



## Takeda Information

### Takeda to Host Growth and Emerging Markets Strategic Update Call

**Osaka, JAPAN, March 11, 2021** – Takeda Pharmaceutical Company Limited ([TSE:4502/NYSE:TAK](#)) (“Takeda”) will host its Growth and Emerging Markets Strategic Update Call from 6:30 a.m. to 8:15 a.m. on March 11, 2021, EST (8:30 p.m. to 10:15 p.m. on March 11, 2021, JST). The presentation is now available as attached. In the conference call, Takeda will showcase its ambition for above-market, double-digit revenue growth of its Growth and Emerging Markets Business Unit.

A webcast of the conference call is available on the IR Events page of our [website](#).

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# DRIVING SUSTAINABLE GROWTH THROUGH INVESTMENTS IN INNOVATION AND PATIENT ACCESS

GROWTH AND EMERGING MARKETS (GEM) INVESTOR DAY



March 11, 2021

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The companies in which Takeda directly and indirectly owns investments are separate entities. In this presentation, “Takeda” is sometimes used for convenience where references are made to Takeda and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies.

## **Forward-Looking Statements**

This presentation and any materials distributed in connection with this presentation may contain forward-looking statements, beliefs or opinions regarding Takeda’s future business, future position and results of operations, including estimates, forecasts, targets and plans for Takeda. Without limitation, forward-looking statements often include words such as “targets”, “plans”, “believes”, “hopes”, “continues”, “expects”, “aims”, “intends”, “ensures”, “will”, “may”, “should”, “would”, “could” “anticipates”, “estimates”, “projects” or similar expressions or the negative thereof. These forward-looking statements are based on assumptions about many important factors, including the following, which could cause actual results to differ materially from those expressed or implied by the forward-looking statements: the economic circumstances surrounding Takeda’s global business, including general economic conditions in Japan and the United States; competitive pressures and developments; changes to applicable laws and regulations; the success of or failure of product development programs; decisions of regulatory authorities and the timing thereof; fluctuations in interest and currency exchange rates; claims or concerns regarding the safety or efficacy of marketed products or product candidates; the impact of health crises, like the novel coronavirus pandemic, on Takeda and its customers and suppliers, including foreign governments in countries in which Takeda operates, or on other facets of its business; the timing and impact of post-merger integration efforts with acquired companies; the ability to divest assets that are not core to Takeda’s operations and the timing of any such divestment(s); and other factors identified in Takeda’s most recent Annual Report on Form 20-F and Takeda’s other reports filed with the U.S. Securities and Exchange Commission, available on Takeda’s website at: <https://www.takeda.com/investors/reports/sec-filings/> or at [www.sec.gov](http://www.sec.gov). Takeda does not undertake to update any of the forward-looking statements contained in this presentation or any other forward-looking statements it may make, except as required by law or stock exchange rule. Past performance is not an indicator of future results and the results or statements of Takeda in this presentation may not be indicative of, and are not an estimate, forecast, guarantee or projection of Takeda’s future results.

## **Certain Non-IFRS Financial Measures**

This presentation and materials distributed in connection with this presentation include certain financial measures not presented in accordance with International Financial Reporting Standards (“IFRS”), such as Underlying Revenue, Core Operating Profit, Underlying Core Operating Profit, Core Net Profit, Underlying Core EPS, Net Debt, EBITDA, and Adjusted EBITDA. 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 definitions of non-IFRS financial measures, which are on slides 42 and 43.

## **Medical information**

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 drugs including the ones under development.

## **Financial information**

Takeda’s financial statements are prepared in accordance with International Financial Reporting Standards (“IFRS”).

# GROWTH AND EMERGING MARKETS (GEM) INVESTOR DAY



**Ricardo Marek**  
President,  
Growth & Emerging Markets



**Costa Saroukos**  
Chief Financial Officer

# AGENDA



TIME (EST)	TIME (JST)	AGENDA
06:30 – 06:40	20:30 – 20:40	<b>Introduction</b> <i>Costa Saroukos, Chief Financial Officer (CFO) of Takeda Pharmaceutical Company Limited</i>
06:40 – 07:40	20:40 – 21:40	<b>Growth and Emerging Markets: Driving sustainable investments in innovation-led growth &amp; patient access</b> <i>Ricardo Marek, President, Growth and Emerging Markets</i>
07:40 – 08:15	21:40 – 22:15	<b>Panel Q&amp;A Session</b>

# A GLOBAL TOP 10 VALUES-BASED, R&D-DRIVEN BIOPHARMA COMPANY



## DELIVERING LONG-TERM VALUE TO PATIENTS, SOCIETY & SHAREHOLDERS

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- Patient-centric, values-based company committed to purpose-led sustainability
- Balanced geographic footprint with scale to be competitive in key markets
- 14 global brands and 12 Wave 1 pipeline assets expected to drive revenue growth
- R&D engine focused on delivering next generation of potentially transformative therapies
- Financial resilience with strong liquidity, outlook for top-tier margins & robust cash flow





Better Health, Brighter Future

# GEM Business Unit: Strategy, Leadership & Growth

# GEM BU's GLOBALLY ALIGNED STRATEGY TO DELIVER SUSTAINABLE REVENUE GROWTH **AND** PATIENT ACCESS TO MEDICINES



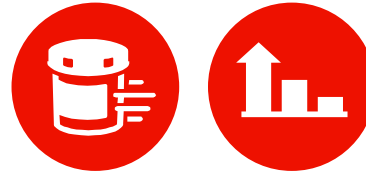
## GEM PORTFOLIO

### 'Access First'



Ensure continued patient access to Takeda innovations, irrespective of the country operating model, to reach 6.5 billion people; ~85% of world's population

### 'Fast track' innovation



Drive investment focus toward 'fast tracking' innovative brands in Takeda's key therapy areas

### Sustainable



Prioritize scalable, sustainable approaches to help Takeda discover, develop and deliver innovative & life transforming medicines/treatments for the patients of today, and those of the future

## GEM IN-COUNTRY PRESENCE



# GEM BU's **PORTFOLIO** TRANSFORMATION IS FULLY ALIGNED WITH TAKEDA'S GLOBAL INNOVATION FOCUS



1. Adjusted for divested assets ; Based on underlying growth. Please refer to slide 42 and 43 for definition 2. PTS Non-Adjusted | GX = Generics, BGX = Branded Generics

8 Includes incremental revenue not adjusted for Probability of Technical Success (PTS) and is not a "forecast" or "target" figure. PTS applies to the probability that a given clinical trial/study will be successful based on pre-defined endpoints, feasibility and other factors and regulatory bodies will grant approval. 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. If a product is approved, the effect of commercial factors including the patient population, the competitive environment, pricing and reimbursement is also uncertain.

# GEM BUSINESS UNIT: SERVING A VAST GEOGRAPHY THAT INCLUDES ~85% OF THE WORLD'S POPULATION



Growth & Emerging  
Markets Business Unit



**~6.5 Billion**  
PEOPLE



**6**  
GEOGRAPHIC AREAS



**SINGAPORE**  
HEADQUARTERS



**80+**  
COUNTRIES



**~6,500**  
EMPLOYEES



**8**  
MANUFACTURING SITES



**15**  
TIMEZONES

# A DIVERSE & HIGHLY EXPERIENCED GEM EXECUTIVE TEAM: FULLY EQUIPPED TO NAVIGATE COMPLEXITY AND DELIVER STRONG BUSINESS PERFORMANCE



44%

Executive roles held by women

Half of the Area commercial roles led by women



25

Members of the GEM Management Committee



15

Nationalities represented in the GEM Management Committee



250+



Years of pharmaceutical leadership experience

**Ricardo Marek**  
Head, GEM BU  
Singapore






- **Led Region's business transformation**; greater alignment with Takeda's highly innovative portfolio across its five key business areas
- **~10 years at Takeda**: Former President of Takeda Brazil, subsequently Latin America and since 2017, **President of GEM BU**
- Previously, CFO Organon International in the U.S., and Managing Director and Vice President of Finance for the Akzo Nobel Group, Brazil



**Renata Campos**  
Country Head, *Brazil*

**Elena Kartasheva**  
Country Head, *Russia*

**Sean Shan**  
Country Head, *China*


**Thomas Willemsen**  
Area Head, APAC<sup>1</sup>  
*Singapore*




**Gaby Pittis**  
Area Head, SAM<sup>1</sup>  
*Argentina*






**Mahender Nayak**  
Area Head, ICMEA<sup>1</sup>  
*Dubai*






**Danilo Cassani**  
Head, Business Operations  
*Singapore*






**David Pearce**  
Head, Portfolio Management  
*Singapore*

**Alexander Musil**  
Head, Finance  
*Singapore*
















**Elif Sezgin**  
Head, Human Resources  
*Singapore*

**Susanne Weissbaecker**  
Head, Access to Medicines  
*Singapore*




<b>Regional Functions</b>	 Medical Affairs	 Legal	 Ethics & Compliance	 Regulatory Affairs	 Business Development	 Supply Chain
	 Public Affairs	 Market Access	 Commercial IT	 Quality	 Pharmacovigilance	 Facilities & Procurement

# GEM BUSINESS UNIT HAS THE RIGHT CAPABILITIES TO ADAPT TO DIVERSE ENVIRONMENTS AND DELIVER ON STRONG BUSINESS PERFORMANCE WITH OUR PORTFOLIO



