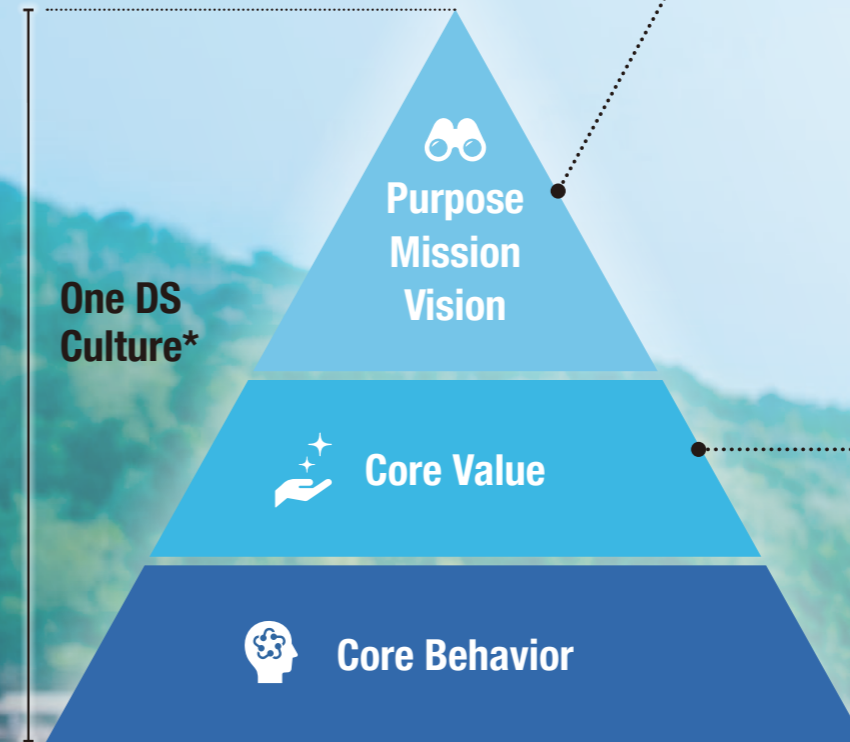




Purpose

Contribute to the enrichment of quality of life around the world



* Aggregate of Purpose, Mission, Vision, Core Value, and Core Behavior

Purpose

Contribute to the enrichment of quality of life around the world

Mission

Create innovative pharmaceuticals addressing diverse medical needs

2030 Vision

Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

Innovation

The introduction of new ideas, methods, or inventions

Integrity

The quality of being honest and of always having high moral principles

Accountability

Being responsible for the effects of your actions and being willing to explain or be criticized for them

Be Inclusive & Embrace Diversity

Collaborate & Trust
Develop & Grow

A History as a Partner to Patients for over 100 years

2030 Vision

Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

2025 Vision

Global Pharma Innovator with a Competitive Advantage in Oncology

2015 Vision

Realization of Global Pharma Innovator

2021–2025 Current 5-year Business Plan
Become a “Global Pharma Innovator with a competitive advantage in oncology,” and shift to further growth toward our 2030 Vision

2016–2020 5-year Business Plan

Transformation to become a Global Pharma Innovator with a competitive advantage in oncology

- Grow beyond LOE
- Establish a foundation of sustainable growth

2013 3rd Mid-term Business Plan

Promotion of measures toward sustainable growth beyond LOE*

- Focus on thrombosis, cardiovascular-metabolics, and cancer fields
- Divest and liquidate Ranbaxy
- Return to innovative business

* Loss of exclusivity

2010 2nd Mid-term Business Plan

Advancement of global hybrid business model

- Focus on thrombosis, cardiovascular-metabolics, and cancer fields
- Expand operating foundations in Japan
- Conduct frontline and back-end collaboration with Ranbaxy

2007 1st Mid-term Business Plan

Maximization of synergy and expansion of growth foundation

- Focus on thrombosis, cancer, diabetes,
- Maximize sales of Olmesartan franchises
- Acquire Ranbaxy Laboratories and integrate it into the Group

1899

1899 Launched **Taka-Diastase**[®], a digestive enzyme agent, based on Taka-Diastase digestive enzyme discovered on a fungus by Dr. Jokichi Takamine



1902 Adrenalin, an adrenal cortex hormone agent



1910

1910 Dr. Umetaro Suzuki, a future Sankyo scientific adviser, made the world's first discovery of vitamin B1 (**Orizantin**[®]) in rice bran and established a foundation for the theory of vitamins



1915 Dr. Shozaemon Keimatsu (founder of Arsemin Shokai, the predecessor organization of Daiichi Pharmaceutical) began domestic manufacturing of Salvarsan, a therapeutic drug for syphilis



