



140th Ordinary General Meeting of Shareholders

Reports on the Business Report, Consolidated Financial Statements and Unconsolidated Financial Statements for the 139th Fiscal Year

Christophe Weber

President & Chief Executive Officer

June 29, 2016

Important Notice



Forward-Looking Statements

This presentation contains forward-looking statements regarding Takeda's future business, financial position and results of operations, including estimates, forecasts, targets and plans. These forward-looking statements may be identified by the use of forward-looking words such as "aim," "anticipate," "assume," "believe," "continue," "endeavor," "estimate," "expect," "forecast," "initiative," "intend," "may," "outlook," "plan," "potential," "probability," "pro-forma," "project," "risk," "seek," "should," "strive," "target," "will" or similar words, or expressions of the negative thereof, or by discussions of strategy, plans or intentions.

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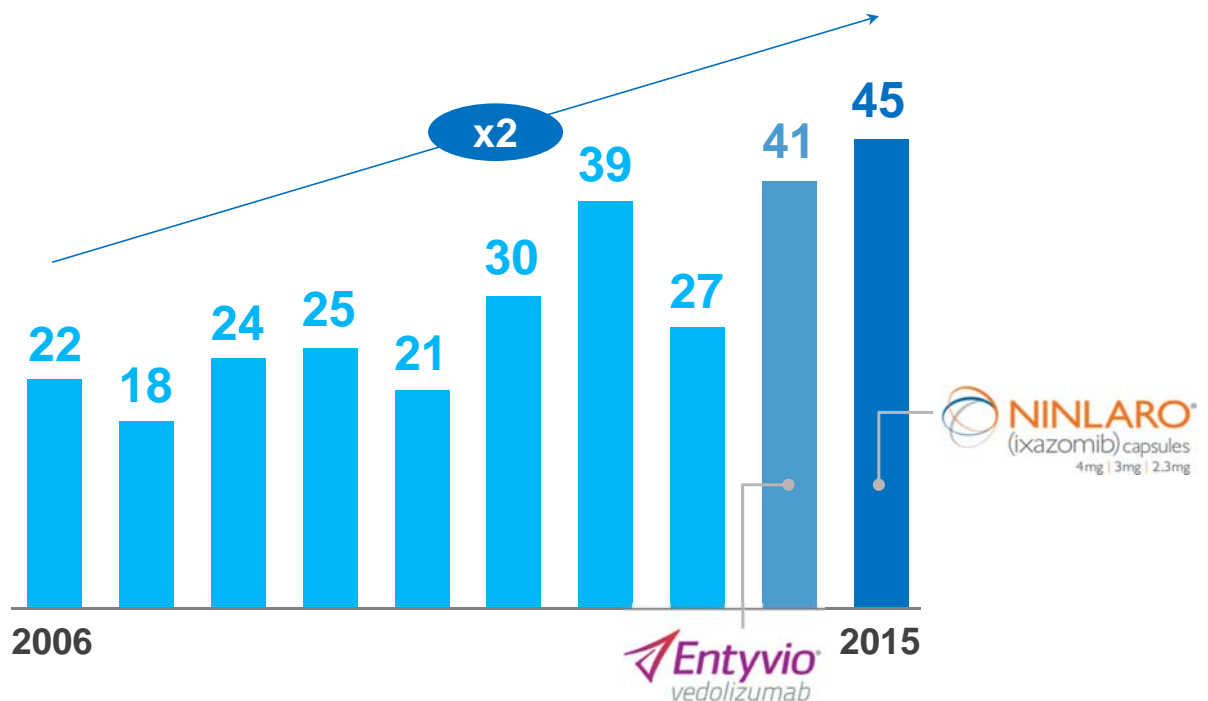
Business Environment Surrounding Takeda

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Number of FDA Drug Approvals is Increasing Driven by New Scientific Insight



Novel approvals in the U.S.A.*



From website:

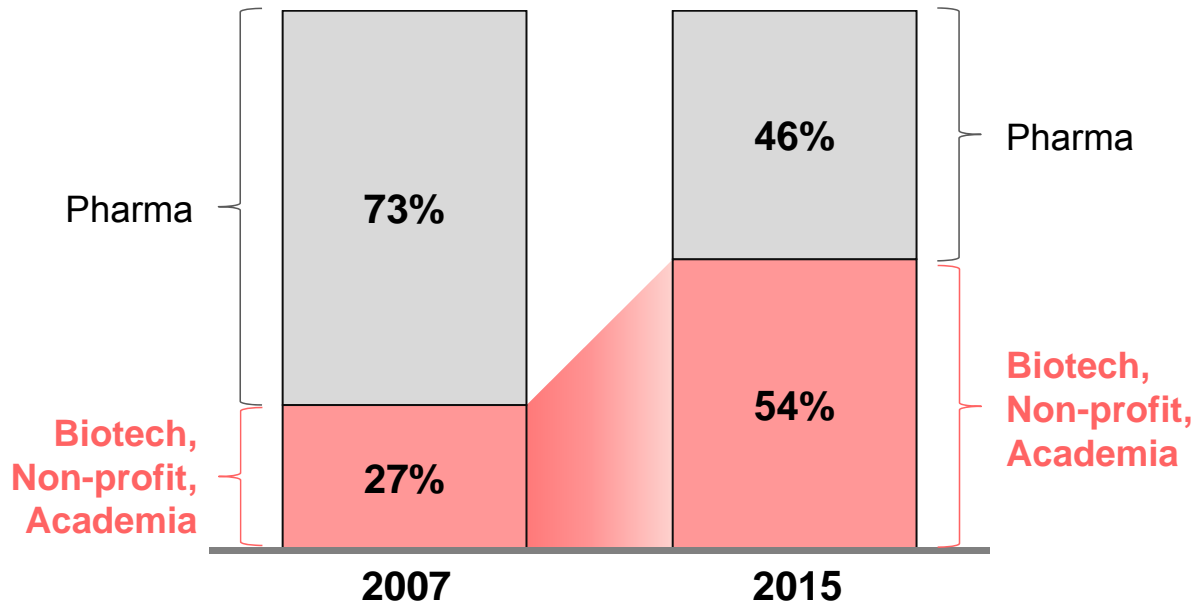
<http://www.fda.gov/Drugs/DevelopmentApprovalProcess/HowDrugsareDevelopedandApproved/DrugandBiologicApprovalReports/NDAandBLAApprovalReports/ucm373420.htm>

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* Approved by CDER (Center for Drug Evaluation and Research) and CBER (Center for Biological Evaluation and Research) in the U.S.A.



Origination of Global Top 100 Products by Worldwide Sales



Takeda's Strategic Roadmap: Focus on Execution

VALUES	<ul style="list-style-type: none"> - Takeda-ism Patient → Trust → Reputation → Business
PEOPLE	<ul style="list-style-type: none"> - Patient and customer centricity - Agile global organization - Fostering talent
R&D	<ul style="list-style-type: none"> - Focused world class R&D New approaches to innovation
BUSINESS PERFORMANCE	<ul style="list-style-type: none"> - Sustaining sales growth GI, Oncology, CNS and Emerging Markets - Sustaining profit growth Cost discipline

Mission

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

Vision 2025

We serve the needs of our patients, wherever they are. We earn the trust of society and customers through Takeda-ism. We are recognized as best in class because of agility and innovation, qualities that help us build a steady pipeline and deliver growth, year on year.

Takeda-ism will guide us to reach our Vision

Integrity

Fairness

Honesty

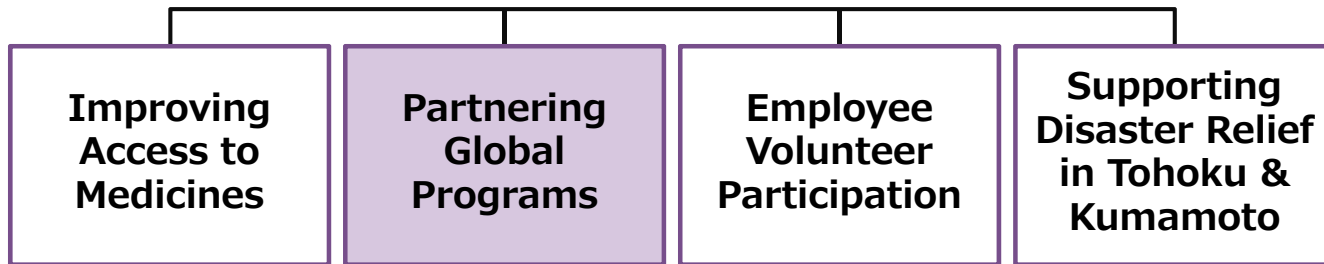
Perseverance

We take action and make decisions by focusing on our four priorities, in order of:

- 1** Putting the patient at the center
- 2** Building trust with society
- 3** Reinforcing our reputation
- 4** Developing the business



Our Key CSR & Access to Medicine Activities for Patients & People



Initiatives in FY2016

- Selected by global employees voting
- Aligned with the UN Sustainable Development Goals



- **Global Measles Vaccination Program** for 5 million Children
- **Maternal and Child Health Programs** in 7 Asian countries



Global, Diverse and Experienced Takeda's Executive Team (TET)



Christophe Weber
President & CEO



Shinji Honda
Corporate Strategy Officer



Masato Iwasaki
President Japan Pharma BU



Andrew Plump
Chief Medical and Scientific Officer



James Kehoe
Chief Financial Officer



Christophe Bianchi
President Global Oncology BU



Ramona Sequeira
President US BU



Giles Platford
President Emerging Markets BU



Yoshihiro Nakagawa
Global General Counsel



David Osborne
Global Human Resources Officer



Rajeev Venkayya
President Global Vaccine BU



Marc Princen
President EUCAN BU



Haruhiko Hirate
Corporate Communications and Public Affairs Officer



Gerard Greco
Global Quality Officer



Thomas Wozniowski
Global Manufacturing and Supply Officer

FY2015 Annual Results

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BUSINESS PERFORMANCE



GI: ENTYVIO®

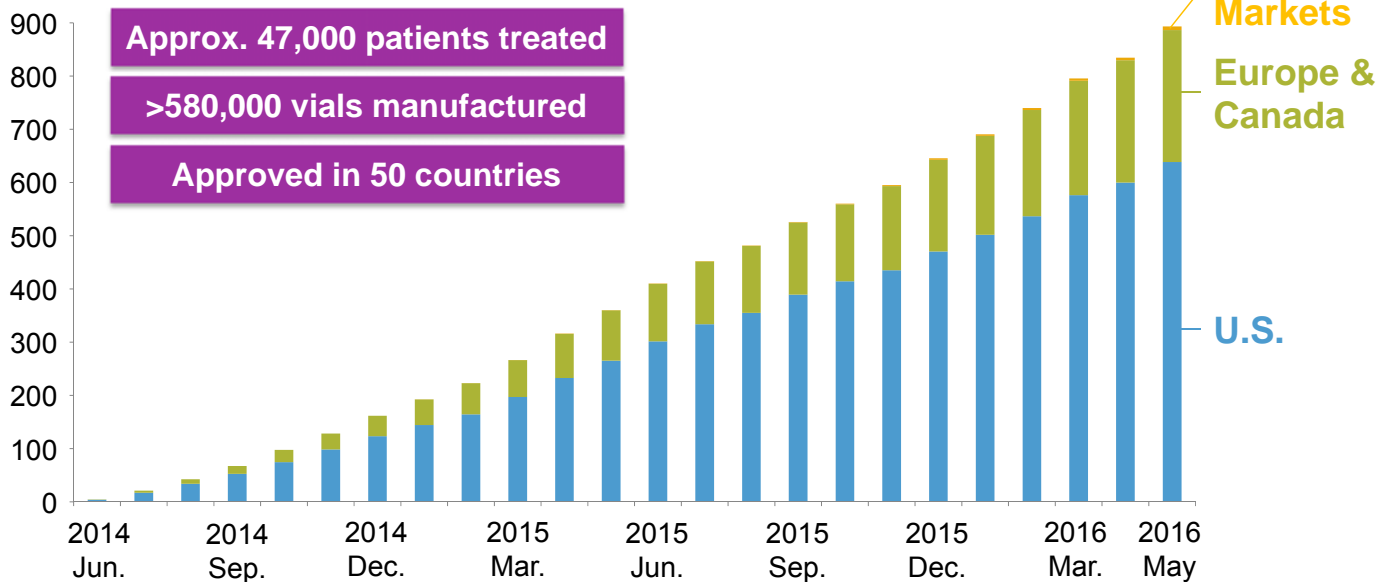
On Track to Exceed \$2bn MAT Sales within FY2018



MAT*
Revenue
(oku-yen)



Constant Currency



Approx. 47,000 patients treated
 >580,000 vials manufactured
 Approved in 50 countries