## REGULATORY AFFAIRS

~150

Product registrations in key GEM markets since 2019 onwards across 5 key business areas

In 2020,



- Takeda China had the **most products registered** of any other MNC
- **Breakthrough designation** received for three products



## MEDICAL AFFAIRS

>150

GEM medical events conducted in 2020; majority conducted digitally



Evidence Generation for inline, launch and pipeline products



Medical capability building & development planning



## MARKET ACCESS



Commercial access mechanism

- Value Based Agreements
- Tier Pricing

>27

Takeda's Patient Assistance Programs (PAP) for Takeda products in 2020



## LAUNCH & COMMERCIALISATION

~90

Commercial Launches in key GEM Markets across 5 therapy areas since 2019

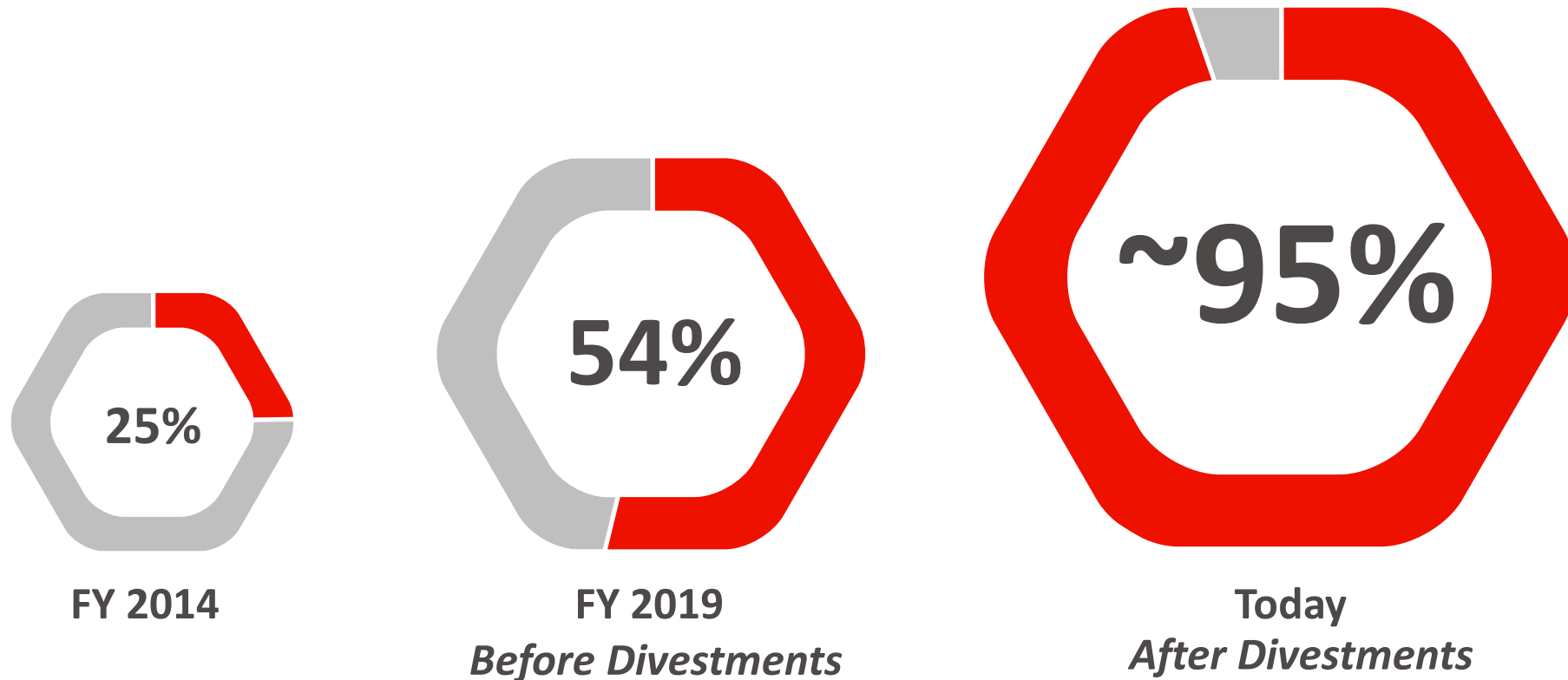


Launch Excellence capabilities above & in country resources for pre-launch planning and execution

GEM LEADERSHIP DELIVERED ~US\$2BN IN DIVESTMENTS OF NON-CORE ASSETS SINCE SHIRE ACQUISITION TO ACCELERATE TAKEDA'S SHIFT TOWARDS HIGH INNOVATION TREATMENTS



Revenue aligned with 5 Key Business Areas Journey  
Significant shift in our organization towards innovation focus and growth



# GEM PORTFOLIO: STRONG FOUNDATIONS IN 5 KEY BUSINESS AREAS WITH GLOBAL BRANDS DELIVERING STRONG YTD UNDERLYING REVENUE GROWTH OF **18%** (YTD Dec Q3 FY20)



## 5 Key Business Areas



ACROSS TAKEDA'S 5 KEY BUSINESS AREAS, GEM'S REVENUE BASED IS WELL BALANCED

Global Brands Contribution to GEM:

~30%

## Global Brands

YTD Dec Q3 FY20 % Growth Actuals vs Previous Year<sup>2</sup>

>> 50%

25-50%



# CASE STUDY: ENTYVIO BRAZIL - HIGH INNOVATION SUCCESSFULLY FULFILLING UNMET PATIENT NEED AND DRIVING STRONG REVENUE GROWTH



LAUNCH DATE: MAY 2016



## ENVIRONMENT

- Biologic reimbursement in Public & Private Market
- Innovation favored in private market



## KEY SUCCESS FACTORS

- Position *Entyvio* for 1<sup>st</sup> Line UC/CD from launch
- Access for 1st Line CD in Private Market
- Patient Support Program in place since launch

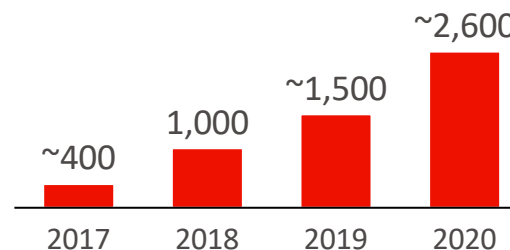


## BRAND PERFORMANCE

- Entyvio Private Market Leader in 2020 (38% Market Share<sup>1</sup>)
- Top 5 brands in Brazil for Takeda

## PATIENTS

No. of patients on treatment



Initiatives such as **Tier pricing, and other Access programs** contributed to expanded patient access

## Unit Growth

**105% CAGR**  
2016 - 2019



2021

Public Reimbursement expected for Entyvio

Potential

**3x**

Increase in patients on Entyvio by FY22 vs FY20<sup>2</sup>



Better Health, Brighter Future

# GEM: An Environment for Significant Growth Opportunities



# STRONG OPPORTUNITIES FOR GROWTH DRIVEN BY SIGNIFICANT UNMET PATIENT NEED ACROSS TAKEDA'S KEY BUSINESS AREAS



## Examples



### GASTROENTEROLOGY

Biologic penetration usage per 1,000 capita

**0.02**

Emerging Markets

**0.8**

US



### RARE DISEASES

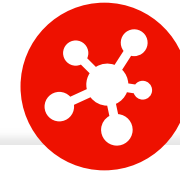
Diagnosis Rates in Hereditary Angioedema (HAE)

