



Takeda FY2014 Annual Results

Christophe Weber
President & Chief Executive Officer

May 15, 2015

Takeda Pharmaceutical Company Limited

Important notice



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.

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This presentation contains information about products that may not be available in all countries, or may be available under different trademarks, for different indications, in different dosages, or in different strengths. Nothing contained herein should be considered a solicitation, promotion or advertisement for any prescription drug including the ones under development.

FY2014: A year of transformation and results



VALUE	<ul style="list-style-type: none"> Takeda-ism <i>Patient → Trust → Reputation → Business</i>
PEOPLE	<ul style="list-style-type: none"> Patient and customer centricity Global and agile organization fostering talent
R&D	<ul style="list-style-type: none"> Focused world class R&D innovation engine
BUSINESS PERFORMANCE	<ul style="list-style-type: none"> Sustaining sales growth <i>Innovation with leadership in GI & Oncology Leverage value brands in Emerging Markets</i> Financial discipline to deliver growth

**FY2014:
Transforming
and
Delivering
Sales & Core
Earnings
Target**

**Exceptional
loss due to
Actos**

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Four key new products approved in FY2014



Significant late-stage milestones achieved

- Ixazomib:** Phase III interim results permitting filing in FY2015
Breakthrough designation in AL Amyloidosis
- ADCETRIS:** Expansion of geographies (e.g. approved in Brazil, filed in Russia)

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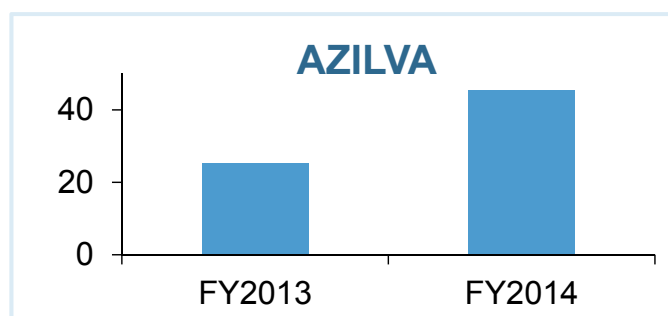
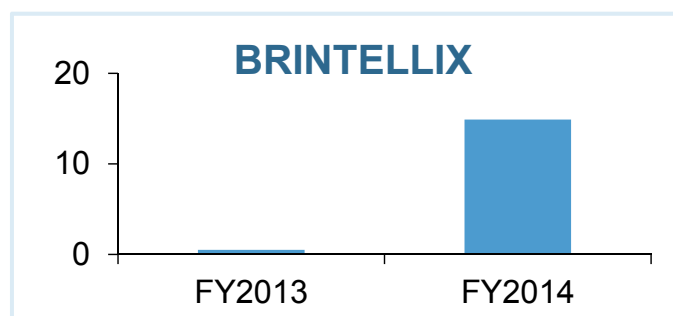
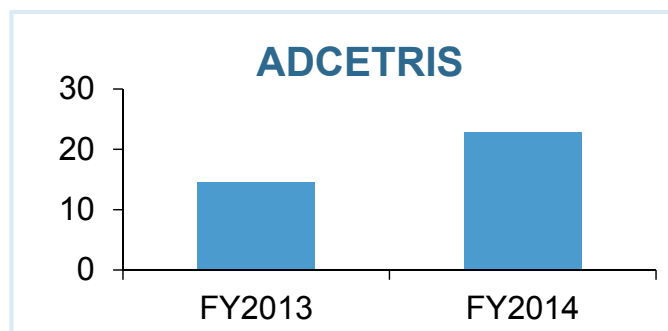
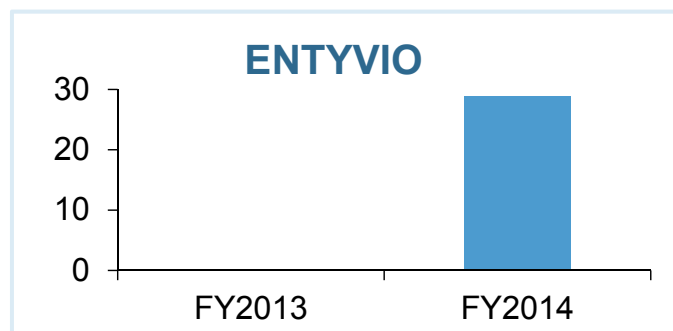
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FY2014: Delivering successful launches, achieving +2.8% underlying revenue growth