Oncology: NINLARO®

Encouraging Uptake in the US since Dec 2015 Launch



**2,500 patients treated in US,
94% market coverage achieved**

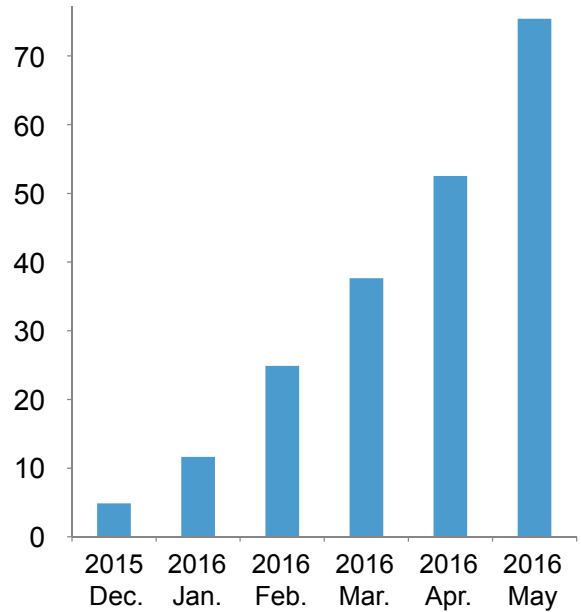
**Appealing and requesting a
re-examination in EU**

**5 pivotal Ph-3;
80 IISR studies approved and
ongoing**

IISR: Investigator Initiated Sponsored Research

Revenue
(oku-yen)

Cumulative Sales
@ Constant Currency



Growth Drivers Continue to Boost Our Top line Growth



Performance by Growth Driver

Underlying revenue growth

	FY14 (oku-yen)	FY15 (oku-yen)	
GI*	2,409	2,977	+23.6%
Oncology***	3,330	3,364	+1.0%
CNS	415	569	+37.3%
Emerging Markets*	3,163	3,314	+4.8%