**14%**

Emerging Markets

**70%**

EU & Canada/  
US



### ONCOLOGY

Anaplastic lymphoma kinase (ALK) testing rates

**~60%**

China

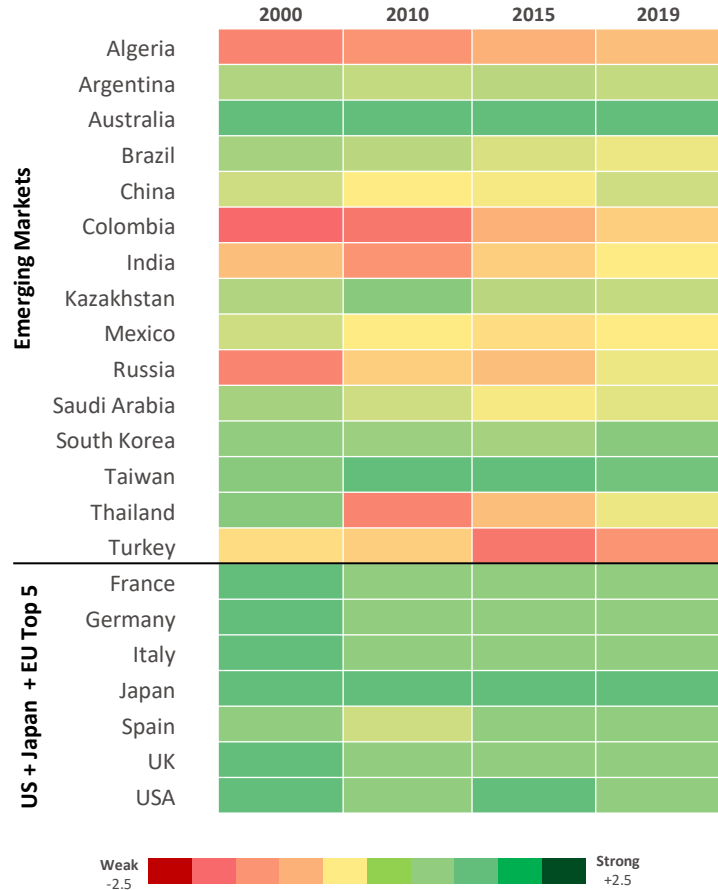
**96%**

US

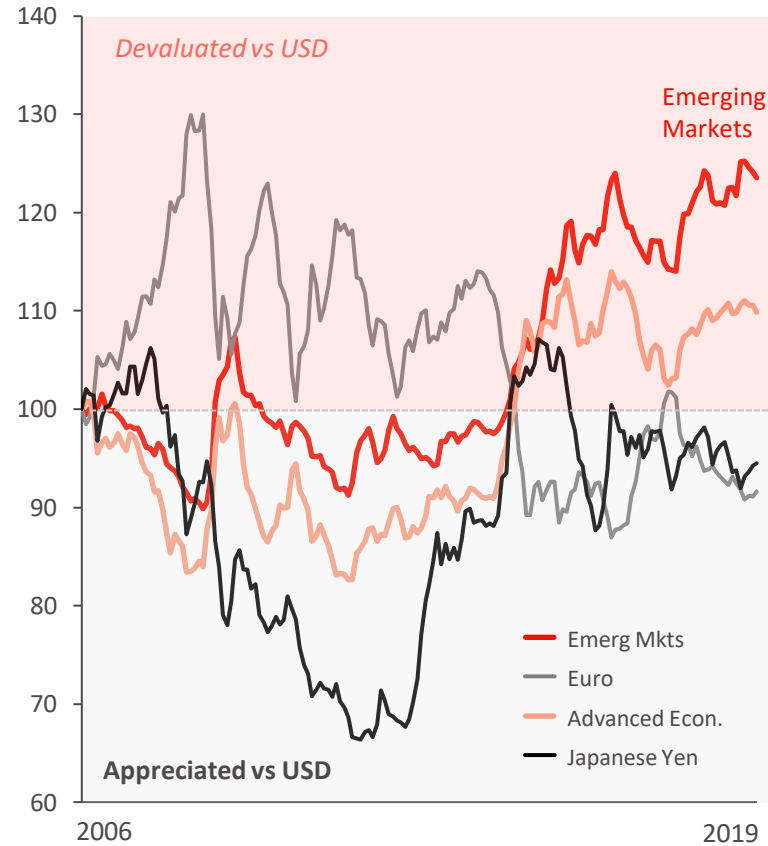
# EMERGING MARKET'S DYNAMIC MACRO-ECONOMIC ENVIRONMENTS HAVE ALSO OFFERED LONG-TERM GROWTH OPPORTUNITIES



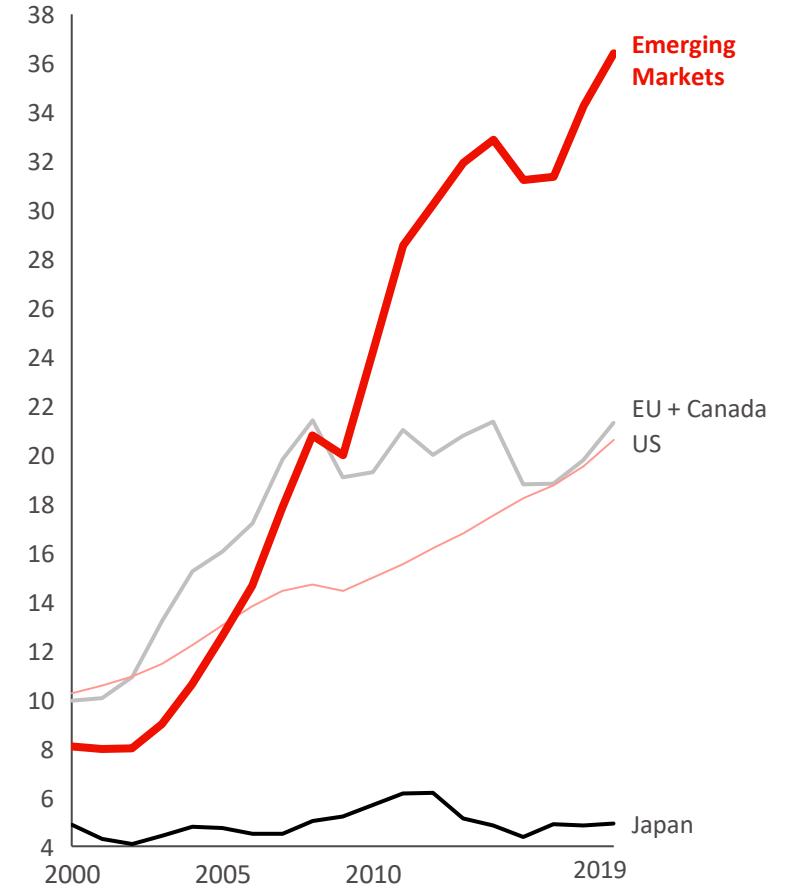
## Political Index<sup>1</sup>



## FX Rate Fluctuation<sup>2</sup>



## GDP<sup>3</sup> (Current USD, Trillion USD)



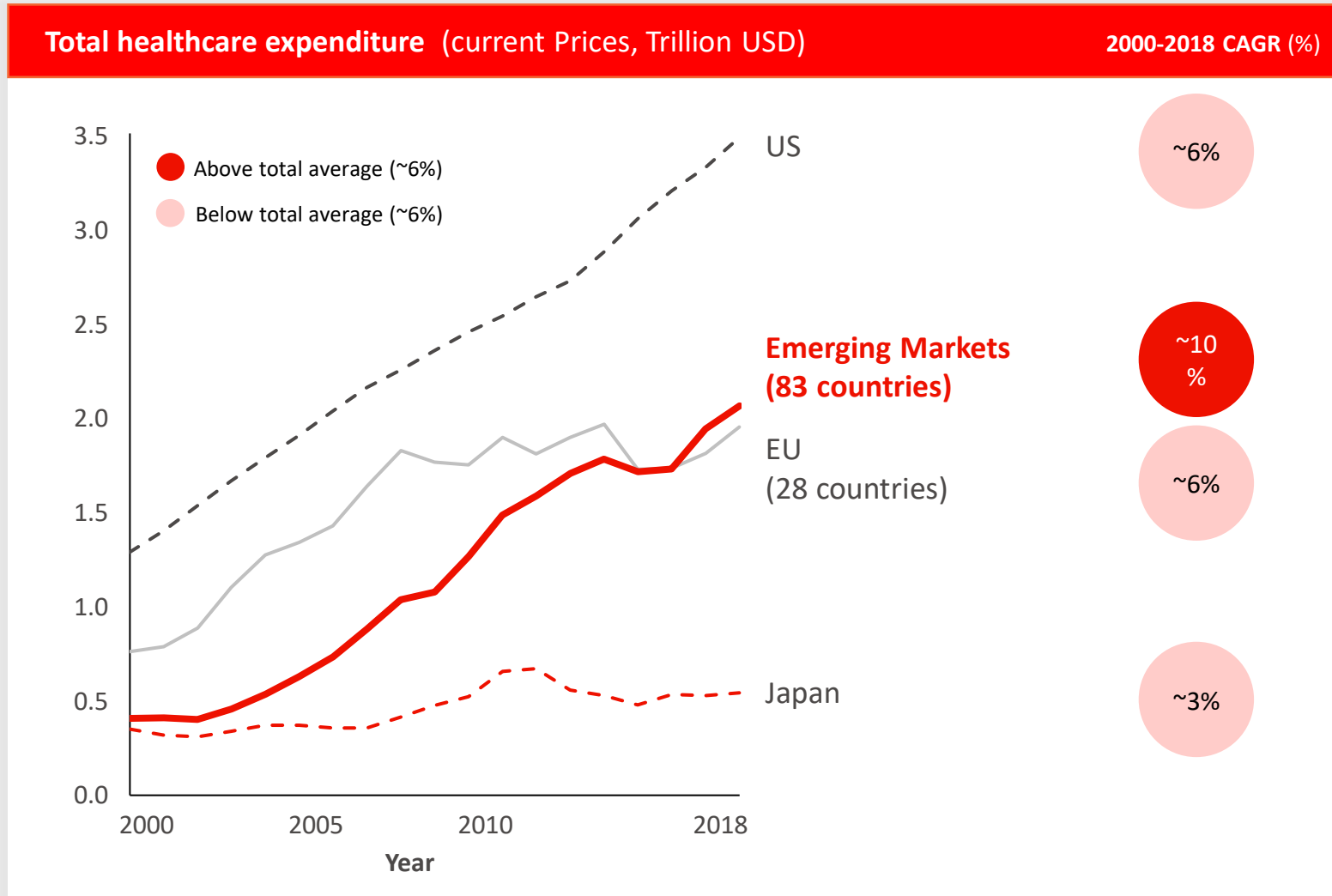
1. The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically-motivated violence and terrorism. Political stability index (-2.5 weak; 2.5 strong)

Source: World Bank 2019 Data (access 24th Jan 2021)

2. Source: Federal Reserve Trade Weighted US Dollar Index: Emerging Market economies Goods and Services

3. Source: World Bank 2019 Data (access 24th Jan 2021)

# STRONG, CONTINUED GROWTH IN HEALTHCARE EXPENDITURE HAS ALSO PRESENTED EXCELLENT GROWTH OPPORTUNITIES FOR THE REGION



Between 2010-2018, Emerging markets represented

**~40%**

of total, global healthcare expenditure growth

Total Emerging market population needing access to healthcare:

