Better Health, Brighter Future

On the Road to Sustained Growth
FY2015 Annual Results

May 10, 2016

Christophe Weber
President & Chief Executive Officer

Takeda Pharmaceutical Company Limited

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Takeda Strategic Roadmap

VALUES

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

PEOPLE

- **Patient and customer centricity**
- **Agile global organization**
- **Fostering talent**

R&D

- **Focused world class R&D**
  New approaches to innovation

BUSINESS PERFORMANCE

- **Sustaining sales growth**
  GI, Oncology, CNS and Emerging Markets
- **Sustaining profit growth**
  Cost discipline

Strategic Roadmap will Deliver our Long-term Aspiration

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, and strong CNS and EM Presence

Mid-Term (3 year) Milestones (CAGR)

Underlying Revenue:	**Mid-single digit**
Underlying Core Earnings:	**Double digit**

FY2016 Management Guidance (Growth %)

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

FY2015 (Growth %)

Underlying Revenue:	**+3.4%**
Underlying Core Earnings:	**+8.1%**
Underlying Core EPS:	**+21.7%**

Diverse and Experienced Takeda Executive Team (TET)

Yasuchika Hasegawa
Chairman of the Board

Christophe Weber
President & CEO

Shinji Honda
Corporate Strategy Officer

Masato Iwasaki
President Japan Pharma BU

Andrew Plump
Chief Medical and Scientific Officer

Rudolf van Houten
Acting 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 Wozniewski
Global Manufacturing and Supply Officer

BU: Business Unit

Looking Back on FY2015:
A Year of Turnaround to Sustained Growth

FY2015: A Year of Turnaround to Sustained Growth (1/3)

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1. Compliance
- Corporate philosophy
- Compliance monitoring

2. CSR and Access to Medicine Strategy

3. Customer satisfaction
- Customer Satisfaction Index

4. Talent development
- President's forum
- Global induction program
- Agile leader program
- Accelerator program
- Leadership academies

5. Diversity & Inclusion
- Japan D&I program
- "Hanamizuki Network"

FY2015: A Year of Turnaround to Sustained Growth (2/3)

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6. NINLARO approved
3M earlier than PDUFA date
US, November 2015

7. ENTYVIO approved
further approvals in Asia, LatAm, and the Middle-East; total number of approved countries now 48

8. BRINTELLIX* received CRL for cognition data
US, March 2016

9. Vaccines
TAK-003 (Dengue) Ph-2 data presented

10. T-CiRA started
Japan, December 2015

* BRINTELLIX will be marketed in the United States under the new name TRINTELLIX starting in June of 2016. The formulation, indication and dosages of TRINTELLIX remain the same as that of BRINTELLIX.

FY2015: A Year of Turnaround to Sustained Growth (3/3)

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11. Management Guidance met:

Underlying growth vs LY
Revenue: + 3.4%
Core Earnings: + 8.1%
Core EPS: + 21.7%

OPEX under control + 0.9%

12. Growth Drivers : + 9.5%

→ the next slide

13. Focus on growth: EPS accretive deals

Respiratory divestiture, Takeda-Teva Japan JV, termination of Contrave agreement

Growth Drivers Continue to be Robust

Underlying revenue growth

	FY14 (billion JPY)	FY15 (billion JPY)	
GI*	240.9	297.7	+23.6%
Oncology***	333.0	336.4	+1.0%
CNS	41.5	56.9	+37.3%
Emerging Markets*	316.3	331.4	+4.8%

Growth Drivers Total**

+9.5%

Growth Drivers Total** excl. CNS

+8.2%

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%

Growth from GI: ENTYVIO® (1/2)
On Track to Exceed $2bn MAT* Sales within FY2018

Entyvio® vedolizumab

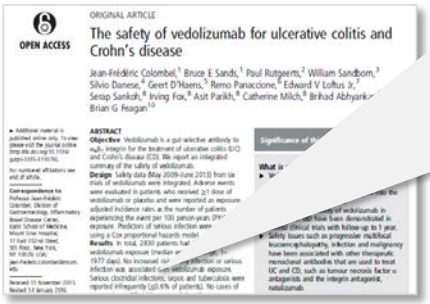
Sales of 86.2bn JPY in FY15	• Compelling growth in both US and EU • US NRx and switch market share currently above 20%**
approx. 40,000 patients treated	• Increasing use as first-line biologic
>500,000 vials manufactured* **	• US plant acquisition for stable supply

