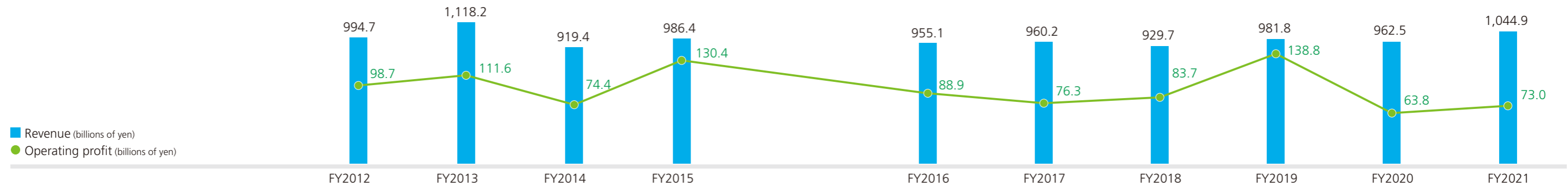


10-Year Financial Summary



(IFRS)	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
(Billions of yen)										
Financial Results										
Revenue	994.7	1,118.2	919.4	986.4	955.1	960.2	929.7	981.8	962.5	1,044.9
Overseas revenue	483.2	584.5	392.4	430.7	375.2	341.9	333.8	374.1	401.8	486.6
Ratio of overseas revenue to revenue (%)	48.6	52.3	42.7	43.7	39.3	35.6	35.9	38.1	41.7	46.6
Operating profit	98.7	111.6	74.4	130.4	88.9	76.3	83.7	138.8	63.8	73.0
Ratio of operating profit to revenue (%)	9.9	10.0	8.1	13.2	9.3	7.9	9.0	14.1	6.6	7.0
Profit attributable to owners of the Company	64.0	60.9	322.1	82.3	53.5	60.3	93.4	129.1	76.0	67.0
Research and development expenses	184.4	191.2	190.7	208.7	214.3	236.0	203.7	197.5	227.4	260.2
Ratio of research and development expenses to revenue (%)	18.5	17.1	20.7	21.2	22.4	24.6	21.9	20.1	23.6	24.9
Depreciation and amortization	45.3	51.5	42.0	44.3	47.4	46.7	46.2	52.6	57.4	58.2
Capital expenditure	65.1	49.2	36.3	23.3	23.9	26.9	38.3	29.0	40.1	56.2
Financial Position										
Total assets	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	2,221.4
Total equity	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	1,350.9
Cash Flows										
Net increase (decrease) in cash and cash equivalents	(37.8)	(23.7)	(10.7)	45.4	24.4	115.2	(116.7)	186.6	(49.5)	265.3
Free cash flows*1	20.4	(124.1)	121.5	168.3	39.4	217.0	(50.5)	278.3	153.0	351.6
Per Share Information										
Basic earnings per share (yen)*2	30.32	28.86	152.52	39.79	26.54	30.44	48.07	66.40	39.17	34.94
Equity per share attributable to owners of the Company (yen)*2	429.31	464.01	617.43	600.63	591.00	583.11	642.93	671.64	663.85	704.76
Annual dividends per share (yen)*3	60	60	60	70	70	70	70	70	27	27
Main Financial Indicators										
Return on equity attributable to owners of the Company (ROE) (%)	7.4	6.5	28.2	6.5	4.4	5.2	7.8	10.1	5.9	5.1
Ratio of equity attributable to owners of the Company to total assets (%)	53.8	52.9	65.8	64.8	61.4	59.7	59.8	62.0	61.0	60.8
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	4.9	4.5	3.7	3.8	3.9	4.0	3.8	3.5	4.0	3.9
Price-earnings ratio (PER)	20.0	20.1	4.2	21.0	31.5	38.6	35.4	37.3	82.3	76.7
Stock price at the end of the year (yen)	1,815	1,738	1,907	2,502	2,507	3,526	5,100	7,434	3,225	2,680
Market capitalization*4	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	5,137.0
Average exchange rates (USD/JPY)	83.11	100.24	109.94	120.14	108.42	110.86	110.91	108.75	106.06	112.38
(EUR/JPY)	107.15	134.38	138.78	132.57	118.84	129.70	128.40	120.83	123.70	130.56
Number of Employees	32,229	32,791	16,428	15,249	14,670	14,446	14,887	15,348	16,033	16,458
Japan	9,251	9,145	8,543	8,589	8,648	8,765	8,865	8,754	8,979	9,135
North America	3,331	3,402	3,322	2,321	2,464	2,191	2,172	2,380	2,602	2,706
Europe	2,556	2,226	2,094	1,997	1,578	1,582	1,778	1,953	2,137	2,279
Others	17,091	18,018	2,469	2,342	1,980	1,908	2,072	2,261	2,315	2,338

*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 FY2020.

*4 Market capitalization is calculated excluding treasury stocks.