**6.5 billion**

# LEADING PHARMACEUTICAL MARKETS IN GEM REPRESENT ATTRACTIVE, CURRENT AND FUTURE REVENUE GROWTH OPPORTUNITIES, **AND** SCALE



## Pharmaceutical Spend MAT Q2 2020 (USD)

Rank	2020
1	USA
2	CHINA
3	JAPAN
4	GERMANY
5	FRANCE
6	ITALY
7	UK
8	SPAIN
9	CANADA
10	BRAZIL
11	INDIA
12	SOUTH KOREA
13	RUSSIA
14	AUSTRALIA
15	SAUDI ARABIA
16	POLAND
17	TURKEY
18	BELGIUM
19	SWITZERLAND
20	TAIWAN

GEM countries

Top 20 countries represent

**90%**

of total pharmaceutical spend

**9**

GEM countries in Top 20 by pharma spend in 2020  
**10** by 2025



**China**  
**Ranked #2**

global pharma market by spend

**~6%**

Pharma spend CAGR across Top 20 Emerging Markets pharma market (2016 to 2020)

**VS**

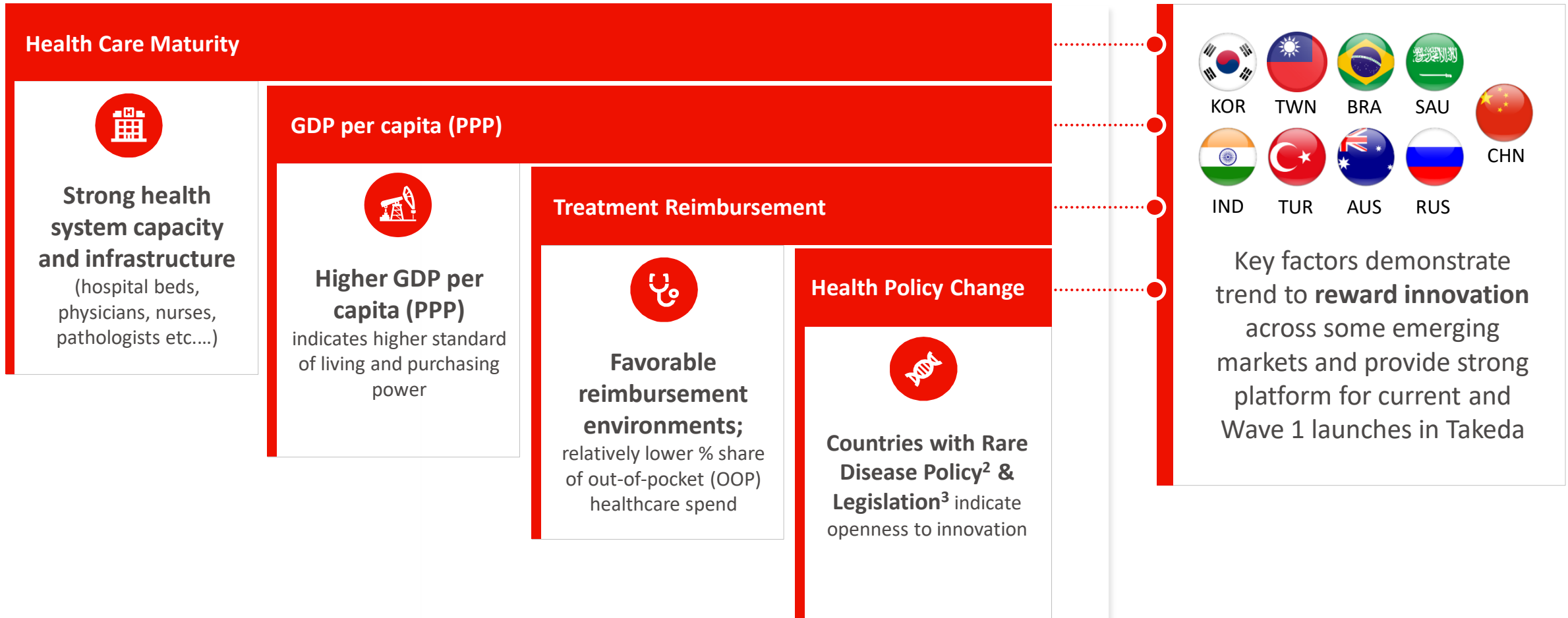
**~4%**

Pharma spend CAGR across Top 20 Total pharmaceutical market (2016 to 2020)

# FAVORABLE TRENDS IN HEALTHCARE INFRASTRUCTURE WITHIN GEM COUNTRIES PROVIDE SUSTAINABLE OPPORTUNITIES FOR GROWTH IN THE LONG TERM



Indicative analysis of top emerging markets by pharmaceutical spend 2020<sup>1</sup>



1. Source: IQVIA Forecast Link 2020 IMS Audited MNF Value data (Access 6th January 2020)  
 2. Rare disease policy reflecting government recognition of rare disease and OD;  
 3. Including official rare disease lists, fast track approval and / or exceptional access for OD

# TAKEDA'S GEM BU REVENUE GROWTH RATE IS EXPECTED TO OUTPACE THE MARKET AND DELIVER DOUBLE-DIGIT RETURNS



Innovative Care growth in the Pharmaceutical industry within GEM key markets  
(Absolute Value)

2020 → 2025

Predominantly general health focused treatments in primary care settings (generics excluded)

5.0%

Potential CAGR for non-specialized treatments

VS

8.0%

Potential CAGR for specialized treatments

Predominantly highly specialized treatments in secondary settings



GEM potential to exhibit:

**DOUBLE DIGIT  
REVENUE  
GROWTH<sup>1</sup>**

with potential revenue by 2030:

**1 Trillion yen<sup>1</sup>**

Source: IQVIA Forecast link (Please note: Primary Care – Non generics comparison; Country in scope: Top 15 markets - China, Russia, Brazil, South Korea, Taiwan, Thailand, Australia, India, Turkey, Algeria, Kazakhstan, Saudi Arabia, Argentina, Colombia and Mexico)

1. GEM growth of 10% non-PTS adjusted figures. Includes incremental revenue not adjusted for Probability of Technical Success (PTS) and is not a “forecast” or “target” figure. PTS applies to the probability that a given clinical trial/study will be successful based on pre-defined endpoints, feasibility and other factors and regulatory bodies will grant approval. 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. If a product is approved, the effect of commercial factors including the patient population, the competitive environment, pricing and reimbursement is also uncertain.



