ADCETRIS™</b> Seattle Genetics CD30 ADC FL RL (EU)  <b>Cabozantinib</b> Exelixis VEGFR/RTK inhibitor 1L RCC (JP)
<b>GASTRO-ENTEROLOGY</b>		<b>ENTYVIO™</b> o487 mAb GVHD Prophylaxis  <b>Vonoprazan</b> PCAB GERD PPI partial resp (EU)	<b>ALOFISEL™</b> mesenchymal stem cells Perianal Fistulas in CD (US)  <b>ENTYVIO™</b> o487 mAb SubQ UC (US, EU, JP)  <b>GATTEX™</b> GLP-2R agonist Adult-SBS (JP)  <b>Vonoprazan</b> PCAB Acid-related diseases (CN)  <b>ENTYVIO™</b> o487 mAb Ulcerative Colitis (CN)  <b>GATTEX™</b> GLP-2R agonist Pediatric-SBS (JP)  <b>ENTYVIO™</b> o487 mAb Crohn's Disease (CN)  <b>ENTYVIO™</b> o487 mAb SubQ CD (US, EU, JP)	<b>ADCETRIS™</b> Seattle Genetics CD30 ADC FL RL (EU)  <b>ENTYVIO™</b> o487 mAb Crohn's Disease (JP)  <b>GATTEX™</b> GLP-2R agonist Pediatric-SBS (US)
<b>NEUROSCIENCE</b>			<b>BUCCOLAM™</b> GABA Allosteric Modulator Seizures (JP)  <b>MYDAVIS™</b> Mixed Amphetamine salts XR ADHD pediatric (US)	<b>TRINTELLIX™</b> Lundbeck Multimodal anti-depressant MDD (JP)  <b>VYVANSE™</b> Amphetamine based prodrug/active ADHD (JP)
<b>RARE DISEASES</b>			<b>OBIZUR™</b> Ipsen FVIII replacement CHAWI Surgery  <b>ADYNOVATE™</b> Pediatric HemA (EU)  <b>VONVENDI™</b> vWF replacement vWD Prophylaxis  <b>VONVENDI™</b> vWF replacement vWD Pediatric	<b>TAKHZYRO™</b> Anit-kallikrein mAb HAE prophylaxis (CN)
<b>PLASMA-DERIVED THERAPIES</b>			<b>CINRYZE™</b> C2-inhi SC HAE prophylaxis  <b>HYOVIA™</b> Hyalozyme IgG + rh-hyaluronidase Pediatric PID  <b>CINRYZE™</b> C2-inhi HAE prophylaxis (JP)  <b>HYOVIA™</b> Hyalozyme IgG + rh-hyaluronidase CIDP  <b>CINRYZE™</b> C2-inhi AMR	

Pipeline as of February 1, 2019; region abbreviations: GL = global (USA, Europe, Japan, China)  
For glossary of disease abbreviations please refer to appendix

- Orphan Drug Designation (in any region / indication for a given asset)
- Stage-ups/additions after Q2 FY18
- Stage-ups/additions since April 1, 2018
- Registration enabling

# An experienced and diverse executive team with a strong track record



 <b>CHRISTOPHE WEBER</b> President & CEO	 <b>COSTA SAROUKOS</b> Chief Financial Officer	 <b>HARUHIKO HIRATE</b> Corporate Communications & Public Affairs Officer	 <b>YOSHIHIRO NAKAGAWA</b> Global General Counsel	 <b>PADMA THIRUVENGADAM</b> Chief Human Resources Officer	 <b>MILANO FURUTA</b> Corporate Strategy Officer & Chief of Staff	 <b>MWANA LUGOGO</b> Chief Ethics & Compliance Officer
 <b>RAMONA SEQUEIRA</b> President, US Business Unit	 <b>MASATO IWASAKI</b> President, Japan Pharma Business Unit	 <b>GILES PLATFORD</b> President, Europe & Canada Business Unit	 <b>RICARDO MAREK</b> President, Growth & Emerging Markets Business Unit	 <b>CHRISTOPHE BIANCHI</b> President, Global Oncology Business Unit	 <b>RAJEEV VENKAYYA</b> President, Global Vaccine Business Unit	 <b>JULIE KIM</b> President, Plasma-Derived Therapies Business Unit
 <b>ANDY PLUMP</b> President, Research & Development	 <b>THOMAS WOZNIOWSKI</b> Global Manufacturing & Supply Officer	 <b>GERARD (JERRY) GRECO</b> Global Quality Officer	 <b>CAMILLA SOENDERBY</b> Chief Patient Value & Product Strategy Officer	 <b>MARCELLO AGOSTI</b> Global Business Development Officer	 <b>HELEN GIZA</b> Chief Integration & Divestiture Management Officer	