Growth Drivers Total**
+9.5%

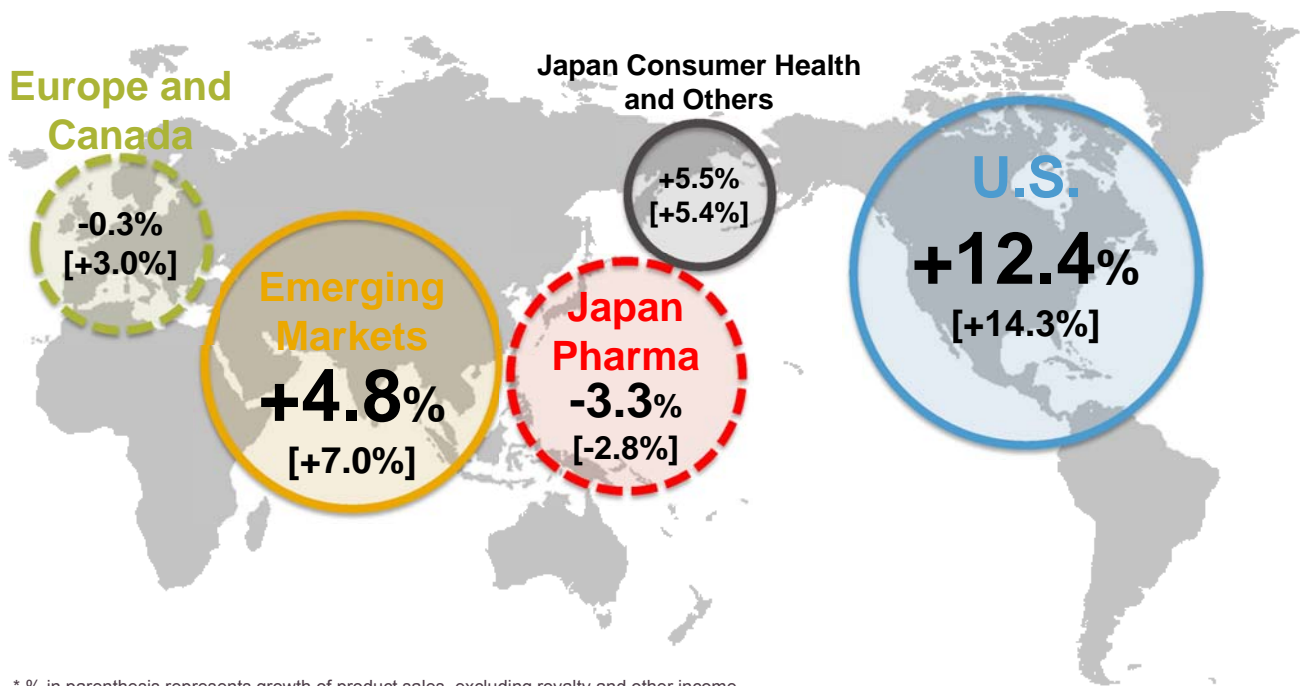
Growth Drivers Total**
Takeda Total

52%

* Sales of pantoprazole in Emerging Markets (EM) is included in EM, but not in GI (Gastrointestinal), as it is a key driver in EM. Sales of pantoprazole in other regions is not included in this slide.
 ** Total GI/Oncology/CNS/EM, eliminated duplications (e.g. ADCETRIS in EM and in Oncology)
 *** Underlying growth of Oncology excl. VELCADE royalties is +4.4%

Underlying revenue growth

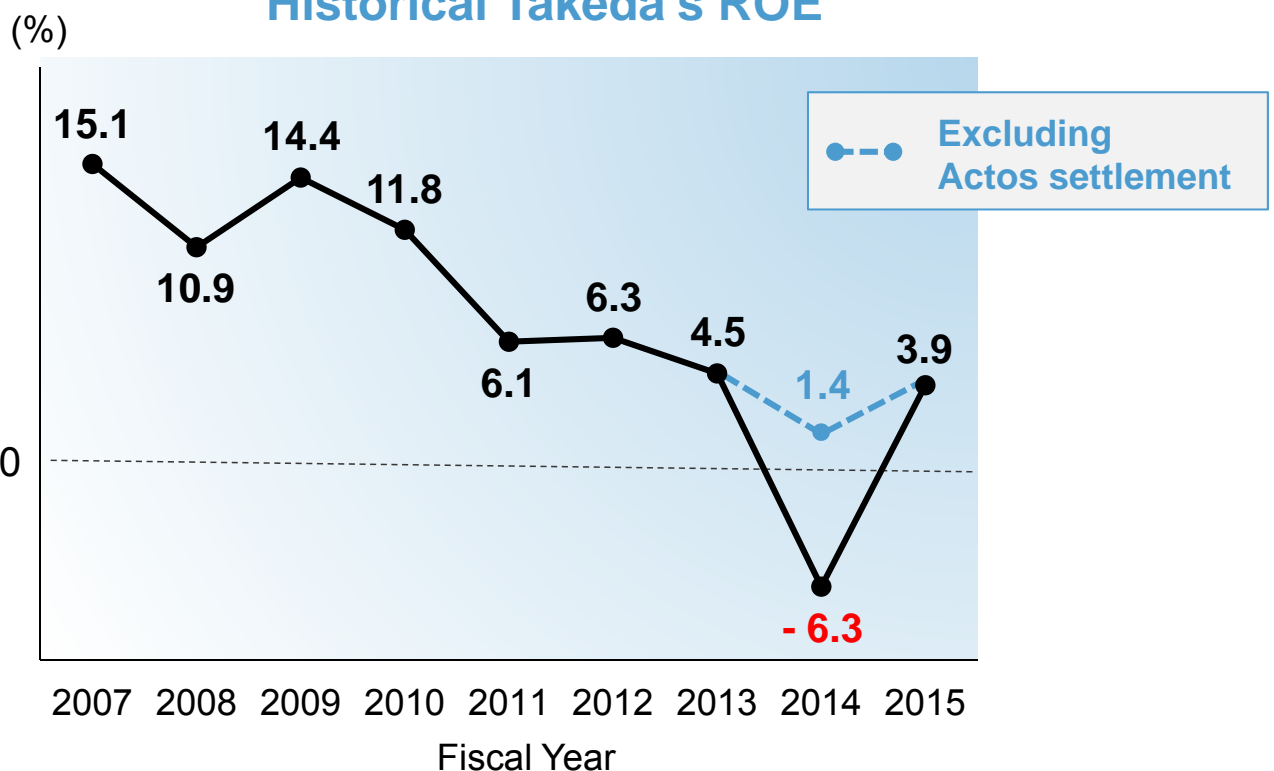
FY15 Regional Revenue* vs. FY14



* % in parenthesis represents growth of product sales, excluding royalty and other income.