Better Health, Brighter Future

# GEM'S Strategic imperatives for future growth

# GEM STRATEGY: FOCUS ON THREE GEM IMPERATIVES TO DRIVE SUSTAINABLE GROWTH AND GREATER PATIENT ACCESS TO INNOVATION



1

**INVEST IN KEY  
MARKETS &  
PORTFOLIO  
GROWTH DRIVERS**



2

**SUCCESSFULLY LAUNCH  
GLOBAL BRANDS &  
PREPARE WAVE 1  
AND 2 LAUNCH  
ASSETS**



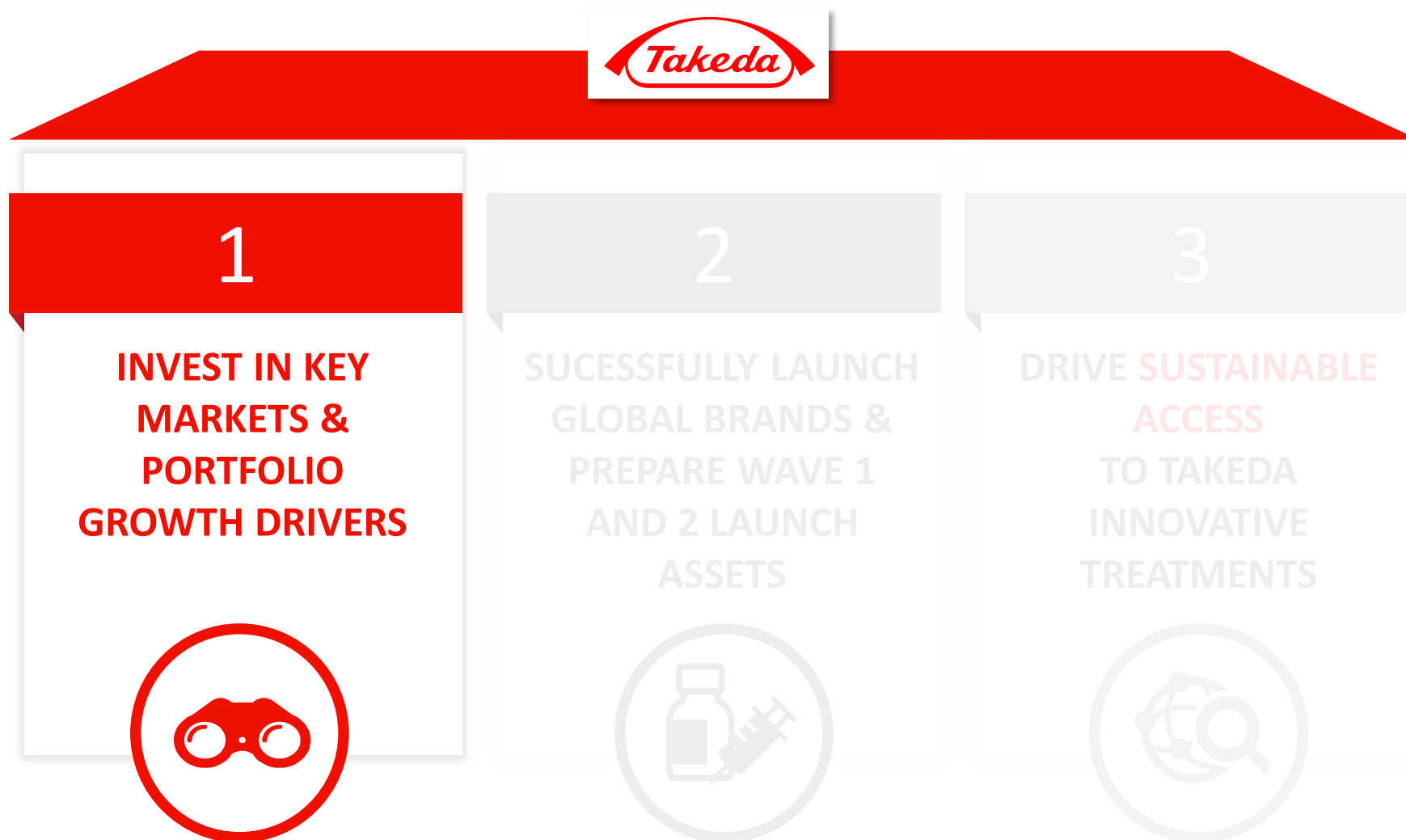
3

**DRIVE SUSTAINABLE  
ACCESS  
TO TAKEDA  
INNOVATIVE  
TREATMENTS**





# GEM STRATEGY: FOCUS ON THREE GEM IMPERATIVES TO DRIVE SUSTAINABLE GROWTH AND GREATER PATIENT ACCESS TO INNOVATION



# GEM'S IMMEDIATE INVESTMENT FOCUS ON ENVIRONMENTS THAT REWARD INNOVATION WILL BE A CRITICAL FACTOR IN ACHIEVING REVENUE GROWTH



Market Archetype



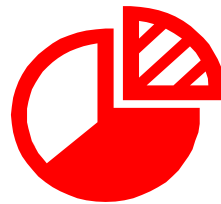
## Invest in Key Markets



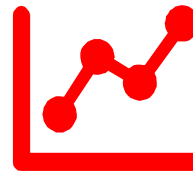
~26  
Number of Markets



>70%  
Of Emerging Market population



94%  
FY19 Revenue from Core and Focus Markets



Critical scale to be competitive in market and maximize opportunities for sustainable growth

## Portfolio Investments

### Takeda Brands in 5 Key Business Areas



>20%

Potential revenue CAGR in the next 2 years<sup>1</sup>

~70%

Targeted short-term<sup>1</sup> GEM revenue growth expected to come from global brands

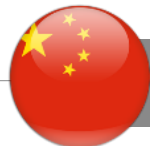
# STRATEGIC INVESTMENTS IN KEY MARKETS TARGETED TO MAXIMIZE VALUE AND CAPTURE GROWTH OPPORTUNITIES IN KEY THERAPY AREAS



## EXAMPLES...



Market Environment



China



2nd largest pharmaceutical market globally



Strong government commitment to improve access to innovative treatments



Brazil



Top 10 pharmaceutical market



Key Therapy Area aligned with Takeda growth in private and public segments



India



Average 7% Real GDP growth over last 30 years



Pharma market growth 12% per annum over 10 years

GEM topline aspiration

>20%

CAGR<sup>1</sup> next 5 years

High Single Digit

CAGR<sup>1</sup> in the next 5 years

Double Revenue<sup>1</sup> in the next 5 years

Therapeutic Areas



Invest in geographic expansion across key therapy areas



Maximizing investments in GI, Rare Disease, Oncology, Neuroscience and Vaccines



Establish and grow PDT Immunology and Vaccines therapy area

SOURCE: McKinsey Global Institute analysis

Source: IQVIA Market Prognosis Global 2019; INTERFARMA 2019 report  
Source: PMB+NRA MAT 12/2019, Hemobrás, IQVIA Government Analytics

SOURCE: The Economist Intelligence Unit; Expert interviews

1. Based on non-PTS adjusted figure for GEM BU Region till 2030

Includes incremental revenue not adjusted for Probability of Technical Success (PTS) and is not a "forecast" or "target" figure. PTS applies to the probability that a given clinical trial/study will be successful based on pre-defined endpoints, feasibility and other factors and regulatory bodies will grant approval. 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. If a product is approved, the effect of commercial factors including the patient population, the competitive environment, pricing and reimbursement is also uncertain.

# TAKEDA CHINA FOCUS: TRANSFORMING TAKEDA CHINA THROUGH INVESTMENTS TO DRIVE SUSTAINABLE GROWTH NOW AND IN THE FUTURE



**Takeda China aspires in the long term:**

**10M+**

patients treated with Takeda products in the next 5 years

**Top 10**

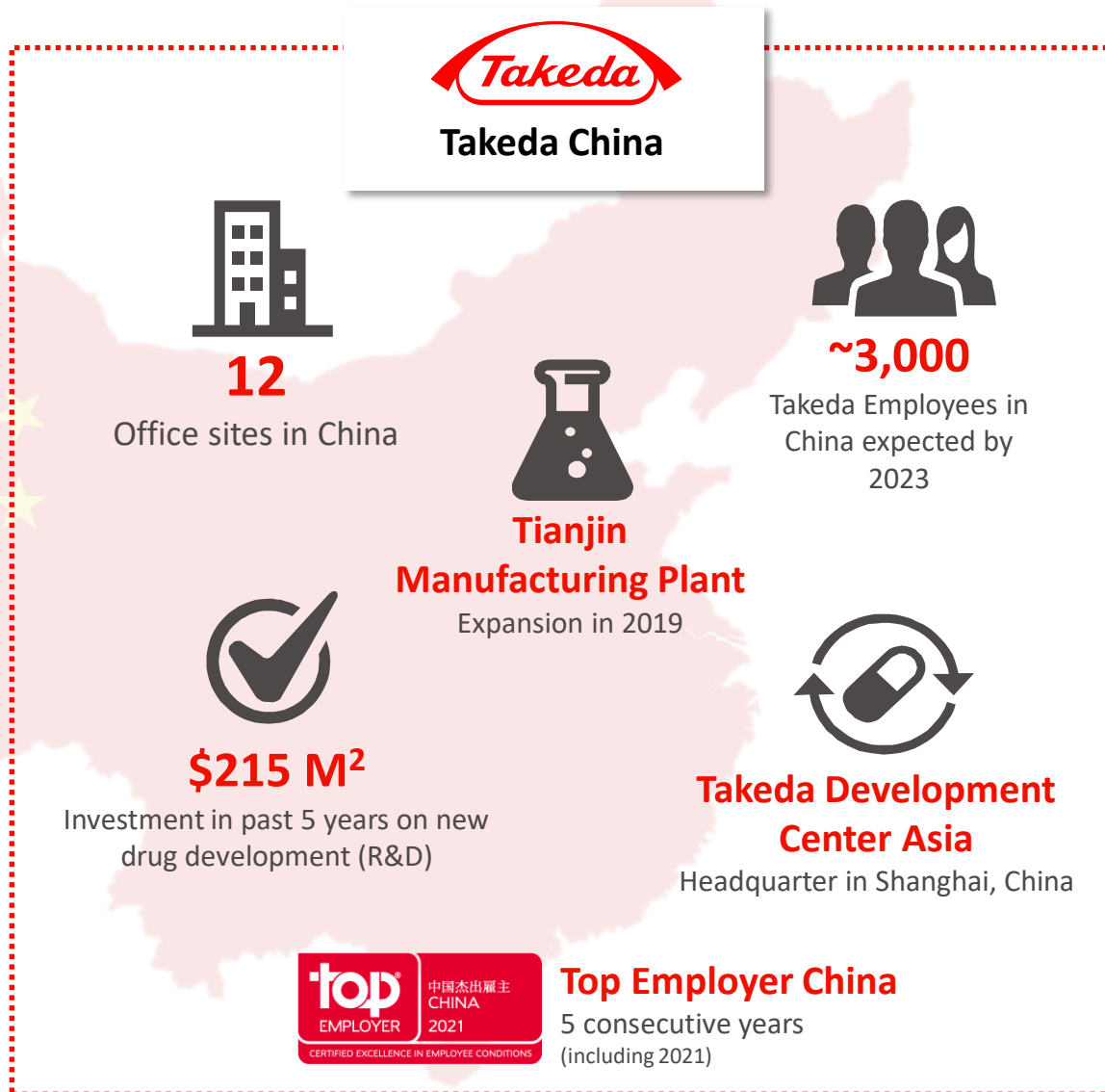
MNC Pharmaceutical company in China in the next 5 years



Future market leaders in **GI, Rare Disease & PDT**

**2nd**

Biggest market in Takeda globally by 2030



**1.4 Billion**

Population in 2020  
2nd largest in the world



**~8% CAGR**

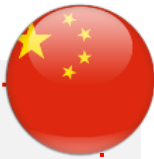
GDP<sup>1</sup> growth 2011-2020



**2nd largest**

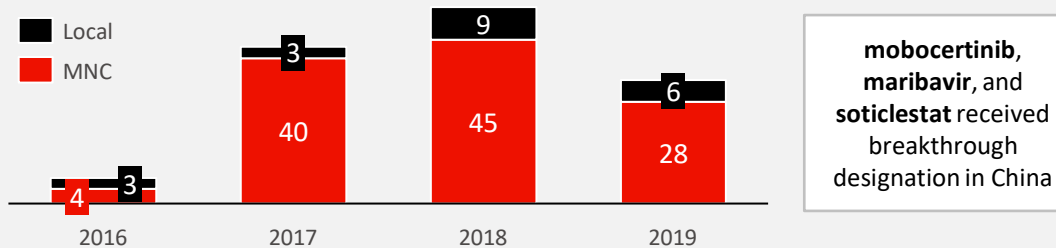
Pharmaceutical market globally<sup>3</sup>