## Board composition for best-in-class governance

### INTERNAL DIRECTORS



**NC**  
**Christophe Weber**  
Representative Director,  
President & CEO



**Masato Iwasaki**  
Director, President,  
Japan Pharma Business Unit



**Andrew Plump**  
Director, President,  
Research & Development

CC

**Compensation Committee**

NC

**Nomination Committee**



**Independent External Director**

### EXTERNAL DIRECTORS



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



**Michel Orsinger**  
Independent Director



**CC**  
**Toshiyuki Shiga**  
Independent Director  
Chair of Compensation Committee



**NC**  
**Emiko Higashi**  
Independent Director



**CC**  
**Yoshiaki Fujimori**  
Independent Director



**Ian Clark**  
Independent Director



**Olivier Bohuon**  
Independent Director



**Steven Gillis**  
Independent Director

### DIRECTORS ON THE AUDIT & SUPERVISORY COMMITTEE (A&SC)



**CC**  
**Yasuhiko Yamanaka**  
Director,  
A&SC member



**NC**  
**Shiro Kuniya**  
Independent Director,  
Chair A&SC



**Koji Hatsukawa**  
Independent Director,  
A&SC member



**Jean-Luc Butel**  
Independent Director,  
A&SC member

## 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 (quarters or years) of financial results under a common basis and is used by management to assess the business. These financial results are calculated on a constant currency basis and excluding 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 Earnings 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 occurred during the reporting periods presented.

Core Earnings represents net profit adjusted to exclude income tax expenses, our 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 intangible assets associated with products and other items that management believes are unrelated to our core operations, such as purchase accounting effects and transaction related costs.

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

**Underlying Core EPS** represents net income based on a constant currency basis, adjusted to exclude the impact of divestitures, items excluded in the calculation of Core Earnings 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 its 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 periods. 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 see slides 25 for a reconciliation to the respective most closely comparable measures presented in accordance with IFRS.

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## Reconciliation from net profit to EBITDA / Adjusted EBITDA

(Bn yen)	Full year ended March 31			9 months ended December 31	
	2016	2017	2018	2017	2018
Net profit for the year	83.5	115.5	186.7	240.7	164.4
Income tax expenses	37.1	27.8	30.5	47.2	44.0
Depreciation and amortization	182.2	171.4	182.1	142.7	116.3
Interest expense, net	3.0	5.5	6.8	5.0	9.4
<b>EBITDA</b>	<b>305.8</b>	<b>320.2</b>	<b>406.1</b>	<b>435.6</b>	<b>334.1</b>
Impairment losses	15.2	51.4	13.5	-14.9	8.0
Other operating expense (income), net, excluding depreciation and amortization	17.0	-78.3	-61.1	-118.0	-31.6
Finance expense (income), net, excluding interest income and expense, net	7.3	5.4	-14.4	-4.0	22.7
Share of loss on investments accounted for under the equity method	—	1.5	32.2	33.3	44.0
Other adjustments:					
Loss on deconsolidation	6.3	—	—	—	—
Transaction costs related to the acquisition of ARIAD	—	3.2	—	—	—
Impact on profit related to fair value step up of inventory in ARIAD acquisition	—	—	1.4	1.1	—
Acquisition costs related to Shire	—	—	—	—	11.0
<b>Adjusted EBITDA</b>	<b>351.6</b>	<b>303.4</b>	<b>377.7</b>	<b>333.2</b>	<b>388.1</b>

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## Underlying revenue of Growth Drivers