FY2015 Management Guidance Delivered; ROE is Improving

Historical Takeda's ROE



FY2016 and Future Outlook

Our Long-term Aspiration



Vision 2025

- We serve the needs of our patients, wherever they are.
- We earn the trust of society and customers through Takeda-ism.
- We are recognized as best in class because of agility and innovation, qualities that help us build a steady pipeline and deliver growth, year on year.

- **No.1 GI**
- **Top 10 Oncology**
- **Strong CNS and EM Presence**



Strengthening Our Pipeline is Key for Our Long-term Success

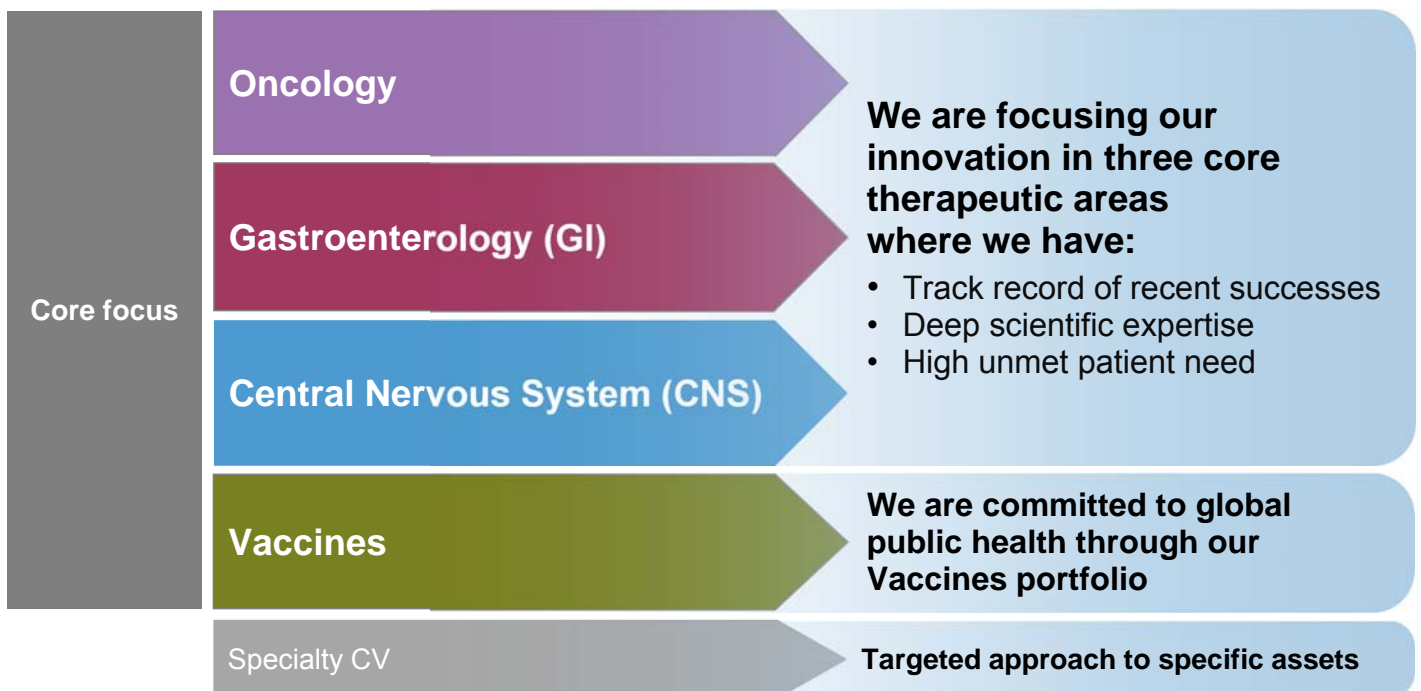


	Phase 1	Phase 2	Phase 3	Life Cycle Management	
Oncology	<p>TAK-202 CCR2 antagonist Solid Tumors</p> <p>TAK-659 SYK inhibitor Hematologic malignancies</p> <p>TAK-931 CDC7 inhibitor Solid Tumors</p> <p>TAK-243 UAE inhibitor Solid Tumors</p> <p>TAK-580 pan-RAF kinase Solid Tumors</p>	<p>Pevonedistat (TAK-383) NAE inhibitor HR MDS</p> <p>alisertib Aurora A kinase SCLC</p> <p>relugolix*** LH-RH antagonist Prostate cancer</p>	<p>TAK-117 PI3Ka NSCLC</p> <p>TAK-228 mTORC 1/2 RCC</p>	<p>trebananib (JP) Anti-angiopoietin peptide Ovarian Cancer</p>	<p>NINLARO® Proteasome inhibitor MM R/R (EU/EM), R/R AL Amyloidosis, Front Line MM Maintenance MM post-SCT Maintenance MM w/o SCT</p> <p>ADCETRIS® CD30 ADC HL Post Transplant FL HL, FL MTCL, Relapsed CTCL</p>
GI	<p>TAK-828 RORγ1 inverse agonist Crohn's Disease</p>	<p>TD-8954 Selective 5-HT4 receptor agonist Enterical Feeding Intolerance</p>		<p>ENTYVIO® α4β7 mAb UC/CD (EM, JP), adalimumab H2H Subcutaneous formulation UC/CD PSC, GVHD, IO Colitis</p> <p>AMITIZA® Chloride channel activator Pediatric constipation New formulation</p> <p>DEXILANT® PPI ARD in adolescents</p> <p>TAKECAB® PCAB ARD (Asia) PPI Partial Responder</p>	
CNS	<p>TAK-041 GPR139 agonist CIAS neg. symptoms</p> <p>TAK-071 M1PAM LBD-AD</p> <p>TAK-831 DAAO inhibitor Schizophrenia, Ataxia</p>	<p>TAK-058 5-HT3 antagonist CIAS</p> <p>TAK-653 AMPA potentiator TRD</p> <p>TAK-915 PDE2A1 LBD-AD</p> <p>TAK-935 CH24H inhibitor Epilepsy</p>	<p>TAK-063 PDE10A1 Schizophrenia</p>	<p>AD-4833 TOMM40 Mitochondrial growth modulator Delay of MCI</p> <p>AZILECT® MAOB inhibitor Parkinson's (JP)</p>	<p>TRINTELLIX™ Multimodal anti-depressant Cognition data in label (CRL received) MDD (JP), ADHD</p>