# TAKEDA CHINA IS AN IMPORTANT DRIVER OF REVENUE GROWTH, AND AN INVESTMENT PRIORITY AS THE LOCAL ENVIRONMENT CONTINUES TO REWARD INNOVATION



## Acceleration of Registrations

~140 new approvals since 2016; predominantly by MNCs  
Focus on innovative treatments into market



Takeda China granted more product approvals than any other MNC in 2020



## Favorable Reimbursement Environment

Regular updates to NRDL and budget reallocation to fund innovative treatments seen in the past few years in China



Takeda China listed 2 products in NRDL in FY20



15+ potential launches over five years<sup>1</sup> expected to make a significant contribution to Takeda's China revenue growth ambition

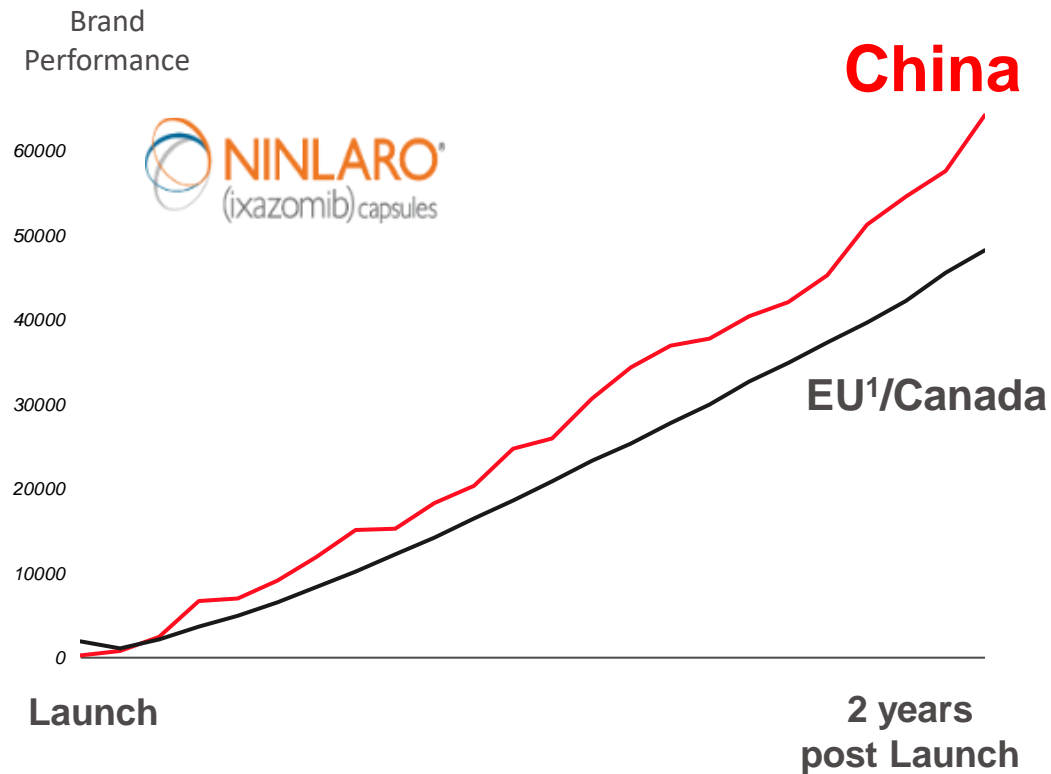
<p>Rare Disease</p>				<p>Oncology</p>		<p>Relugolix</p>	<p>Gastro</p>	
						<p>mobocertinib</p>		

# NINLARO CHINA ONE OF GEM'S MOST SUCCESSFUL LAUNCHES TO DATE: STRONG REVENUE GROWTH, WIDE PATIENT ACCESS AND RAPID MARKET UPTAKE



## 2 years uptake post launch

(Monthly cumulative pack volume, actual, to-market)



Key Success Factors

### SPEED TO MARKET

- Accelerated NDA approval via priority review (Only 2.5 years after US)
- Fast tracked reimbursement through NRDL
- Speed to commercialization

### MAXIMISED COVERAGE

Substantial Medical and field force deployment



**~23%**

Market share<sup>2</sup>  
Nov 2020



**~600**

Hospital Listing  
Dec 2020



**16,000+**

Patient access  
since launch

# GEM STRATEGY: FOCUS ON THREE GEM IMPERATIVES TO DRIVE SUSTAINABLE GROWTH AND GREATER PATIENT ACCESS TO INNOVATION



# INVESTMENT FOCUS ON >70 POTENTIAL KEY BRAND LAUNCHES ACROSS KEY GEM COUNTRIES: A SIGNIFICANT REVENUE GROWTH DRIVER



## Rare Disease



**36+**  
Potential  
LAUNCHES

## PDT Immunology



**15+**  
Potential  
LAUNCHES

By 2025:

## Oncology



**10+**  
Potential  
LAUNCHES

## Gastroenterology



**10+**  
Potential  
LAUNCHES



Number of countries to launch



# TAKEDA PIPELINE: MOMENTUM IN OUR DYNAMIC PIPELINE BASED ON EMERGING DATA



WAVE 1<sup>1</sup>

WAVE 2<sup>2</sup>

CLINICAL-STAGE NMEs														
TARGET APPROVAL	FY20	FY21	FY22	FY23	FY24	FY25/26		FY27 AND BEYOND						
<b>ONCOLOGY</b>		 <b>mobocertinib</b> 2L NSCLC with EGFR exon 20 insertion mutation <sup>3</sup>	 <b>pevonedistat</b> HR-MDS	 <b>mobocertinib</b> 1L NSCLC with EGFR exon 20 insertion mutation	 <b>pevonedistat</b> Unfit AML	 <b>TAK-981</b> Multiple cancers	 <b>TAK-605</b> Multiple cancers	 <b>TAK-252</b> Solid tumors	 <b>TAK-102</b> Multiple cancers	 <b>TAK-169</b> R/R MM	 <b>TAK-676</b> Solid tumors	 <b>TAK-940</b> CD19+ hematologic malignancies		
<b>RARE GENETIC &amp; HEMATOLOGY</b>		 <b>maribavir</b> R/R CMV infect. in transplant	 <b>maribavir</b> 1L CMV infect. in HSCT	 <b>TAK-611</b> MLD (IT)	 <b>TAK-755</b> cTTP	 <b>TAK-755</b> iTTP, SCD	 <b>mezagitamab</b> MG, ITP	 <b>TAK-607</b> Complications of prematurity						
<b>NEUROSCIENCE</b>				 <b>soticlestat</b> DEE	 <b>Orexin2R-ag</b> (TAK-925/994) Narcolepsy T1	 <b>Orexin2R-ag</b> Sleep Disorders	 <b>WVE-120101</b> Huntington's Disease	 <b>WVE-120102</b> Huntington's Disease	 <b>TAK-341</b> Parkinson's Disease	 <b>TAK-071</b> Parkinson's Disease	 <b>TAK-041</b> Anhedonia in MDD	 <b>TAK-653</b> TRD	 <b>TAK-831</b> CIAS NS	
<b>GASTRO-ENTEROLOGY</b>	 <b>Eohilia<sup>4</sup></b> EoE					 <b>TAK-062</b> Celiac Disease	 <b>TAK-101</b> Celiac Disease	 <b>sibofimloc</b> Crohn's Disease (post-op and ileitis)	 <b>TAK-671</b> Acute Pancreatitis	 <b>TAK-039</b> Hepatic encephalopathy	 <b>TAK-999</b> AAT Liver Disease	 <b>TAK-951</b> Nausea & vomiting	 <b>TAK-906</b> Gastroparesis	 <b>TAK-954</b> POGD
<b>VACCINES</b>		 <b>TAK-003</b> Dengue Vaccine				 <b>TAK-426</b> Zika Vaccine		 <b>TAK-214</b> Norovirus Vaccine						
<b>PDT</b>	 <b>CoVig-19<sup>5</sup></b> COVID-19 H-IG (Formerly TAK-888)					 Orphan potential in at least one indication	 Breakthrough and/or Fast Track Designations	 China Breakthrough and/or Japan SAKIGAKE Designation						

32 | 1. Projected approval dates depend on data read-outs; some Wave 1 target approval dates assume accelerated approval  
 2. Certain Wave 2 programs may be accelerated into Wave 1 depending on future data read outs  
 3. Approval date assumes filing on Phase 2 data  
 4. Approval expected Q4 FY20 or early Q1 FY21

5. The National Institute of Allergy and Infectious Diseases (NIAID) at the National Institutes of Health (NIH) is sponsor of the study and manages execution of the trial. Timing of potential regulatory filing and approval is dependent on the study enrollment rate and successful completion of the clinical trial, and is subject to change.

Takeda's Fiscal Year ends March 31 of the following year; e.g. "FY20" refers to the twelve month period ending March 31, 2021. All timelines are approximate estimates of March 11, 2021. For glossary of disease abbreviations please refer to appendix.