(Bn yen)	FY2017 YTD	FY2018 YTD	vs. PY	
ENTYVIO	143.9	194.4	+50.5	+35.1%
TAKECAB	37.5	44.4	+6.9	+18.5%
DEXILANT	49.4	53.0	+3.7	+7.4%
ALOFISEL	—	0.0	+0.0	NA
AMITIZA	25.3	24.5	-0.8	-3.3%
LANSOPRAZOLE	27.3	19.6	-7.7	-28.3%
<b>GI*</b>	<b>283.3</b>	<b>335.9</b>	<b>+52.6</b>	<b>+18.6%</b>
NINLARO	32.8	44.8	+12.0	+36.6%
ICLUSIG	16.3	20.5	+4.2	+26.0%
ADCETRIS	28.5	33.5	+5.0	+17.7%
VECTIBIX	15.0	16.2	+1.2	+8.2%
LEUPRORELIN	83.5	84.8	+1.2	+1.5%
ALUNBRIG	1.4	3.6	+2.1	NA
VELCADE	101.5	95.1	-6.4	-6.3%
<b>Oncology</b>	<b>278.9</b>	<b>298.4</b>	<b>+19.4</b>	<b>+7.0%</b>
TRINTELLIX	35.3	42.2	+6.9	+19.5%
ROZEREM	12.7	14.5	+1.8	+14.1%
COPAXONE	0.6	0.7	+0.1	+10.8%
REMINYL	12.8	13.0	+0.1	+1.0%
AZILECT	—	0.5	+0.5	NA
<b>Neuroscience</b>	<b>61.6</b>	<b>70.9</b>	<b>+9.4</b>	<b>+15.2%</b>

\* Sales of pantoprazole is not included in GI. As it is a key driver in emerging markets, its sales is included in the 4<sup>th</sup> Growth Driver, EM.

Note: Effective from FY2018, sales of certain products in Japan are now disclosed on a net basis, deducting items such as discounts and rebates, in alignment with the global managerial approach applied to individual product sales. The change in disclosure of individual product sales has been revised retrospectively, with prior year figures reclassified on a net basis to enable year-on-year comparisons. This reclassification has no impact on Takeda's financial statements and does not represent a correction of prior year figures.

## FY2018 YTD reported income statement

(Bn yen)	FY2017 YTD	FY2018 YTD	vs. PY	
<b>Revenue</b>	<b>1,369.6</b>	<b>1,380.0</b>	<b>+10.4</b>	<b>+ 0.8%</b>
<b>Gross Profit</b>	<b>984.5</b>	<b>1,010.2</b>	<b>+25.6</b>	<b>+ 2.6%</b>
% of revenue	71.9%	73.2%		+1.3pp
SG&A	-456.3	-447.7	+8.7	- 1.9%
R&D	-236.7	-228.9	+7.8	- 3.3%
<b>Non-recurring Items</b>	<b>1.1</b>	<b>11.0</b>		
<b>Core Earnings</b>	<b>292.7</b>	<b>344.6</b>	<b>+51.9</b>	<b>+ 17.7%</b>
Amortization and impairment of intangibles	-86.3	-79.4	+7.0	- 8.1%
Other income/expenses	117.1	30.2	-86.9	- 74.2%
<b>Non-recurring Items (reversal)</b>	<b>-1.1</b>	<b>-11.0</b>		
<b>Operating Profit</b>	<b>322.3</b>	<b>284.4</b>	<b>-37.9</b>	<b>- 11.7%</b>
% of revenue	23.5%	20.6%		-2.9pp
Financial income/expenses	-1.1	-32.1	-31.0	NA
Equity income/loss	-33.3	-44.0	-10.6	+ 31.8%
<b>Profit Before Tax</b>	<b>287.9</b>	<b>208.4</b>	<b>-79.5</b>	<b>- 27.6%</b>
Income tax	-47.2	-44.0	+3.2	- 6.7%
Non-controlling interests	0.2	0.1	-0.1	- 62.9%
<b>Net Profit</b>	<b>240.9</b>	<b>164.4</b>	<b>-76.5</b>	<b>- 31.7%</b>
<b>EPS</b>	<b>309 yen</b>	<b>210 yen</b>	<b>- 99 yen</b>	<b>- 32.0%</b>

