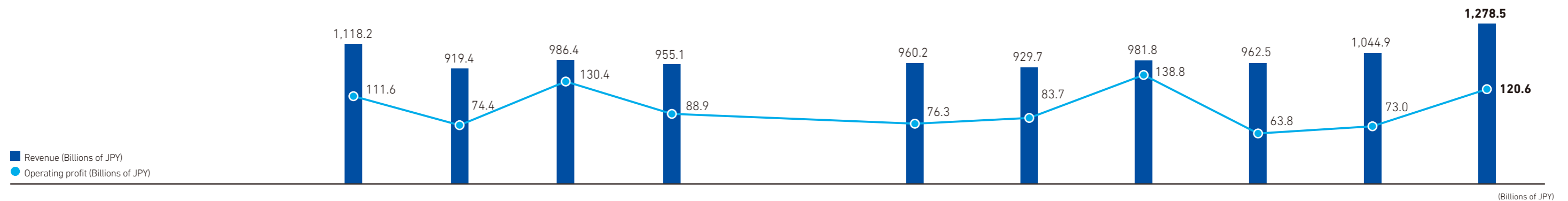


10-Year Financial Summary (IFRS)



	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
Financial Results										
Revenue	1,118.2	919.4	986.4	955.1	960.2	929.7	981.8	962.5	1,044.9	1,278.5
Overseas revenue	584.5	392.4	430.7	375.2	341.9	333.8	374.1	401.8	486.6	745.0
Ratio of overseas revenue to revenue (%)	52.3	42.7	43.7	39.3	35.6	35.9	38.1	41.7	46.6	58.3
Operating profit	111.6	74.4	130.4	88.9	76.3	83.7	138.8	63.8	73.0	120.6
Ratio of operating profit to revenue (%)	10.0	8.1	13.2	9.3	7.9	9.0	14.1	6.6	7.0	9.4
Profit attributable to owners of the Company	60.9	322.1	82.3	53.5	60.3	93.4	129.1	76.0	67.0	109.2
Research and development expenses	191.2	190.7	208.7	214.3	236.0	203.7	197.5	227.4	260.3	341.6
Ratio of research and development expenses to revenue (%)	17.1	20.7	21.2	22.4	24.6	21.9	20.1	23.6	24.9	26.7
Depreciation and amortization	51.5	42.0	44.3	47.4	46.7	46.2	52.6	57.4	58.2	67.8
Capital expenditure	49.2	36.3	23.3	23.9	26.9	38.3	29.0	40.1	56.2	71.5
Financial Position										
Total assets	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	2,508.9
Total equity	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	1,445.9
Cash Flows										
Net increase (decrease) in cash and cash equivalents	(23.7)	(10.7)	45.4	24.4	115.2	(116.7)	186.6	(49.5)	265.3	(232.9)
Free cash flows*1	(124.1)	121.5	168.3	39.4	217.0	(50.5)	278.3	153.0	351.6	(144.3)
Per Share Information										
Basic earnings per share (JPY)*2	28.86	152.52	39.79	26.54	30.44	48.07	66.40	39.17	34.94	56.96
Equity per share attributable to owners of the Company (JPY)*2	464.01	617.43	600.63	591.00	583.11	642.93	671.64	663.85	704.76	754.09
Annual dividends per share (JPY)*3	60	60	70	70	70	70	70	27	27	30
Main Financial Indicators										
Return on equity attributable to owners of the Company (ROE) (%)	6.5	28.2	6.5	4.4	5.2	7.8	10.1	5.9	5.1	7.8
Ratio of equity attributable to owners of the Company to total assets (%)	52.9	65.8	64.8	61.4	59.7	59.8	62.0	61.0	60.8	57.6
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	4.5	3.7	3.8	3.9	4.0	3.8	3.5	4.0	3.9	4.1
Price-earnings ratio (PER)	20.1	4.2	21.0	31.5	38.6	35.4	37.3	82.3	76.7	84.7
Stock price at the end of the year (JPY)	1,738	1,907	2,502	2,507	3,526	5,100	7,434	3,225	2,680	4,822
Market capitalization*4	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	9,245.4
Average exchange rates (USD/JPY)	100.24	109.94	120.14	108.42	110.86	110.91	108.75	106.06	112.38	135.48
(EUR/JPY)	134.38	138.78	132.57	118.84	129.70	128.40	120.83	123.70	130.56	140.97
Number of Employees										
Japan	32,791	16,428	15,249	14,670	14,446	14,887	15,348	16,033	16,458	17,435
North America	9,145	8,543	8,589	8,648	8,765	8,865	8,754	8,979	9,135	9,263
Europe	3,402	3,322	2,321	2,464	2,191	2,172	2,380	2,602	2,706	3,062
Others	2,226	2,094	1,997	1,578	1,582	1,778	1,953	2,137	2,279	2,554
Others	18,018	2,469	2,342	1,980	1,908	2,072	2,261	2,315	2,338	2,556

*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 JPY (interim dividend of 13.5 JPY and year-end dividend of 13.5 JPY) 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.