

Passion for Innovation.
Compassion for Patients.™



The Top ADC Company

Becoming a Global Oncology Leader

A decorative graphic element consisting of three curved lines: a yellow line at the top, a green line in the middle, and a blue line at the bottom, all curving upwards and to the right.

DAIICHI SANKYO

Hiroyuki Okuzawa
President and CEO

January 12, 2026

Forward-Looking Statements



Management strategies and plans, financial forecasts, future projections and policies, and R&D information that Daiichi Sankyo discloses in this material are all classified as Daiichi Sankyo's future prospects. These forward-looking statements were determined by Daiichi Sankyo based on information obtained as of today with certain assumptions, premises and future forecasts, and thus, there are various inherent risks as well as uncertainties involved. As such, please note that actual results of Daiichi Sankyo may diverge materially from Daiichi Sankyo's outlook or the content of this material. Furthermore, there is no assurance that any forward-looking statements in this material will be realized. Regardless of the actual results or facts, Daiichi Sankyo is not obliged and does not have in its policy the duty to update the content of this material from the date of this material onward.

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Agenda

1 Overview of Daiichi Sankyo

2 Our ADCs

3 Our Science and Technology

4 Shareholder Returns

5 Closing



Overview of Daiichi Sankyo



Overview of FY2025 consolidated P&L

(Bn JPY)

| | | FY2025 Forecast as of Oct. 2025 | | |
|---|----------------|---------------------------------|---------------|---------------|
| | | to revenue | vs FY2024 | |
| Revenue | 2,100.0 | 100.0% | +11.3% | +213.7 |
| Cost of sales * | 460.0 | 21.9% | | +44.3 |
| SG&A expenses * | 830.0 | 39.5% | | +105.2 |
| R&D expenses * | 460.0 | 21.9% | | +27.1 |
| Core operating profit * | 350.0 | 16.7% | +11.9% | +37.2 |
| Operating profit | 335.0 | 16.0% | +0.9% | +3.1 |
| Profit attributable to owners of the Company | 288.0 | 13.7% | -2.6% | -7.8 |

* As an indicator of ordinary profitability, "core operating profit" which excludes temporary income and expenses from operating income is disclosed. Income and expenses related to sale of fixed assets, restructuring (excluding the sales of pipeline and launched products), impairment, loss compensation, reconciliation, and other non-temporary and material gains and losses are included in the "temporary income and expenses". Temporary income and expenses are excluded from results and forecast for cost of sales, SG&A expenses and R&D expenses shown in the list above.