## FY2018 Q3 reported income statement

(Bn yen)	FY2017 Q3	FY2018 Q3	vs. PY	
<b>Revenue</b>	<b>488.2</b>	<b>499.4</b>	<b>+11.3</b>	<b>+ 2.3%</b>
<b>Gross Profit</b>	<b>345.9</b>	<b>360.9</b>	<b>+15.0</b>	<b>+ 4.3%</b>
% of revenue	70.9%	72.3%		+1.4pp
SG&A	-159.1	-153.9	+5.2	- 3.3%
R&D	-81.6	-77.5	+4.1	- 5.0%
<b>Non-recurring Items</b>	<b>0.4</b>	<b>3.1</b>		
<b>Core Earnings</b>	<b>105.6</b>	<b>132.6</b>	<b>+27.0</b>	<b>+ 25.6%</b>
Amortization and impairment of intangibles	-29.5	-31.1	-1.6	+ 5.6%
Other income/expenses	12.2	14.0	+1.9	+ 15.3%
<b>Non-recurring Items (reversal)</b>	<b>-0.4</b>	<b>-3.1</b>		
<b>Operating Profit</b>	<b>87.9</b>	<b>112.5</b>	<b>+24.5</b>	<b>+ 27.9%</b>
% of revenue	18.0%	22.5%		+4.5pp
Financial income/expenses	0.8	-16.9	-17.7	NA
Equity income/loss	-33.8	-48.0	-14.1	+ 41.8%
<b>Profit Before Tax</b>	<b>54.9</b>	<b>47.6</b>	<b>-7.3</b>	<b>- 13.3%</b>
Income tax	13.1	-9.7	-22.9	NA
Non-controlling interests	0.1	-0.1	-0.2	NA
<b>Net Profit</b>	<b>68.1</b>	<b>37.8</b>	<b>-30.3</b>	<b>- 44.5%</b>
<b>EPS</b>	<b>87 yen</b>	<b>48 yen</b>	<b>- 39 yen</b>	<b>- 44.8%</b>

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## Bridge from Reported Revenue to Underlying Revenue

(Bn yen)	Q3				YTD			
	FY2017	FY2018	vs. PY		FY2017	FY2018	vs. PY	
<b>Revenue</b>	<b>488.2</b>	<b>499.4</b>	<b>+11.3</b>	<b>+ 2.3%</b>	<b>1,369.6</b>	<b>1,380.0</b>	<b>+10.4</b>	<b>+ 0.8%</b>
FX effects*	-14.1	-8.8	+5.3	+1.2pp	-28.7	-14.6	+14.1	+1.1pp
<b>Revenue excluding FX effects*</b>	<b>474.0</b>	<b>490.6</b>	<b>+16.5</b>	<b>+ 3.5%</b>	<b>1,340.8</b>	<b>1,365.4</b>	<b>+24.5</b>	<b>+ 1.8%</b>
<b>Divestitures**</b>	<b>-11.3</b>	<b>—</b>	<b>+11.3</b>	<b>+2.5pp</b>	<b>-45.8</b>	<b>-7.9</b>	<b>+37.9</b>	<b>+3.0pp</b>
LLPs sold to Teva JV	-1.8	—	+1.8	+0.4pp	-18.6	—	+18.6	+1.5pp
TAK-935	—	—	—	—	-3.5	—	+3.5	+0.3pp
Multilab	-0.9	—	+0.9	+0.2pp	-3.3	-1.1	+2.2	+0.2pp
Techpool	-4.8	—	+4.8	+1.1pp	-13.4	-6.6	+6.8	+0.5pp
Others	-3.8	—	+3.8	+0.8pp	-6.9	-0.2	+6.7	+0.5pp
<b>Underlying Revenue</b>	<b>462.8</b>	<b>490.6</b>	<b>+27.8</b>	<b>+ 6.0%</b>	<b>1,295.0</b>	<b>1,357.5</b>	<b>+62.4</b>	<b>+ 4.8%</b>

\* FX adjustment applies FY2018 plan rate to both years (1USD=105 yen, 1EUR=130 yen)

\*\* Divestitures adjustments in FY2017, mainly include one-time gain from the 7 LLPs sold to the JV with Teva in May 2017, and in FY2018, mainly include Multilab and Techpool revenue.

Note: See reported to core, core to underlying reconciliation Excel sheet uploaded onto the website.