# TAKEDA'S INNOVATIVE WAVE 1 PIPELINE IS BEING DEVELOPED TO DELIVER LIFE-TRANSFORMING TREATMENTS AND VACCINES TO PATIENTS IN GEM



Therapeutic Areas

2021

2026+

Planned Registrations

<b>VACCINES</b>	<b>TAK-003</b> Dengue Vaccine				
<b>ONCOLOGY</b>	<b>mobocertinib (TAK-788)</b> Exon 20 NSCLC 2L	<b>pevonedistat (TAK-924)</b> High Risk Myelodysplastic Syndromes	<b>TAK-007</b> CD19+ hematologic malignancies		
<b>RARE GENETIC &amp; HEMATOLOGY</b>		<b>maribavir (TAK-620)</b> CMV infection in transplant patients (R/R)	<b>TAK-609</b> Hunter Syndrome (intrathecal)	<b>TAK-755</b> Thrombotic Thrombocytopenic Purpura	<b>TAK-611</b> Metachromatic leukodystrophy (intrathecal)
<b>NEUROSCIENCE</b>				<b>TAK-935</b> Lennox-Gastaut syndrome and Dravet syndrome	<b>Orexin</b> Narcolepsy Type 1
<b>GASTRO-ENTEROLOGY</b>			<b>Eohilia (TAK-721)</b> Eosinophilic Esophagitis		

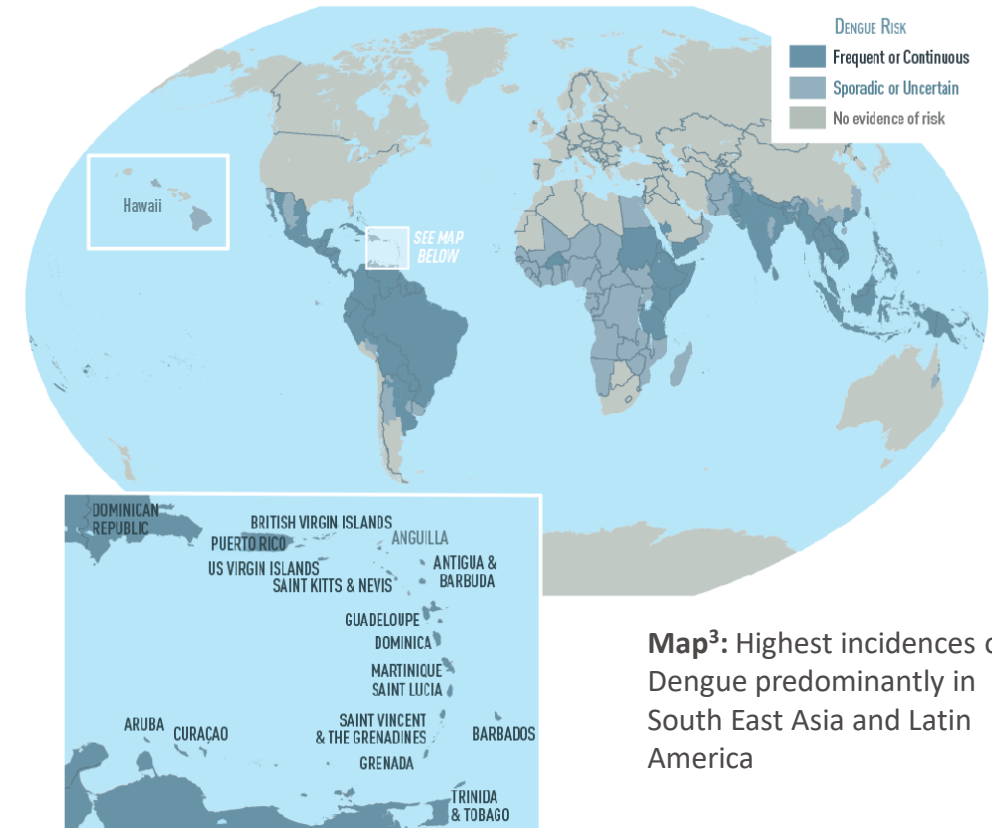
# TAKEDA'S DENGUE VACCINE CANDIDATE TAK-003 HAS POTENTIAL TO BE A SIGNIFICANT GROWTH DRIVER FOR GEM



**TAK-003**

Live-attenuated tetravalent vaccine for the prevention of dengue

- Dengue is estimated to cause 390 million infections/year<sup>1</sup>
- Phase 3 trial met primary endpoint with **80.2% overall vaccine efficacy** in preventing symptomatic dengue at 12 months post-second dose
- Met the majority of secondary endpoints with **90.4% reduction in dengue-associated hospitalizations** at 18 months post-second dose and similar efficacy regardless of previous dengue exposure
- **TAK-003 was generally well tolerated, with no important safety risks observed to date**



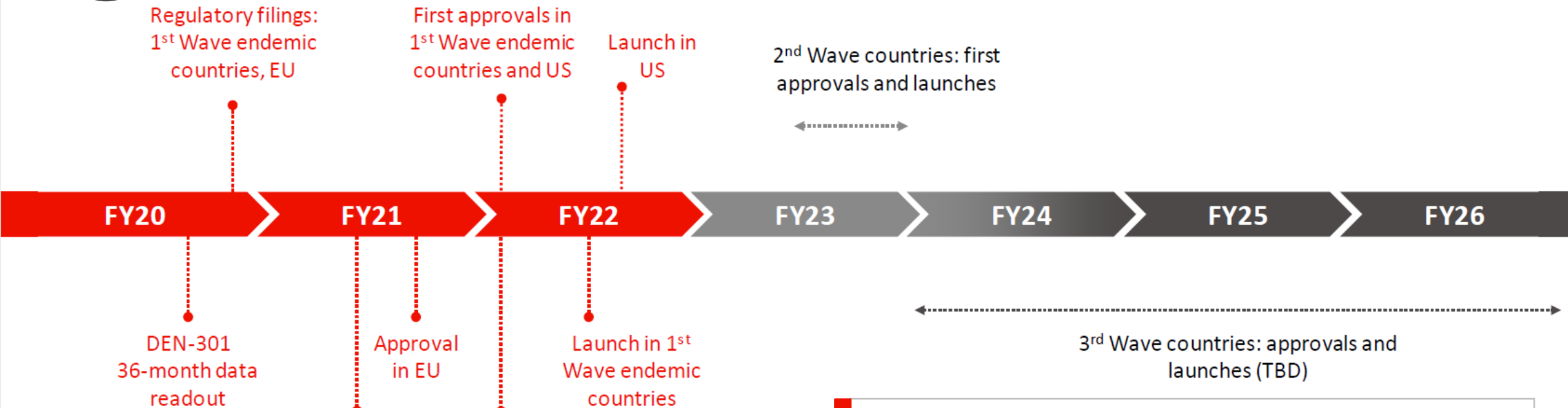
**Map<sup>3</sup>:** Highest incidences of Dengue predominantly in South East Asia and Latin America

**GLOBAL PEAK SALES POTENTIAL<sup>2</sup>**  
**US\$700M – 1,600M**

**55%**  
GEM CAGR<sup>4</sup>  
growth from launch

1. WHO. Dengue and Severe Dengue. <https://www.who.int/news-room/fact-sheets/detail/dengue-and-severe-dengue>  
 2. Includes incremental revenue not adjusted for Probability of Technical Success (PTS) and is not a “forecast” or “target” figure. PTS applies to the probability that a given clinical trial/study will be successful based on pre-defined endpoints, feasibility and other factors and regulatory bodies will grant approval. 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. If a product is approved, the effect of commercial factors including the patient population, the competitive environment, pricing and reimbursement is also uncertain.  
 3. <https://www.cdc.gov/dengue/areaswithrisk/around-the-world.html>  
 4. Based on non-PTS adjusted figure for GEM BU Region till 2030

# TAKEDA'S DENGUE VACCINE CANDIDATE TAK-003 EXPECTED MILESTONES



## GEM Countries

- **1<sup>st</sup> Wave:** Indonesia, Malaysia, Thailand, Colombia, Brazil, Mexico, Singapore, Sri Lanka, Argentina
- **2<sup>nd</sup> Wave:** Ecuador, Guatemala, Paraguay, Peru, Costa Rica, El Salvador, Panama, Nicaragua, D. Republic, Philippines, Hong Kong, Australia, Vietnam
- **3<sup>rd</sup> Wave:** Venezuela, China, India, Honduras

# GEM STRATEGY: FOCUS ON THREE GEM IMPERATIVES TO DRIVE SUSTAINABLE GROWTH AND GREATER PATIENT ACCESS TO INNOVATION



# TAKEDA'S PURPOSE AND VALUES GUIDE GEM'S "ACCESS FIRST" MINDSET TO ENSURE BROAD PATIENT ACCESS TO SOME OF OUR HIGHLY INNOVATIVE MEDICINES