New products* added ¥97.2 bln incremental sales in FY2014

Revenue (billion yen) @ Constant currency



⁴ * New products: Products launched in or after 2009 excluding new formulation or fixed dose combination of existing drugs: DEXILANT, ULORIC, NESINA, AZILVA, ADCETRIS, BRINTELLIX, ENTYVIO, CONTRAVE, TAKECAB etc.

Organization in place to deliver growth



FOUR Therapeutic Areas Units in R&D

- Gastroenterology (GI)
- Oncology
- Central Nervous System (CNS)
- Cardiovascular/Metabolic (CVM)



TWO Global Specialty Business Units

- Oncology
- Vaccine (incl. R&D)



FIVE Regional Business Units

- Japan Pharmaceuticals
- Emerging Markets
- U.S.
- EUCAN (Europe + Canada)
- Japan Consumer Healthcare

Global Manufacturing & Quality Business Partner organizations

Global, diverse and experienced Takeda's Executive Team (TET)



Yasuchika Hasegawa
Chairman of the Board



Christophe Weber
President & CEO



Masato Iwasaki
*President
Japan Pharma
BU*



Ramona Sequeira
*President
US Business Unit
will join June 2015*



Shinji Honda
Corporate Strategy Officer



**Francois-Xavier
Roger**
Chief Financial Officer



Tachi Yamada
*Chief Medical and
Scientific Officer*



Marc Princen
*President
EUCAN BU*



Giles Platford
*President
Emerging Markets BU*



**Yoshihiro
Nakagawa**
*Global General
Counsel*



David Osborne
*Global Human
Resources Officer*



Andy Plump
*Chief Medical and
Scientific Officer
Designate*



**Christophe
Bianchi**
*President
Global Oncology BU*



Rajeev Venkayya
*President
Global Vaccine BU*



Haruhiko Hirate
*Corporate Communications
and Public Affairs Officer*



Gerard Greco
Global Quality Officer



**Thomas
Wozniowski**
*Global Manufacturing
and Supply Officer*

FY2015: Takeda strategic roadmap



VALUE

- **Takeda-ism**
Patient → Trust → Reputation → Business

PEOPLE

- **Patient and customer centricity**
- **Global and agile organization
fostering talent**

R&D

- **Focused world class R&D innovation
engine**

BUSINESS PERFORMANCE

- **Sustaining sales growth**
*Innovation with leadership in GI & Oncology
Leverage value brands in Emerging Markets*
- **Financial discipline to deliver growth**

**FY2015:
Positioning
Takeda for
long-term
sales and
profit growth**

FY2015: Positioning Takeda for long-term sales and profit growth



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1 Live our values and ensure compliance

FY2015: Positioning Takeda for long-term sales and profit growth



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BUSINESS PERFORMANCE

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Innovation with leadership in GI & Oncology
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2 Customer Satisfaction Index

3 Global Talent Development Program

FY2015: Positioning Takeda for long-term sales and profit growth



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4 Ixazomib registration and launch preparation

5 Center for External Innovation

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FY2015: Positioning Takeda for long-term sales and profit growth



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6 Reinforcing our growth drivers: GI, Oncology and EMs

7 Optimizing capital allocation

8 Operational Excellence to deliver CE and EPS growth

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FY2015 Management Guidance (underlying growth)

Revenue	Low single digit
Core Earnings	Higher than revenue growth
Core EPS	Higher than core earnings growth

Sustainable dividend policy

Annual dividend per share

FY2015	180 yen
after FY2015	at least maintain 180 yen

The Actos settlement will not affect Takeda's ability to pay dividends

Better Health, Brighter Future

THANK YOU



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