

TAKEDA R&D INVESTOR DAY 2019



Tokyo, Japan

November 21, 2019

Better Health, Brighter Future

R&D DAY AGENDA – TOKYO, NOVEMBER 21, 2019



TIME	AGENDA
11:00 – 11:05	Welcome and Introduction of Presenters <i>Ayako Iwamura, Investor Relations, Global Finance</i>
11:05 – 11:45	Realizing the Potential of Plasma-derived Therapies <i>Julie Kim, President, Plasma-Derived Therapies Business Unit</i>
11:45 – 12:15	A New Dedicated Focus on Innovative, Sustainable Solutions for Plasma-Derived Therapies <i>Christopher Morabito, M.D., Head of R&D, Plasma-Derived Therapies</i>
12:15 – 12:45	Q&A session
12:45 – 13:25	Lunch Break
13:25 – 13:35	Welcome back and Introduction of Presenters <i>Ayako Iwamura, Investor Relations, Global Finance</i>
13:35 – 13:45	Takeda: A Global Values-Based, R&D-Driven Biopharmaceutical Leader <i>Christophe Weber, President & CEO Takeda</i>
13:45 – 14:15	Translating Science into Highly Innovative, Life-changing Medicines <i>Andy Plump, President R&D</i>
14:15 – 14:40	Oncology and Cell Therapies with Spotlight on CAR-NK <i>Chris Arendt, Head Oncology Drug Discovery Unit</i>
14:40 – 15:00	Spotlight on Oncology Opportunities <ul style="list-style-type: none">• TAK-788: <i>Rachel Brake, Global Program Lead</i>• Pevonedistat: <i>Phil Rowlands, Head Oncology Therapeutic Area Unit</i>
15:00 – 15:20	Break
15:20 – 15:45	Rare Diseases & Gene Therapy <i>Dan Curran, Head Rare Disease Therapeutic Area Unit</i>
15:45 – 16:00	Spotlight on Orexin2R agonists <i>Deborah Hartman, Global Program Lead</i>
16:00 – 16:20	Therapeutic Area Focus in GI with Spotlight on Celiac Disease <i>Asit Parikh, Head GI Therapeutic Area Unit</i>
16:20 – 17:00	Panel Q&A Session
17:00	Drinks reception

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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 were presently, presented in accordance with accounting principles generally accepted in the United States ("U.S. GAAP"), have been conformed to IFRS, without material difference.

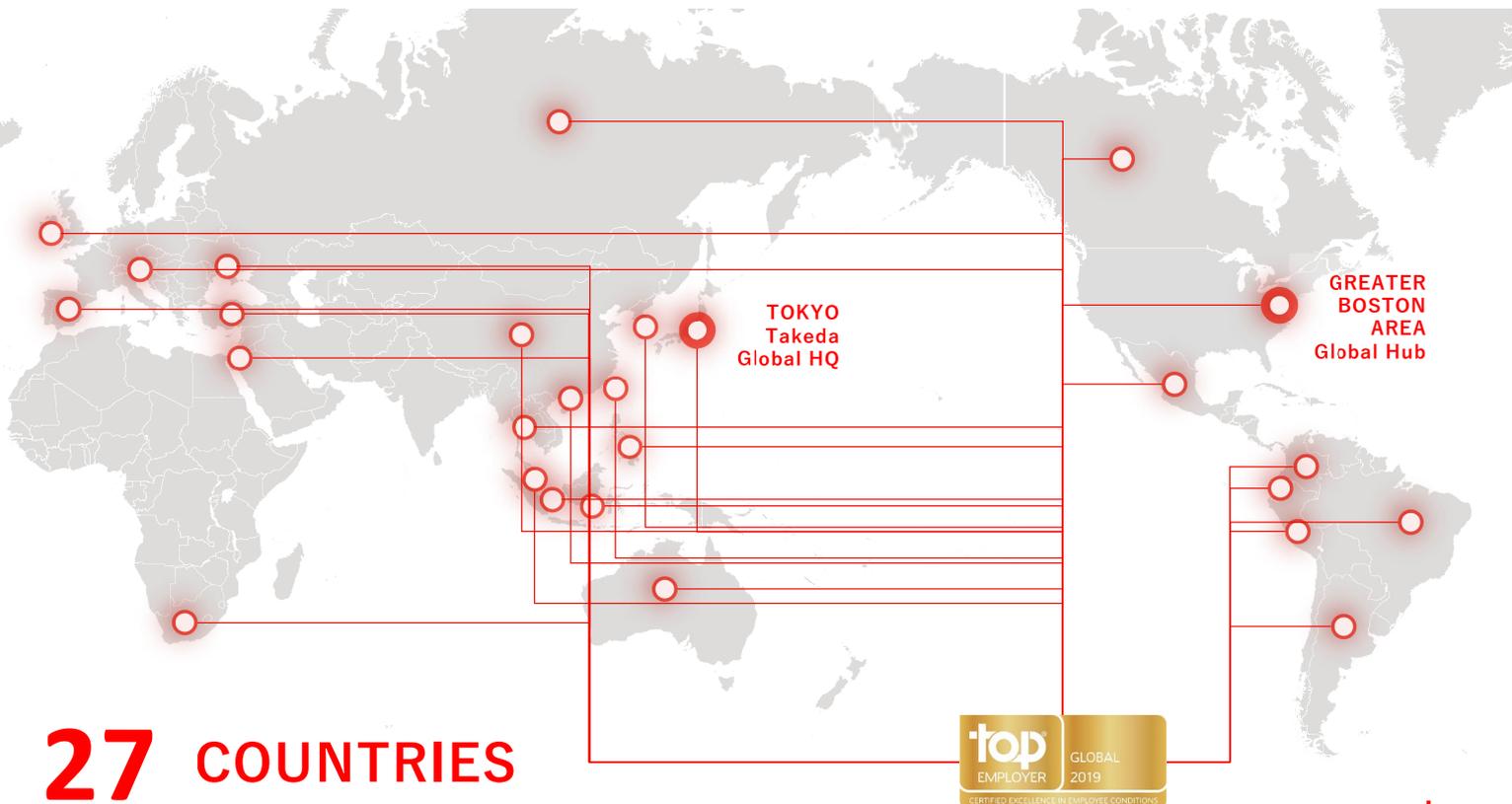
The Shire acquisition closed on January 8, 2019, and our consolidated results for the fiscal year ended March 31, 2019 include Shire's results from January 8, 2019 to March 31, 2019. References to "Legacy Takeda" businesses are to our businesses held prior to our acquisition of Shire. References to "Legacy 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.