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## Bridge from Operating Profit to Underlying Core Earnings

(Bn yen)	Q3				YTD			
	FY2017	FY2018	vs. PY		FY2017	FY2018	vs. PY	
<b>Operating Profit</b>	<b>87.9</b>	<b>112.5</b>	<b>+24.5</b>	<b>+ 27.9%</b>	<b>322.3</b>	<b>284.4</b>	<b>-37.9</b>	<b>- 11.7%</b>
Amortization and impairment of intangibles	29.5	31.1	+1.6	-1.5pp	86.3	79.4	-7.0	-2.3pp
Shire integration costs (Other expenses)	—	11.0	+11.0	-10.3pp	—	14.1	+14.1	+4.6pp
Other income/expenses	-12.2	-25.0	-12.8	+12.0pp	-117.1	-44.3	+72.8	+23.9pp
Non-recurring items (Shire acquisition costs)	—	3.1	+3.1	-2.9pp	—	11.0	+11.0	+3.6pp
Non-recurring items (Others)	0.4	—	-0.4	+0.4pp	1.1	—	-1.1	-0.4pp
<b>Core Earnings</b>	<b>105.6</b>	<b>132.6</b>	<b>+27.0</b>	<b>+ 25.6%</b>	<b>292.7</b>	<b>344.6</b>	<b>+51.9</b>	<b>+ 17.7%</b>
FX effects*	-4.3	-0.8	+3.5	+4.5pp	-9.9	-0.9	+9.0	+4.1pp
Divestitures**	-2.3	—	+2.3	+3.0pp	-23.0	0.1	+23.1	+10.5pp
LLPs sold to Teva JV	-0.1	—	+0.1	+0.2pp	-16.9	—	+16.9	+7.7pp
TAK-935	—	—	—	—	-3.5	—	+3.5	+1.6pp
Multilab	0.3	—	-0.3	-0.4pp	0.7	-0.1	-0.8	-0.4pp
Techpool	-0.3	—	+0.3	+0.4pp	-0.5	0.5	+1.0	+0.5pp
Others	-2.2	—	+2.2	+2.9pp	-2.7	-0.2	+2.6	+1.2pp
<b>Underlying Core Earnings</b>	<b>99.0</b>	<b>131.8</b>	<b>+32.8</b>	<b>+ 33.1%</b>	<b>259.8</b>	<b>343.8</b>	<b>+83.9</b>	<b>+ 32.3%</b>

\* FX adjustment applies FY2018 plan rate to both years (1USD=105 yen, 1EUR=130 yen)

\*\* Divestitures adjustments in FY2017, mainly include one-time gain from the 7 LLPs sold to the JV with Teva in May 2017, and in FY2018, mainly include Multilab and Techpool profits/losses.

Note: See reported to core, core to underlying reconciliation Excel sheet uploaded onto the website.

## Bridge from Net Profit to Underlying Core Net Profit

(Bn yen)	Q3				YTD			
	FY2017	FY2018	vs. PY		FY2017	FY2018	vs. PY	
<b>Net Profit</b>	<b>68.1</b>	<b>37.8</b>	<b>-30.3</b>	<b>- 44.5%</b>	<b>240.9</b>	<b>164.4</b>	<b>-76.5</b>	<b>- 31.7%</b>
<b>EPS</b>	<b>87 yen</b>	<b>48 yen</b>	<b>- 39 yen</b>	<b>- 44.8%</b>	<b>309 yen</b>	<b>210 yen</b>	<b>- 99 yen</b>	<b>- 32.0%</b>
Amortization and impairment of intangibles	21.2	23.9	+2.7	+3.8pp	61.3	60.6	-0.8	-0.3pp
Shire integration costs (Other expenses)	—	8.5	+8.5	+12.0pp	—	11.0	+11.0	+4.7pp
Other income/expenses	-8.6	-17.2	-8.6	-12.2pp	-78.6	-34.5	+44.1	+19.1pp
Shire acquisition costs	—	3.1	+3.1	+4.3pp	—	11.0	+11.0	+4.7pp
Shire acquisition financial expenses	—	6.5	+6.5	+9.1pp	—	12.6	+12.6	+5.4pp
Other exceptional gains and losses	-4.7	35.2	+40.0	+56.1pp	-6.2	37.8	+44.0	+19.0pp
<b>Core Net Profit</b>	<b>76.0</b>	<b>97.7</b>	<b>+21.8</b>	<b>+ 28.6%</b>	<b>217.5</b>	<b>262.9</b>	<b>+45.4</b>	<b>+ 20.9%</b>
FX effects*	-2.0	1.5	+3.5	+5.7pp	-3.4	3.0	+6.3	+3.7pp
Divestitures**	-1.1	0.4	+1.5	+2.4pp	-15.2	1.0	+16.2	+9.5pp
<b>Underlying Core Net Profit</b>	<b>72.8</b>	<b>99.6</b>	<b>+26.8</b>	<b>+ 36.8%</b>	<b>198.9</b>	<b>266.9</b>	<b>+67.9</b>	<b>+ 34.2%</b>
<b>Underlying Core EPS</b>	<b>93 yen</b>	<b>127 yen</b>	<b>+ 34 yen</b>	<b>+ 36.8%</b>	<b>255 yen</b>	<b>342 yen</b>	<b>+ 87 yen</b>	<b>+ 34.2%</b>