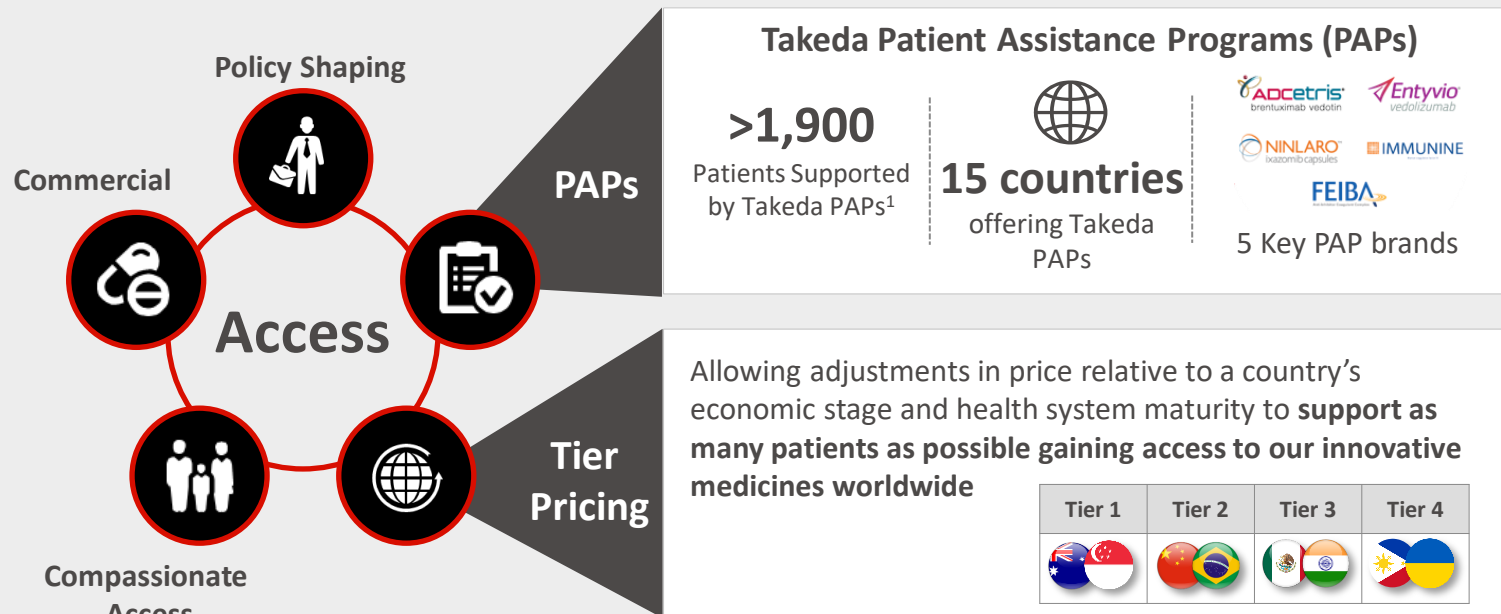
1 **Patient**

2 **Trust**

3 **Reputation**

4 **Business**

## GEM access holistic approach



## Takeda Achieves Industry-Leading Position in 2021 Access to Medicine Index



**#6**  
Overall



First in the  
Governance of  
Access category

# GEM BU TO BE A MAJOR CONTRIBUTOR OF TAKEDA'S GLOBAL REVENUE GROWTH: EXPECTATIONS ARE FOR DOUBLE-DIGIT REVENUE GROWTH OVER THE NEXT 10 YEARS



## Takeda Strategy

### A GLOBAL TOP 10 VALUES-BASED, R&D-DRIVEN BIOPHARMA COMPANY

#### DELIVERING LONG-TERM VALUE TO PATIENTS, SOCIETY & SHAREHOLDERS

- Patient-centric, values-based company committed to purpose-led sustainability
- Balanced geographic footprint with scale to be competitive in key markets
- 14 global brands and 12 Wave 1 pipeline assets expected to drive revenue growth
- R&D engine focused on delivering next generation of potentially transformative therapies
- Financial resilience with strong liquidity, outlook for top-tier margins & robust cash flow



## Aligned GEM BU Strategy



Goal: **above market, DOUBLE-DIGIT REVENUE GROWTH<sup>1</sup>**



Deliver: **JPY 1 Trillion (~\$9 Billion)** Revenue in the region by FY30<sup>1</sup>, double FY19 revenue base<sup>1</sup>.



Fast-tracking highly innovative **portfolio of 14** global brands, and Wave 1 assets (include. TAK-003) to patients via a focused presence: the right degree of scale to be competitive in key **geographies**.



**China expected to be 2nd largest revenue contributor for Takeda in the long term**



Sustainable, holistic, **'Access First'** approach

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## Q&A SESSION





# GROWTH AND EMERGING MARKETS (GEM) INVESTOR DAY



**Ricardo Marek**  
President, GEM BU



**Costa Saroukos**  
Chief Financial Officer



**Taran Bae**  
Senior Director  
R&D Investor Relations  
and Strategy, Global R&D



**Choo Beng Goh**  
Head, Medical Affairs,  
Asia Pacific, GEM BU



**Dave Pearce**  
Head,  
Portfolio Management  
GEM BU



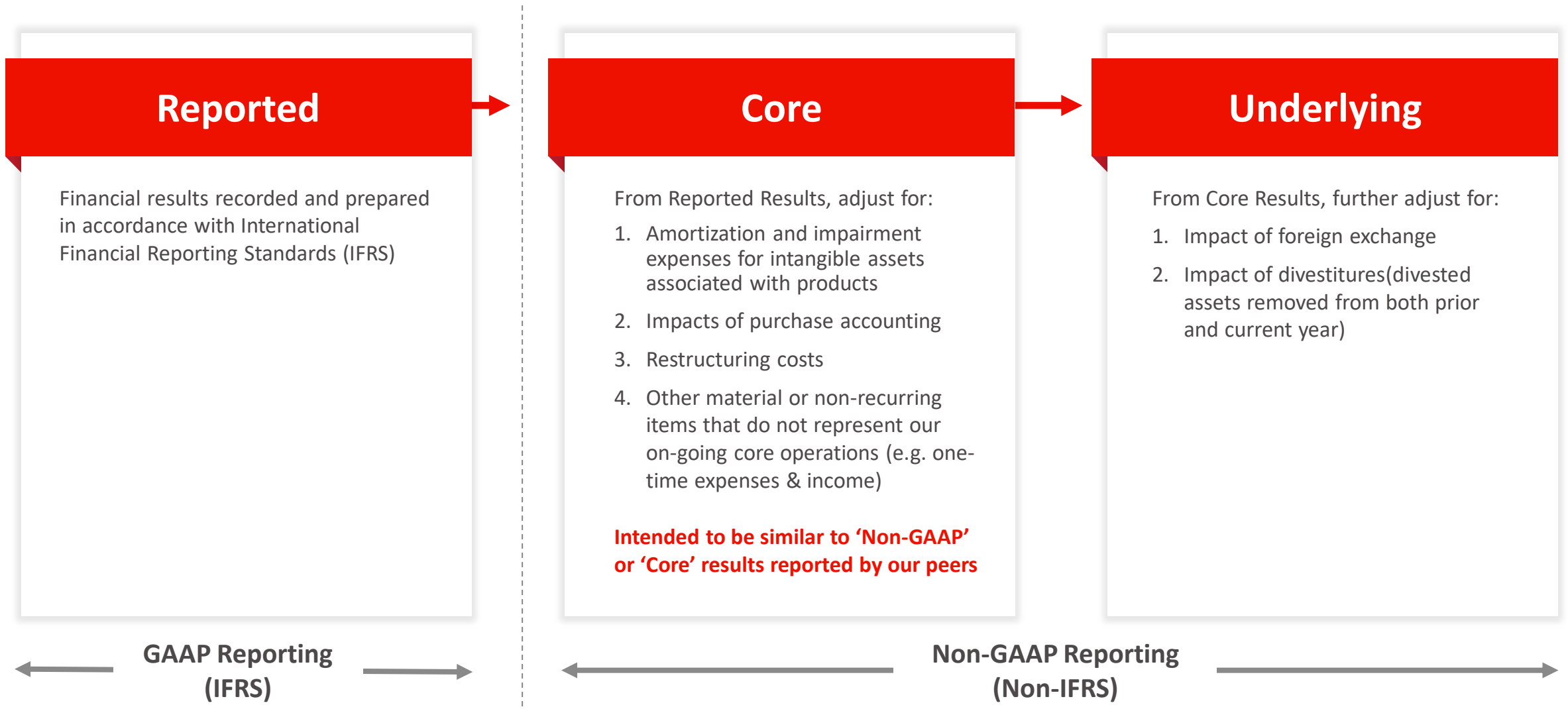
**Sean Shan**  
Head, Takeda China  
GEM BU

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# Appendix



# TAKEDA'S DISCLOSURE METRICS



# 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 (fiscal 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 using a full year plan rate and exclude 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 Operating Profit 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 that occurred during the reporting periods presented.

**Underlying Core Operating Profit** represents Core Operating Profit (as defined to the right) on a constant currency basis and further adjusted to exclude the impacts of divestitures that occurred during the reporting periods presented.

**Underlying Core EPS** represents net profit based on a constant currency basis, adjusted to exclude the impact of divestitures and items excluded in the calculation of Core EPS (as defined to the right), divided by the outstanding shares (excluding treasury shares) as of the end of the comparative period.

**Core Operating Profit** represents net profit adjusted to exclude income tax expenses, the 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 acquired intangible assets and other items unrelated to Takeda's core operations, such as purchase accounting effects and transaction related costs.

**Core EPS** represents net profit adjusted to exclude the impact of items excluded in the calculation of Core Operating Profit, 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 Takeda's ongoing operations and the tax effect of each of the adjustments, divided by the average outstanding shares (excluding treasury shares) of the reporting periods presented.