Long-term safety data published in *Gut*

Long-term efficacy data presented at ECCO

AGA and ECCO recommend as a first-line biologic in UC

from Gut*:*


ORIGINAL ARTICLE

OPEN ACCESS

The safety of vedolizumab for ulcerative colitis and Crohn's disease

Jean-Frédéric Colombel,[1] Bruce E Sands,[2] Paul Rutgeerts,[3] William Sandborn,[4] Silvio Danese,[5] Geert D'Haens,[6] Remo Panaccione,[7] Edward V Loftus Jr,[8] Sesop Sankoh,[9] Irving Fox,[9] Asit Parikh,[9] Catherine Milch,[9] Binhad Abhyankar,[9] Brian G Feagan[10]

ABSTRACT

Objective Vedolizumab is a gut-selective antibody to $\alpha_4\beta_7$ integrin for the treatment of ulcerative colitis (UC) and Crohn's disease (CD). We report an integrated summary of the safety of vedolizumab.

Design Safety data (May 2009–June 2013) from six trials of vedolizumab were integrated. Adverse events were evaluated in patients who received ≥1 dose of vedolizumab or placebo and were reported as exposure adjusted incidence rates as the number of patients experiencing the event per 100 person-years (PY) of exposure. Predictors of serious infection were ...

Results ... vedolizumab exposure (median exposure 1977 days). No increased risk ... infection or serious infection was associated with vedolizumab exposure. Serious clostridial infections, sepsis and tuberculosis were reported infrequently (≤0.6% of patients). No cases of ...

> In conclusion, the integrated clinical trial data set of 2932 patients with moderately to severely active UC or CD presented herein provides evidence that there are no significant safety concerns associated with vedolizumab treatment.

Colombel J-F, Sands BE, Rutgeerts P, et al. *Gut.* Published Online First: February 18, 2016. doi:10.1136/gutjnl-2015-311079

**SHA medical and pharmacy claims data, IBD diagnosis codes, February 2016

***includes supply for clinical studies

* MAT: Moving Annual Total @ constant currency

UC: Ulcerative colitis; CD: Crohn's disease, IBD: Inflammatory Bowel Disease

AGA: American Gastroenterological Association

ECCO: European Crohn's and Colitis Organisation

Growth from GI: ENTYVIO® (2/2)
On Track to Exceed $2bn MAT* Sales within FY2018

We aim to deliver Entyvio® vedolizumab to more patients

Geographic Expansion	• Currently approved in 48 countries • Preparing for launch in Brazil • Ph-3 ongoing in Japan • Ph-3 Clinical Trial Authorization submitted in China
Additional Data Generation	• Head-to-head with adalimumab ongoing • Subcutaneous Ph-3 study initiated Jan 2016 • Examining potential in GvHD, PSC • 69 IISR studies ongoing

* MAT: Moving Annual Total @ constant currency

GvHD: Graft versus Host Disease, PSC: Primary Sclerosing Cholangitis
IISR: Investigator Initiated Sponsored Research

Growth from Oncology: NINLARO® (1/2)
Encouraging Start in the US since December 2015 Launch

NINLARO® (ixazomib) capsules

UNIQUE	• The 1st and only oral proteasome inhibitor
EFFECTIVE	• ~6 month PFS improvement in a real-world representative population • Efficacy in high risk patients
GOOD SAFETY PROFILE	• Low neuropathy and mostly low grade • No cardiac safety signals have been associated with use of NINLARO
SIMPLE	• One capsule, once weekly

Growth from Oncology: NINLARO® (2/2)
Encouraging Start in the US since December 2015 Launch