\* FX adjustment applies FY2018 plan rate to both years (1USD=105 yen, 1EUR=130 yen)

\*\* Divestitures adjustments in FY2017, mainly include one-time gain from the 7 LLPs sold to the JV with Teva in May 2017, and in FY2018, mainly include Multilab and Techpool profits/losses.

Note: See reported to core, core to underlying reconciliation Excel sheet uploaded onto the website.



## FY2018 YTD underlying income statement

(Bn yen)	<u>FY2017 YTD</u>	<u>FY2018 YTD</u>	<u>vs. PY</u>	
<b>Underlying Revenue</b>	<b>1,295.0</b>	<b>1,357.5</b>	<b>+62.4</b>	<b>+ 4.8%</b>
<b>Underlying Gross Profit</b>	<b>925.8</b>	<b>991.9</b>	<b>+66.1</b>	<b>+ 7.1%</b>
% of revenue	71.5%	73.1%		+1.6pp
SG&A	-438.9	-427.6	+11.4	- 2.6%
R&D	-227.0	-220.6	+6.5	- 2.8%
<b>Underlying Core Earnings</b>	<b>259.8</b>	<b>343.8</b>	<b>+83.9</b>	<b>+ 32.3%</b>
% of revenue	20.1%	25.3%		+5.3pp
Financial income/expenses	-5.9	-8.8	-2.9	+ 49.0%
Equity income/loss	5.7	8.2	+2.5	+ 44.0%
<b>Underlying Core Profit Before Tax</b>	<b>259.6</b>	<b>343.2</b>	<b>+83.6</b>	<b>+ 32.2%</b>
Income tax	-60.3	-76.0	-15.7	+ 26.1%
Non-controlling interests	-0.4	-0.3	+0.1	- 26.7%
<b>Underlying Core Net Profit</b>	<b>198.9</b>	<b>266.9</b>	<b>+67.9</b>	<b>+ 34.2%</b>
<b>Underlying Core EPS</b>	<b>255 yen</b>	<b>342 yen</b>	<b>+87 yen</b>	<b>+ 34.2%</b>

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## FY2018 Q3 underlying income statement

(Bn yen)	<u>FY2017 Q3</u>	<u>FY2018 Q3</u>	<u>vs. PY</u>	
<b>Underlying Revenue</b>	<b>462.8</b>	<b>490.6</b>	<b>+27.8</b>	<b>+ 6.0%</b>
<b>Underlying Gross Profit</b>	<b>328.5</b>	<b>353.8</b>	<b>+25.3</b>	<b>+ 7.7%</b>
% of revenue	71.0%	72.1%		+1.1pp
SG&A	-151.7	-148.3	+3.4	- 2.2%
R&D	-77.8	-73.6	+4.2	- 5.4%
<b>Underlying Core Earnings</b>	<b>99.0</b>	<b>131.8</b>	<b>+32.8</b>	<b>+ 33.1%</b>
% of revenue	21.4%	26.9%		+5.5pp
Financial income/expenses	-2.5	-6.0	-3.5	NA
Equity income/loss	3.0	2.4	-0.6	- 21.3%
<b>Underlying Core Profit Before Tax</b>	<b>99.5</b>	<b>128.1</b>	<b>+28.6</b>	<b>+ 28.7%</b>
Income tax	-26.5	-28.4	-1.9	+ 7.1%
Non-controlling interests	-0.2	-0.1	+0.1	- 36.2%
<b>Underlying Core Net Profit</b>	<b>72.8</b>	<b>99.6</b>	<b>+26.8</b>	<b>+ 36.8%</b>
<b>Underlying Core EPS</b>	<b>93 yen</b>	<b>127 yen</b>	<b>+34 yen</b>	<b>+ 36.8%</b>