Our mission is to strive
towards Better Health and a
Brighter Future for people
worldwide through
leading innovation in medicine







TAKEDA-ISM



TAKEDA-ISM

01
PATIENT



PATIENT
01



TRUST
02



REPUTATION
03



BUSINESS
04



誠実
INTEGRITY

公正
Fairness

正直
Honesty

不屈
Perseverance

TAKEDA-ISM

HCPs

PATIENTS

SOCIETY

GOVERNMENT AGENCIES

02 TRUST

03 REPUTATION

INNOVATION

ACCESS TO MEDICINE

CORPORATE SOCIAL RESPONSIBILITY

PATIENT

01

TRUST

02

REPUTATION

03

BUSINESS

04

誠実

INTEGRITY

公正

Fairness

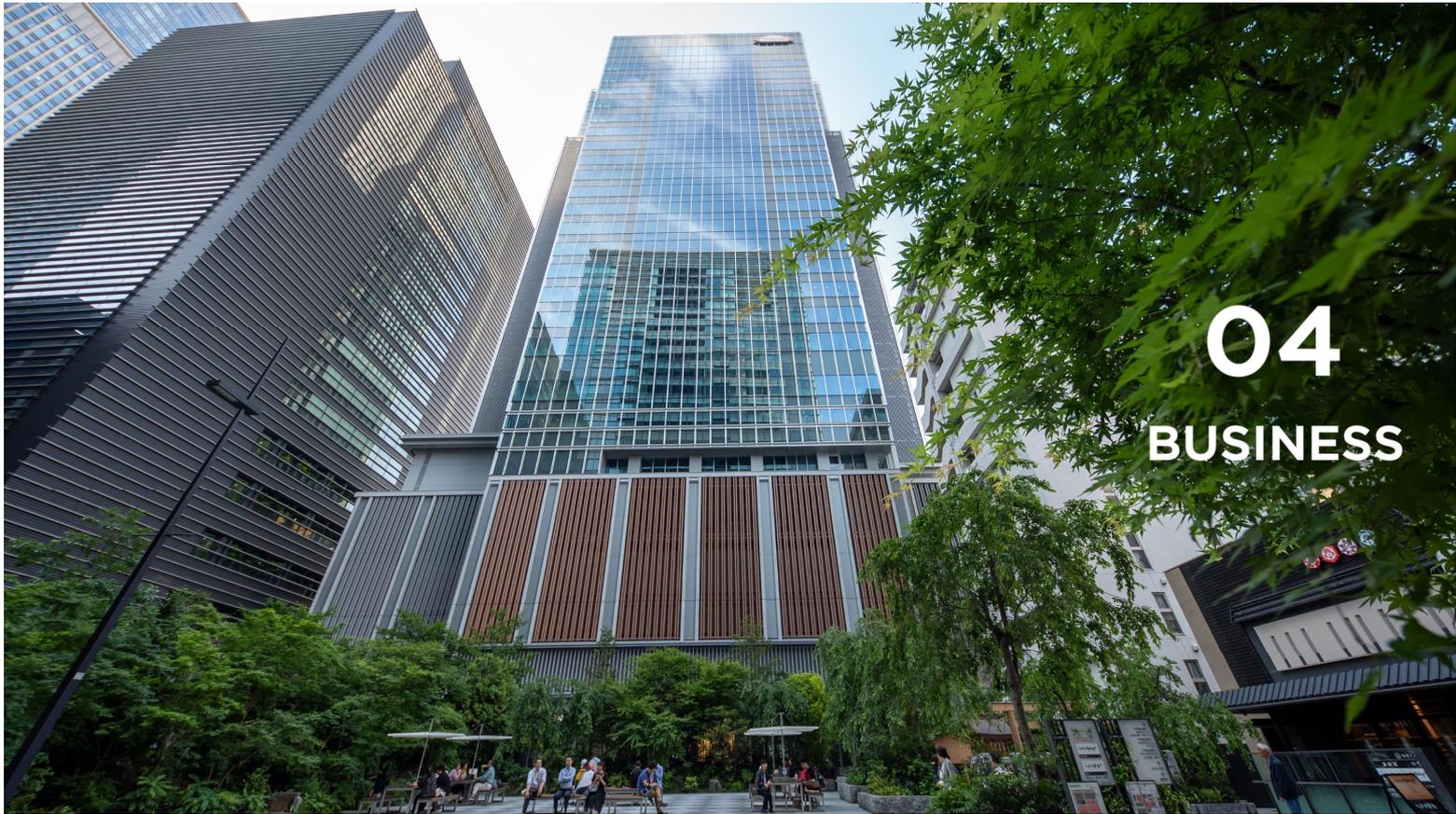
正直

Honesty

不屈

Perseverance

TAKEDA-ISM



04

BUSINESS



**LONG-TERM VALUE
FOR PATIENTS,
SOCIETY AND
INVESTORS**

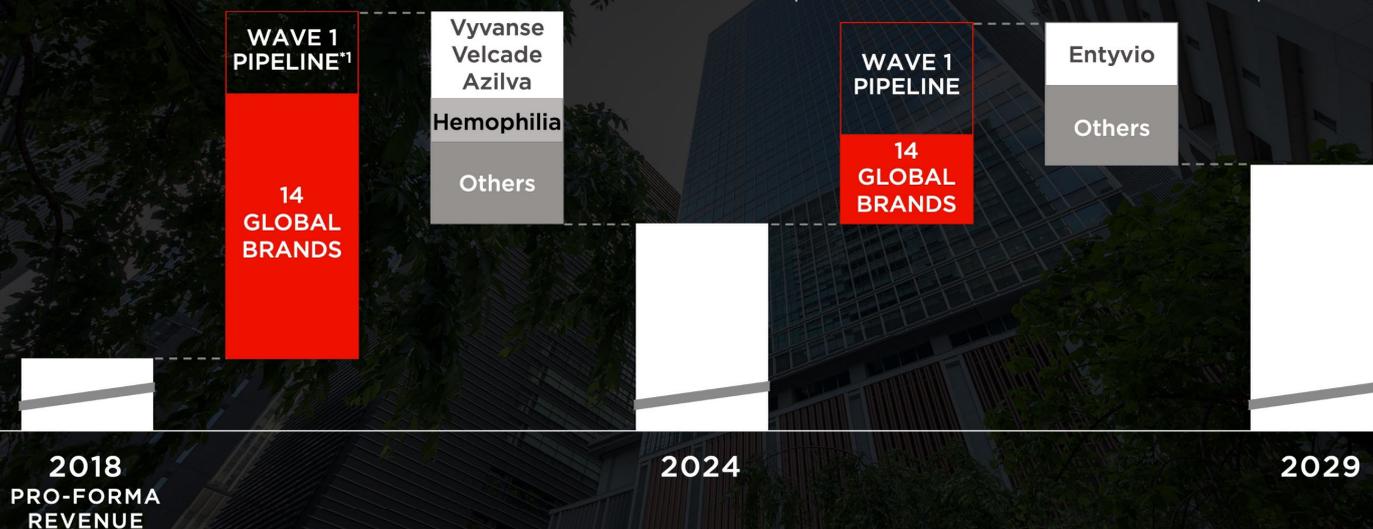
SCIENCE DRIVEN COMPANY WITH A FOCUSED MIND



**BRINGING
INNOVATION
TO PATIENTS**

Positioned for Sustainable Revenue Growth

Potential Wave 2 pipeline not included



Note: The above chart represents conceptual changes in revenue through 2024 and 2029 demonstrating growth over time offsetting loss of exclusivities and achieving a single digit growth as compared to 2018 pro forma revenue which represents the sum of Takeda revenue for FY2018 plus Shire revenue for the same period (not including the Legacy Shire oncology business, which was sold in August 2018), converted to JPY at the rate of \$1 = 111 JPY, and converted from US GAAP to IFRS. 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 in Wave 1 Pipeline is non-risk adjusted.

