The Daiichi Sankyo Group’s Mission

Purpose
Contribute to the enrichment of quality of life around the world

Mission
Create innovative pharmaceuticals addressing diverse medical needs

Vision
Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

Core Value
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

Core Behavior
Be Inclusive & Embrace Diversity
Collaborate & Trust
Develop & Grow

One DS Culture
Aggregate of Purpose, Mission, Vision, Core Value, and Core Behavior
History of the Daiichi Sankyo Group

A History as a Partner to Patients for over 100 years

The Daiichi Sankyo Group leverages its century-long strengths in Science & Technology (S&T) forged by its predecessors to continue to take on the challenge of creating advanced pharmaceutical products. Harnessing S&T as the driving force, we will continue to create innovative pharmaceuticals and realizing Healthcare as a Service (Haas) by developing both a total care ecosystem and a total care platform through collaboration with other companies as we work toward our 2030 Vision and thereby "contribute to the enrichment of quality of life around the world."

* Haas refers to providing health and medical services that are optimized and tailored to each individual by utilizing a variety of data and advanced technologies.

**Steps of our 5-year business plan**

- **1989** - Laspans®, an anti-cancer agent
- **1992** - Advantra®, an anti-cancer agent
- **1990** - Loperamide® as a stool binder
- **1991** - Bile acid sequestrant and a stool binder
- **1995** - Zestril®, an angiotensin converting enzyme inhibitor
- **2000** - Evista®, a bone metabolism drug
- **2007** - Efient®, an antiplatelet agent
- **2009** - Inavir®, an antiviral agent

**Transition of unmet medical needs throughout time**

- **Infectious diseases (tuberculosis and pneumonia)**
- **Lifestyle-related diseases**
- **Cancer, dementia, and emerging and re-emerging infectious diseases**

**History as a Pharma Innovator (major products over the years)**

- **1899** - Taka-Diastase®
- **1902** - Adrenalin, an adrenal cortex hormone agent
- **1910** - Salvarsan®, a new treatment for syphilis
- **1915** - SANKYO® as a pharmaceutical company
- **1922** - Tachidihedrin®, a dysentery and typhoid fever drug
- **1929** - Adrenalin®, an anti-cancer agent
- **1935** - Transamin®, an antimicrobial agent
- **1945** - Lastin®, a pain reliever
- **1965** - Chloramphenicol®, an antimicrobial agent
- **1973** - Eprost®, an anti-inflammatory agent
- **1989** - Loxonin®, an anti-tuberculosis agent
- **2001** - Tarivid®, an anticoagulant
- **2007** - Tarlige®, an anti-cancer agent
- **2009** - Inavir®, an antiviral agent
- **2010** - Inavir®, an antiviral agent
- **2011** - Transamin®, an antimicrobial agent
- **2017** - Inavir®, an antiviral agent
- **2020** - Enhertu®, an anti-cancer agent
- **2021** - Effient®, an antiplatelet agent
- **2022** - Tarlige®, an anti-cancer agent
- **2023** - Enhertu®, an anti-cancer agent

**2030 Vision**

Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

Become a “Global Pharma Innovator with a competitive advantage in oncology,” and shift to further growth toward our 2030 Vision

**Vision and thereby “contribute to the enrichment of quality of life around the world.”

**Steps of our 5-year business plan**

- **1st Term**
  - Advancement of global hybrid business model
    - Focus on thrombosis, cancer, diabetes
    - Maximize sales of Bosmin
    - Establish a foundation of sustainable growth
    - Loss of sales activity

- **2nd Term**
  - Promotion of measures toward sustainable growth beyond LOE
    - Focus on thrombosis, cardiovascular, diabetes, and cancer fields
    - Expansion of existing foundations
    - Combat front line and back-end collaboration with Takeda

- **3rd Term**
  - Transformation to become a Global Pharma Innovator with a competitive advantage in oncology
    - Grow beyond LOE
    - Establish a foundation of sustainable growth

- **4th Term**
  - Maximize sales of Bosmin
  - Focus on thrombosis, cardiovascular-metabolics, and cancer fields
  - Expand operating foundations
  - Maximization of synergies and expansion of oncology
  - Return to innovative business

- **5th Term**
  - Establish a foundation of growth foundation
  - Grow beyond LOE
  - Focus on thrombosis, cardiovascular-metabolics, and cancer fields
  - Promote development of innovation and synergies
  - Expansion of existing foundations
  - Return to innovative business

**Creating innovative pharmaceuticals by leveraging our strengths in Science & Technology (S&T)**

Realizing Healthcare as a Service through development of both a total care ecosystem and a total care platform
At a Glance

Becoming an Innovative Global Healthcare Company with Strengths in 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
- Protein engineering, medicinal chemistry
- Pharmacological efficacy, translational research, and research IT infrastructure to support the above

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
- Penetration of Core Behavior with the aim of fostering One DS Culture

Financial Highlight (FY2022 results)

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2022 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,278.5 billion yen</td>
</tr>
<tr>
<td>Core Operating Profit Ratio before R&amp;D Expense</td>
<td>35.9%</td>
</tr>
<tr>
<td>ROE</td>
<td>7.8%</td>
</tr>
<tr>
<td>DOE*</td>
<td>4.1%</td>
</tr>
</tbody>
</table>

* Dividend on Equity = Total dividend amount / Equity attributable to owners of the Company

Non-Financial Highlight (FY2022 results)

<table>
<thead>
<tr>
<th>Highlight</th>
<th>FY2022 Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of countries and regions where Enhertu has been launched/Number of patients (Company estimate)/Number of indications</td>
<td>35 countries and regions / approximately 22,000 patients / 6 indications</td>
</tr>
<tr>
<td>Percentage of positive engagement survey responses*</td>
<td>77%</td>
</tr>
<tr>
<td>Percentage of senior management employees who are female:</td>
<td>21.1%</td>
</tr>
<tr>
<td>Percentage of renewable electricity used</td>
<td>78.1%</td>
</tr>
</tbody>
</table>

* Percentage of positive engagement survey responses in relation to our corporate culture and work environment

Social

Environment

- CO2 emissions reduction rate* (compared to FY2015 level)
  - FY2025 Target 42% or more
  - FY2025 Target 62% or more

* Scope1+Scope2

As of March 2023

At a Glance