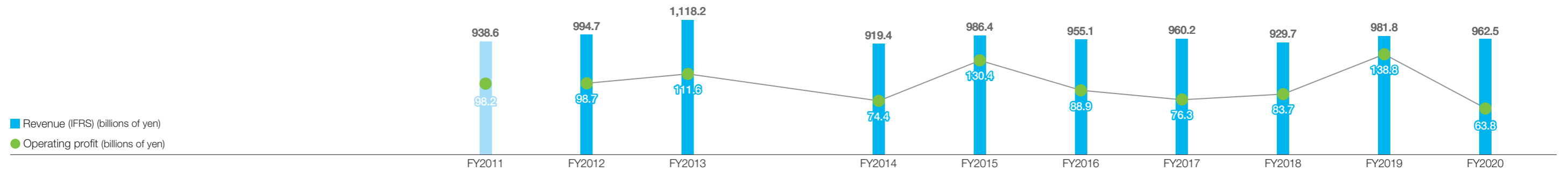


10-Year Financial Summary



Item	Japanese GAAP			IFRS						
	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Financial Results										
Revenue	938.6	994.7	1,118.2	919.4	986.4	955.1	960.2	929.7	981.8	962.5
Overseas revenue	469.0	483.2	584.5	392.4	430.7	375.2	341.9	333.8	374.1	401.8
Ratio of overseas revenue to revenue (%)	50.0	48.6	52.3	42.7	43.7	39.3	35.6	35.9	38.1	41.7
Operating profit	98.2	98.7	111.6	74.4	130.4	88.9	76.3	83.7	138.8	63.8
Ratio of operating profit to revenue (%)	10.5	9.9	10.0	8.1	13.2	9.3	7.9	9.0	14.1	6.6
Profit attributable to owners of the Company	10.3	64.0	60.9	322.1	82.3	53.5	60.3	93.4	129.1	76.0
Research and development expenses	185.0	184.4	191.2	190.7	208.7	214.3	236.0	203.7	197.5	227.4
Ratio of research and development expenses to revenue (%)	19.7	18.5	17.1	20.7	21.2	22.4	24.6	21.9	20.1	23.6
Depreciation and amortization	46.3	45.3	51.5	42.0	44.3	47.4	46.7	46.2	52.6	57.4
Capital expenditure	62.9	65.1	49.2	36.3	23.3	23.9	26.9	38.3	29.0	40.1
Financial Position										
Total assets	1,518.4	1,684.9	1,854.0	1,982.3	1,900.5	1,915.0	1,897.8	2,088.1	2,105.6	2,085.2
Total equity	832.7	938.5	1,007.5	1,307.0	1,233.5	1,171.4	1,133.0	1,249.7	1,306.3	1,272.1
Cash Flows										
Net increase (decrease) in cash and cash equivalents	(89.7)	(37.8)	(23.7)	(10.7)	45.4	24.4	115.2	(116.7)	186.6	(49.5)
Free cash flows*1	(32.5)	20.4	(124.1)	121.5	168.3	39.4	217.0	(50.5)	278.3	153.0
Per Share Information										
Basic earnings per share (yen)*2	4.92	30.32	28.86	152.52	39.79	26.54	30.44	48.07	66.40	39.17
Equity per share attributable to owners of the Company (yen)*2	381.17	429.31	464.01	617.43	600.63	591.00	583.11	642.93	671.64	663.85
Annual dividends per share (yen)*3	60	60	60	60	70	70	70	70	70	27
Main Financial Indicators										
Return on equity attributable to owners of the Company (ROE) (%)	1.3	7.4	6.5	28.2	6.5	4.4	5.2	7.8	10.1	5.9
Ratio of equity attributable to owners of the Company to total assets (%)	53.0	53.8	52.9	65.8	64.8	61.4	59.7	59.8	62.0	61.0
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	5.1	4.9	4.5	3.7	3.8	3.9	4.0	3.8	3.5	4.0
Price-earnings ratio (PER)	102.2	20.0	20.1	4.2	21.0	31.5	38.6	35.4	37.3	82.3
Stock price at the end of the year (yen)	1,508	1,815	1,738	1,907	2,502	2,507	3,526	5,100	7,434	3,225
Market capitalization*4	1,061.5	1,277.7	1,223.5	1,342.6	1,710.2	1,662.7	2,283.7	3,304.2	4,817.7	6,179.6
Average exchange rates (USD/JPY)	79.07	83.11	100.24	109.94	120.14	108.42	110.86	110.91	108.75	106.06
(EUR/JPY)	108.96	107.15	134.38	138.78	132.57	118.84	129.70	128.40	120.83	123.7
Number of Employees										
Japan	9,308	9,251	9,145	8,543	8,589	8,648	8,765	8,865	8,754	8,979
North America	3,737	3,331	3,402	3,322	2,321	2,464	2,191	2,172	2,380	2,602
Europe	2,624	2,556	2,226	2,094	1,997	1,578	1,582	1,778	1,953	2,137
Others	16,260	17,091	18,018	2,469	2,342	1,980	1,908	2,072	2,261	2,315

*1 Cash flows from operating activities + Cash flows from investing activities

*2 Effective October 1, 2020, Daiichi Sankyo implemented a three-for-one share split of its ordinary shares. "Basic earnings per share" and "Equity per share attributable to owners of the Company" are calculated on the assumption that the share split had been implemented the beginning of FY2011.

*3 "Annual dividends per share" of 27 yen (interim dividend of 13.5 yen and year-end dividend of 13.5 yen) is stated on the assumption that the share split had been implemented at the beginning of the FY2020.

*4 Market capitalization is calculated excluding treasury stocks.