Vaccines	<p>TAK-195** sIPV</p>	<p>TAK-021 EV71</p>	<p>TAK-003 Dengue</p> <p>TAK-214 Norovirus</p> <p>TAK-850 (JP) Influenza</p>		
Specialty CV		<p>TAK-272 Direct renin inhibitor Diabetic Nephropathy</p>			
Other	<p>AMG 403 NGF Pain</p> <p>TAK-079 Anti-CD38 mAb RA</p>	<p>TAK-020 BTK inhibitor RA</p>	<p>namilumab GM-CSF Psoriasis & RA</p>	<p>AZILVA® FDC w/ amlodipine & HCTZ (JP) ARB Hypertension</p> <p>NESINA® FDC with Met (JP) DPP4i TZDM</p> <p>ULORIC® XAO inhibitor XR Formulation Hyperuricemia</p> <p>BENET® Bone resorption inhibitor Additional formation (JP)</p>	

18 * XMT-1522 is still pre-clinical; IND expected in 2016 ** TAK-195 is still pre-clinical; Phase 1 start expected in Q4 FY2016
 *** Relugolix also in Phase 3 for uterine fibroids, Phase 2 for endometriosis. Takeda has granted Myovant an exclusive, worldwide license to relugolix, excluding Japan and certain other Asian countries. See appendix for list of abbreviations



Focusing Our Efforts in the Therapeutic Areas Where We Want to be at the Cutting Edge of Innovation





External Partnership is Key

Takeda-CiRA Joint Program for iPS Cell Applications



INSIDE VIEW TAKEDA-CiRA JOINT PROGRAM



:insideview profile feature

Shinya Yamanaoka, Director, Center for iPS Cell Research and Application, Kyoto University.

Induced pluripotent stem cells (iPSCs) offer exciting potential for next-generation medicine. Since its invention in 2006 by Shinya Yamanaoka and his team at Kyoto University, iPSC technology and research have been advanced by the university's Center for iPS Cell Research and Application (CiRA), which in 2015 entered a large-scale research partnership with Takeda Pharmaceutical Company to form the Takeda-CiRA Joint Program for iPS Cell Applications (T-CiRA). Here Shinya Yamanaoka, CiRA director and featured interviewee, talks about the significance of the T-CiRA program and the prospects for its research.