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## Net debt/EBITDA ratio improved to 1.6x; non-core asset disposals generated 72.9 Bn yen



(Bn yen)	FY2017 YTD	FY2018 YTD	vs. PY	
<b>Operating Free Cash Flow</b>	<b>152.1</b>	<b>121.4</b>	<b>-30.7</b>	<b>-20.2%</b>
Sale of Wako shares	84.5	—		
Sale of Techpool and Multilab shares	—	27.5		
Sale of other shareholdings <sup>1</sup>	21.5	39.3		
Real estate disposals <sup>1</sup>	36.9	6.1		
Dividend	-135.4	-135.8		
Bridge and term loan facilities, etc. - Shire acquisition	—	-19.5		
Bond interest - Shire acquisition	—	—		
Others	-38.8	-35.8		
<b>Net increase (decrease) in cash</b>	<b>120.8</b>	<b>3.4</b>	<b>-117.4</b>	<b>-97.2%</b>

(Bn yen)	FY2017 Q4	FY2018 Q3	vs. PY	
<b>Cash and cash equivalents<sup>2</sup></b>	<b>294.5</b>	<b>297.9</b>	<b>-339.9</b>	<b>-53.3%</b>
<b>Debt<sup>3</sup></b>	<b>-985.7</b>	<b>-2,548.8</b>	<b>-1,563.1</b>	<b>NA</b>
<b>Net cash (debt)</b>	<b>-691.1</b>	<b>-2,250.9</b>	<b>-1,559.8</b>	<b>NA</b>
<b>Gross debt/Adjusted EBITDA ratio</b>	<b>2.6 x</b>	<b>5.9 x</b>	<b>+3.3</b>	
<b>Net debt/Adjusted EBITDA ratio (including cash in escrow)</b>	<b>1.8 x</b>	<b>NOTE 1.6 x</b>	<b>-0.2</b>	
<b>Adjusted EBITDA<sup>4</sup></b>	<b>377.7</b>	<b>432.6</b>	<b>+84.1</b>	<b>+14.5%</b>

<sup>1</sup> FY2018 disposal objective: ~110 Bn yen in total <sup>2</sup> Includes short-term investments which mature or become due within one year from the reporting date

<sup>3</sup> Bonds and loans of current and non-current liabilities <sup>4</sup> Please see slides 24-25 for details.

NOTE: FY2018 Q3 debt includes new bonds (€7.5 Bn and \$5.5 Bn) relating to the Shire acquisition financing; as of December 31, 2018, the cash received from the bond issuance (1,553.9 Bn yen) remains in escrow. 1.6x includes 1,553.9Bn yen of the cash received in escrow as part of the net debt calculation.

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## FY2018 YTD Teva JV impact



(Bn yen)	FY2017 YTD	FY2018 YTD	vs. PY
<b>Revenue</b>	<b>15.3</b>	<b>0.9</b>	<b>-14.4</b>
Sale of additional 7 LLPs*	14.5	—	-14.5
Deferred gain of 7 LLPs*	0.8	0.9	+0.1
<b>Core Earnings</b>	<b>15.3</b>	<b>0.9</b>	<b>-14.4</b>
<b>Other income</b>	<b>26.3</b>	<b>29.7</b>	<b>+3.3</b>
Deferred gain (amortization)**	4.6	3.4	-1.2
Deferred gain (impairment)***	21.7	26.3	+4.6
<b>Operating Profit</b>	<b>41.7</b>	<b>30.6</b>	<b>-11.1</b>
<b>Equity income/loss</b>	<b>-33.5</b>	<b>-42.9</b>	<b>-9.4</b>
Amortization of LLPs	-3.4	-2.7	+0.7
Impairment of LLPs and Generic Businesses	-35.7	-49.4	-13.7
Normal business	5.6	9.2	+3.6
<b>Profit Before Tax</b>	<b>8.1</b>	<b>-12.4</b>	<b>-20.5</b>

\* Total sales price of 28.5 Bn yen for additional 7 LLPs. 51% (14.5 Bn yen) recognized as revenue in May 2017. Remaining 49% deferred over 12 years.

\*\* 51% (102.9 Bn yen) value of transferred asset recognized as other operating income in April 2016 for the LLPs business transfer to Teva JV.