1960

1965 **Transamin**[®], a hemostatic and anti-inflammatory agent



1980

1985 **Tarivid**[®], a broad-spectrum oral antimicrobial agent



1990

1989 **Mevalotin**[®], hypercholesterolemia treatment



1993 **Cravit**[®], a broad-spectrum oral antimicrobial agent



2000

2002 Olmesartan (**Olmetec**[®] in Japan, **Benicar**[®] in the United States), an antihypertensive agent



2009 **Effient**[®], an antiplatelet agent



2010

2010 **Inavir**[®], anti-influenza treatment



2011 **Lixiana**[®], an anticoagulant



2013

2019 **Tarlige**[®], pain treatment



2016

2020

2020 **Enhertu**[®], an anti-cancer agent (HER2 directed antibody drug conjugate)



2030

Transition of unmet medical needs throughout time

Infectious diseases (tuberculosis and pneumonia)

Lifestyle-related diseases (brain and heart diseases)

Cancer, dementia, and emerging and re-emerging infectious diseases

Becoming an Innovative Global Healthcare

Company with Strengths in **S&T**
SCIENCE & TECHNOLOGY

Human Resources

- › Diverse range of talents with high levels of expertise
- › Scientific assessment capabilities
- › Technologies originated from craftsmanship
- › High levels of engagement
- › Desire for innovation

Core Technologies

- › Proprietary ADC technology platform
- › Medicinal chemistry, protein engineering, drug evaluation, computational science, and translational research

Corporate Culture

- › A corporate culture in which employees respect each other as a specialist in science, and exchange opinions in a free and open-minded manner, regardless of positions and tenure
- › A culture that promotes the transmission of experience and technologies for creating medicines

Driving Force for Value Creation

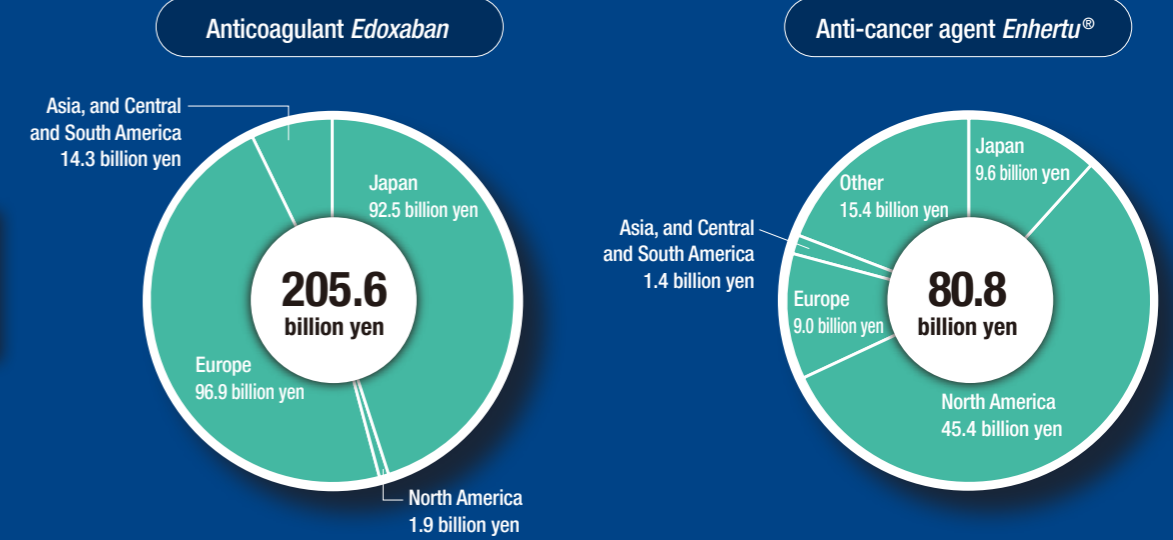
Science & Technology

SCIENCE & TECHNOLOGY

Business Activities and Areas

Revenues in FY2021: **1,044.9** billion yen

Major Products Worldwide



Number of employees by region



Key Non-Financial Indicators (FY2021 results)

<p>Countries where <i>Enhertu</i> has been launched:</p> <p>25 countries</p> <p>FY2025 Goals ▶ 40 countries or more</p>	<p>CO₂ emissions (compared to FY2015 levels)</p> <p>Reduction of 15.7 % (191,399 tons)</p> <p>FY2025 Goals ▶ Reduction of 42% (compared to FY2015 levels)</p>	<p>Percentage of renewable electricity used</p> <p>9.4 %</p> <p>FY2025 Goals ▶ 60% or more</p>
<p>Percentage of positive employee engagement survey responses*</p> <p>75 %</p> <p>FY2025 Goals ▶ 80% or more, or a 10% increase compared to FY2021</p>	<p>Percentage of female in senior managerial employees</p> <p>17.9 %</p> <p>FY2025 Goals ▶ 30%</p>	

*Global Culture Survey on corporate culture and work environment