Q: What are iPSCs and why are they important?
iPSCs are created by reprogramming somatic cells taken from adults, and are similar to embryonic stem cells. iPSCs can differentiate into any type of cell in the body, making them very promising for regenerative medicine as well as drug discovery for a wide range of conditions including rare and intractable diseases. Our technology for generating human iPSCs is both highly reproducible and simple, which allows us to produce a steady supply of stem cells for research and clinical applications.

Q: What can we expect from the T-CiRA program?
As the world's foremost research center for iPSC technology, the CiRA is overarching mission is to develop clinical applications for iPSCs. To achieve this, collaborating with pharmaceutical companies is vital, and Takeda is Japan's largest pharmaceutical company. The T-CiRA program is an unprecedented collaboration between academia and industry in Japan in terms of both scale and level of cooperation. The collaboration is massive: over 6,000 sq. m of dedicated space and 20 billion yen of joint funding are dedicated to this project for the next 10 years, showing the degree to which Takeda believes in the potential of our iPSC technology. Also, the direction of collaboration is the opposite to that of conventional joint research, in which researchers from pharmaceutical companies come to a university to work with academic

researchers. Under the T-CiRA program, our CiRA researchers will go to Takeda's Shonan Research Center in Kanagawa, near Tokyo, to form teams with Takeda researchers. The T-CiRA program is therefore an exceptional collaboration, both in Japan and globally, from which we expect to see some very important advances in clinical iPS cell technologies.

Q: Much of our research is fundamental in nature but with important future applications in mind.

Q: How will the T-CiRA collaboration facilitate research?
The T-CiRA program represents a rare opportunity for researchers to commit to a project continuously for as long as 10 years. That will allow us to greatly advance the research overall, as the type of breakthrough projects we are undertaking often require a significant amount of time to produce results. Becoming an on-site collaborator with a large pharmaceutical company like Takeda also affords full access to a range of excellent resources that are important for drug discovery including research facilities, equipment and access to a huge compound library, as well as interactions with experts in a wide variety of fields, including high-throughput screening and medicinal chemistry. It's a wonderful opportunity for any researcher.

Q: What kind of research is being pursued under the T-CiRA program?
As of April 2016, we have had seven research projects in full swing. Two projects are in regenerative medicine: one is looking at the development of cell therapy for type 1 diabetes based on the transplantation of iPSC-derived pancreatic cells and the other is investigating an immune cell therapy for various cancers using cancer-specific lymphocytes derived from iPSCs. T-CiRA researchers are also working hard to develop drugs for intractable diseases. One research group is aiming to discover new drugs for atrophic lateral sclerosis (ALS), a fatal neurodegenerative disease using iPSCs created from the patient's own cells. Another group is



Positions Available at T-CiRA Joint Program

Open positions:

- 1) Principal Investigators
 - Professor
 - Associate Professor
 - Junior Associate Professor
 - Assistant Professor
- 2) Staff scientists working on individual projects
- 3) Post-doctoral fellows working on individual projects

Work location:

Shonan Research Center, Takeda Pharmaceutical Company, Fujisawa City, Kanagawa, Japan (CiRA Satellite Lab)
Employment is through Kyoto University.

For further details:
<http://www.ci-ra.kyoto-u.ac.jp/e/employment/>
<http://www.takeda.com/t-ci-ra/>



Nature
(May 26, 2016)

<http://www.nature.com/advertorials/insideview/pdf/ivtakedamay2016.pdf>

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FY2016 Management Guidance and Mid-Term Milestones



Underlying

Revenue: Mid-single digit
Core Earnings: Low- to mid-teen
Core EPS: Low- to mid-teen

Annual Dividend per Share
180 yen for FY2016





Mid-Term (3 year) Milestones (CAGR*)







Revenue: Mid-single digit
Core Earnings: Double digit

Proposal for a New Governance Structure

From "A Company with Board of Corporate Auditors"
to "A Company with Audit and Supervisory Committee"



Chairman	Internal directors			
 Y. Hasegawa	 President & CEO C. Weber	 Corporate Strategy Officer S. Honda	 JPBU President M. Iwasaki	 Chief Medical & Scientific Officer A. Plump

External directors	 F. Sudo	 M. Sakane	 M. Orsinger	 T. Shiga	 E. Higashi	 Y. Fujimori
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Audit & Supervisory Committee directors	 Y. Yamanaka <small>(Internal director)</small>	 S. Kuniya	 K. Hatsukawa	 J. L. Butel
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Centuries of Takeda's History and Outlook



Better Health, Brighter Future

Thank-you



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