Remaining 49% deferred over 15 years.

\*\*\* Recognition of deferred gain accelerated due to impairment of LLPs business at Teva JV.

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# Glossary of Abbreviations

AD	Alzheimer's disease	EE H	erosive esophagitis healing	LCM	lifecycle management	RCC	renal cell cancer
ADC	antibody drug conjugate	EE M	erosive esophagitis maintenance	mAb	monoclonal antibody	RTK	receptor tyrosine kinase
ADHD	attention deficit hyperactivity disorder	EFI	enteral feeding intolerance	MAOB	monoamine oxidase B	sALCL	systemic anaplastic large cell lymphoma
ALK	anaplastic lymphoma kinase	EGRF	epidermal growth factor receptor	MLD	metachromatic leukodystrophy	SBS	short bowel syndrome
ALS	amyotrophic lateral sclerosis	EOE	eosinophilic esophagitis	NAE	NEDD8 activating enzyme	SC	subcutaneous formulation
AML	acute myeloid leukemia	ESCC	esophageal squamous-cell carcinoma	NASH	non-alcoholic steatohepatitis	SCT	stem cell transplant
AMR	antibody mediated rejection	FL	front line	ND	newly diagnosed	SCZ	schizophrenia
ASCT	autologous stem cell transplant	FLT-3	FMS-like tyrosine kinase 3	NDA	new drug application	SLE	systemic lupus erythematosus
ARD	acid-related diseases	FSI	first subject in	Neg	negative	sq	squamous
BTK	Bruton's tyrosine kinase	GCC	guanylyl cyclase C	NERD	non-erosive reflux disease	SR	steroid refractory
BBB	blood brain barrier	GERD	gastroesophageal reflux disease	NF	new formulation	SR-GvHD	steroid refractory acute graft vs host disease
BOS	budesonide oral suspension	GI	gastrointestinal	NK	natural killer	STING	stimulator of interferon genes
CAR-T	Chimeric antigen receptor-T	GnRH	gonadotropin-releasing hormone	NME	new molecular entity	SUMO	small ubiquitin-related modifier
CD	Crohn's disease	GU	gastric ulcer	NSCLC	non-small cell lung cancer	SYK	spleen tyrosine kinase
CHAWI	congenital hemophilia A with inhibitors	GvHD	graft versus host disease	NSCT	non stem cell transplant	TESD	treatment emergent sexual dysfunction
CIAS	cognitive impairment associated with schizophrenia	HAE	hereditary angioedema	NS	negative symptoms		
CIC	chronic idiopathic constipation	H2H	head to head	OIC	opioid induced constipation		
CIDP	chronic inflammatory demyelinating polyradiculoneuropathy	HCC	hepatocellular carcinoma	ORR	overall response rate		
CML	chronic myeloid leukemia	HemA	hemophilia A	PARP	poly (ADP-ribose) polymerase		
CMML	chronic myelomonocytic leukemia	HER2	human epidermal growth factor receptor 2	PBS	phosphate buffered saline		
CSF	cerebrospinal fluid	HL	Hodgkin's lymphoma	PCAB	potassium competitive acid blocker		
CNS	central nervous system	HR MDS	high-risk myelodysplastic syndromes	PFIC	progressive familial intrahepatic cholestasis		
CRL	complete response letter	IBD	inflammatory bowel disease	Ph+ ALL	Philadelphia chromosome-positive acute lymphoblastic leukemia		
CTCL	cutaneous T-cell lymphoma	IBS-C	irritable bowel syndrome with constipation	PID	primary immunodeficiency		
CTTP	congenital thrombotic thrombocytopenic purpura	IND	investigational new drug	PPI	proton pump inhibitor		
DAAO	D-amino acid oxidase	I/O	immuno-oncology	PK	pharmacokinetics		
DED	dry eye disease	IV	intravenous	POC	proof of concept		
DLBCL	diffuse large B-cell lymphoma	iPSC	induced pluripotent stem cells	POI	post-operative ileus		
DM	diabetes mellitus	LBD	Lewy body dementia	PTCL	peripheral T-cell lymphoma		
DU	duodenal ulcer	LB AML	low-blast acute myeloid leukemia	R/R	relapsed/refractory		
Dx	diagnosis	LSD1	Lysine specific demethylase 1	RA	rheumatoid arthritis		