NINLARO® (ixazomib) capsules

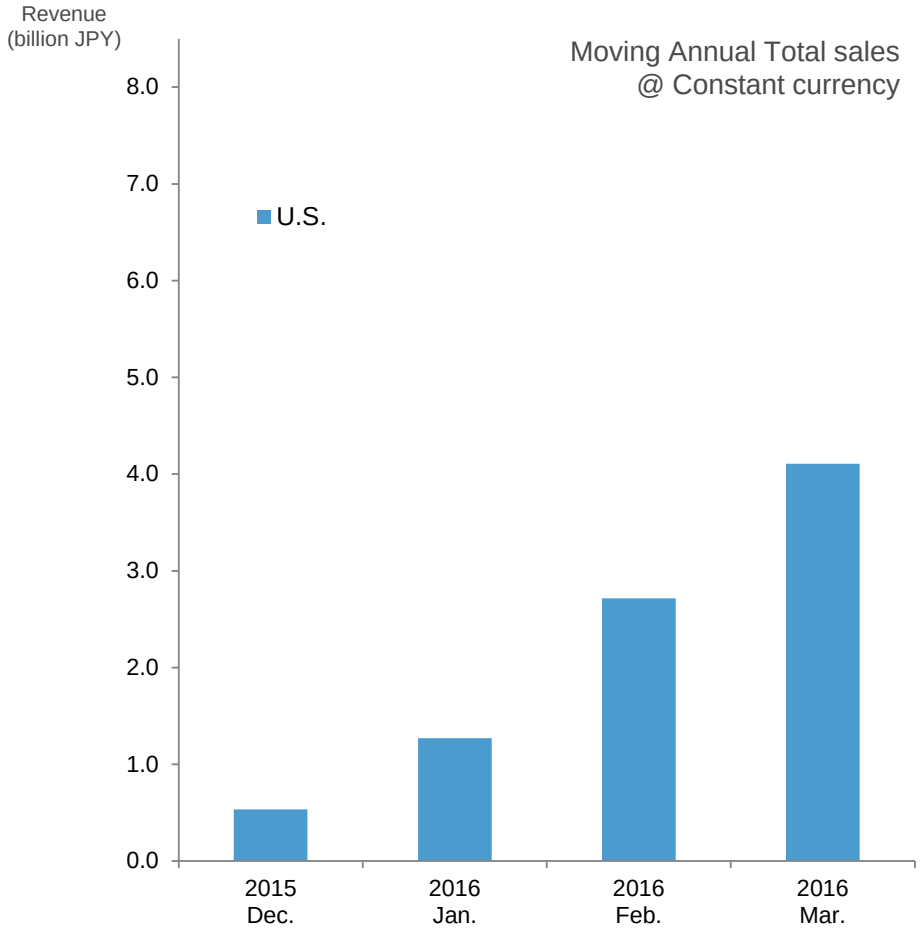
1,400 patients treated in US, 88% market coverage achieved

EU submission under review

Orphan designation in Japan

5 pivotal Ph-3; 40 IISR studies ongoing

IISR: Investigator Initiated Sponsored Research



FY2016 and beyond:
Relentless Execution of our Strategic Roadmap

FY2016: A Year of Strategic Focus to Sustain Growth (1/4)

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  New approaches to innovation

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1 Reinforce compliance monitoring across all countries

2 Roll out CSR and Access to Medicine strategy

FY2016: A Year of Strategic Focus to Sustain Growth (2/4)

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3 **Improve patient and customer satisfaction (e.g. digital)**

4 **Strengthen global talent development programs**

5 **Implement Japan Diversity & Inclusion acceleration plans**

FY2016: A Year of Strategic Focus to Sustain Growth (3/4)

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6 **Sustain R&D investment with sharpened TA focus and modality* diversification**

7 **Progress dengue vaccine program**

* small molecules, biologics, regenerative medicine, etc.

Sharpen Therapeutic Area Focus and Modality Diversification in R&D

Oncology

GI

CNS

Psychiatry | Neurology (partnering)

Specialty CV

Vaccines

Takeda will take new approaches to innovation, further driving the shift of modalities beyond small molecules to biologics and regenerative medicine, etc. in the future.

FY2016: A Year of Strategic Focus to Sustain Growth (4/4)

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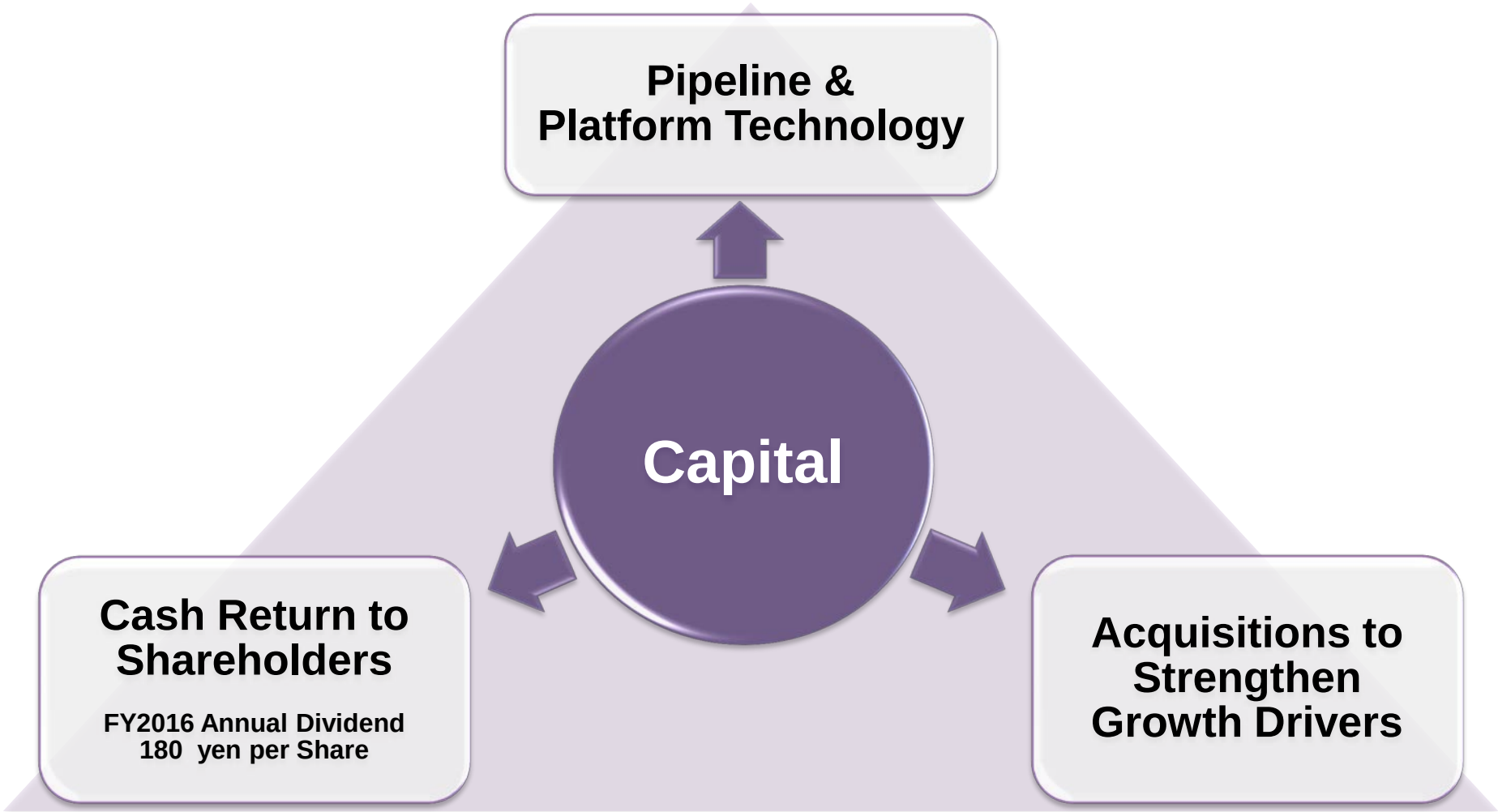
8 Continue to deliver on ENTYVIO's potential

9 Launch NINLARO in key markets; approvals in 37 countries & under review in 27 addt'l countries by FY16 end

10 Capital allocation aligned with strategy

Capital Allocation Aligned with Strategic Ambitions



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Takeda IR Day in June 2016

Thursday June 9th, 2016

12:45-17:45

8th floor, Tokyo Office with a focus on R&D strategy and oncology

More details soon...

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THANK YOU

Takeda Pharmaceutical Company Limited