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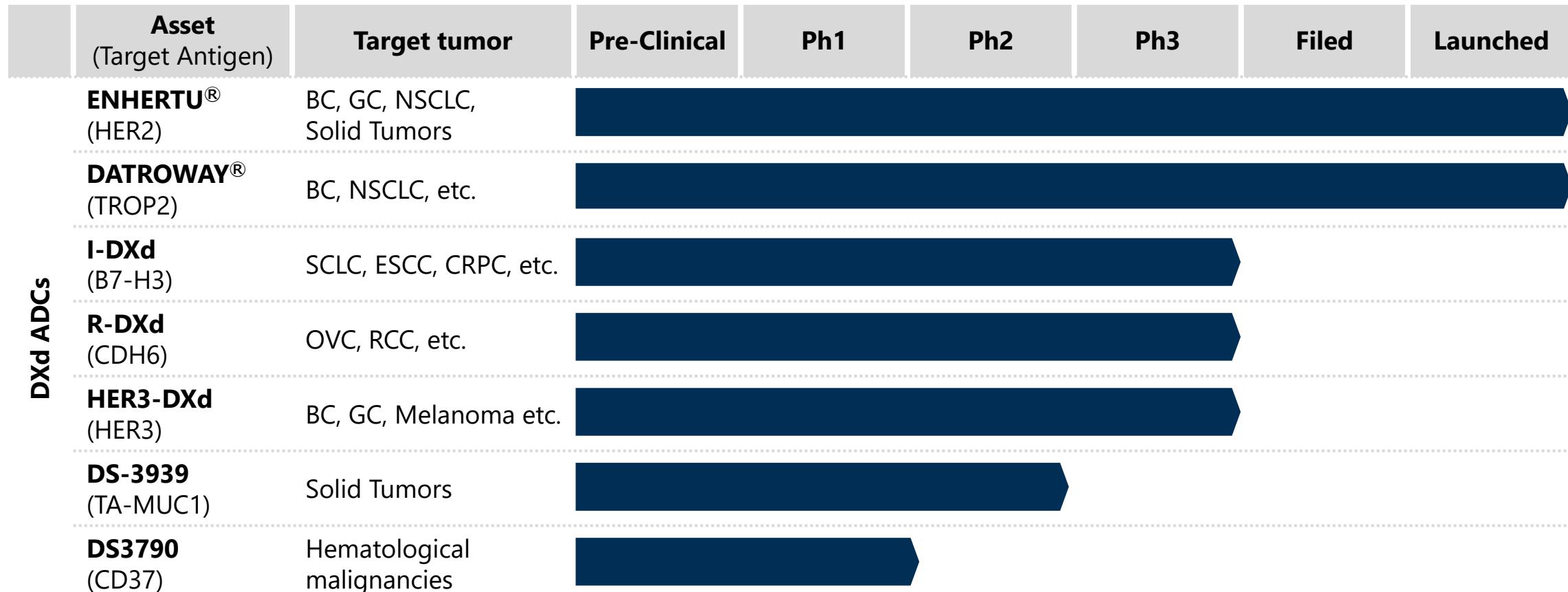
5 Closing



DXd ADC is Daiichi Sankyo Original ADC Technology Platform



Our ADC technology platform is growing, and we have generated 7DXd ADCs from the technology



Timeline indicates the most advanced stage of each asset, and that status may not apply to all tumors listed in the "target tumor" column

External Evaluation of DXd ADC Technology

Since 2017, a total of 14 **Breakthrough Therapy designations*** have been granted in the United States



| Timing | Indications |
|----------------|--|
| August 2017 | Third-line treatment for HER2-positive breast cancer |
| May 2020 | Second-line treatment for HER2 gene mutation-positive non-small cell lung cancer |
| May 2020 | Third-line treatment for HER2-positive gastric cancer |
| September 2021 | Second-line treatment for HER2-positive breast cancer |
| April 2022 | Low HER2 expression breast cancer (previously treated with chemotherapy) |
| September 2023 | HER2-positive colorectal cancer (third-line treatment and beyond) |
| September 2023 | Second-line or later treatment for HER2-positive solid tumors |
| August 2024 | HR-positive and HER2-low/ultra-low breast cancer (chemotherapy-naïve) |
| July 2025 | HER2-positive breast cancer first-line treatment |
| December 2025 | HER2-positive breast cancer with residual invasive disease, adjuvant therapy |



| Timing | Indication |
|---------------|---|
| December 2024 | EGFR-mutated non-small cell lung cancer with prior treatment history, including EGFR-targeted therapy |

I-DXd

| Timing | Indication |
|-------------|--|
| August 2025 | Extensive-stage small cell lung cancer |

R-DXd

| Timing | Indication |
|----------------|---|
| September 2025 | CDH6 expressing platinum-resistant ovarian cancer |

HER3-DXd

| Timing | Indication |
|---------------|--|
| December 2021 | Third-line treatment for EGFR-mutated non-small cell lung cancer |

Daiichi Sankyo Won Three World ADC Awards in 2025



laurel wreath icon **Daiichi Sankyo's DXd ADC Technology** recognized for “Best ADC Platform Technology”

laurel wreath icon **TROP2 Directed ADC** recognized for “Best ADC Clinical Impact”

laurel wreath icon **HER2 Directed ADC** recognized for “Best ADC Clinical Publication”



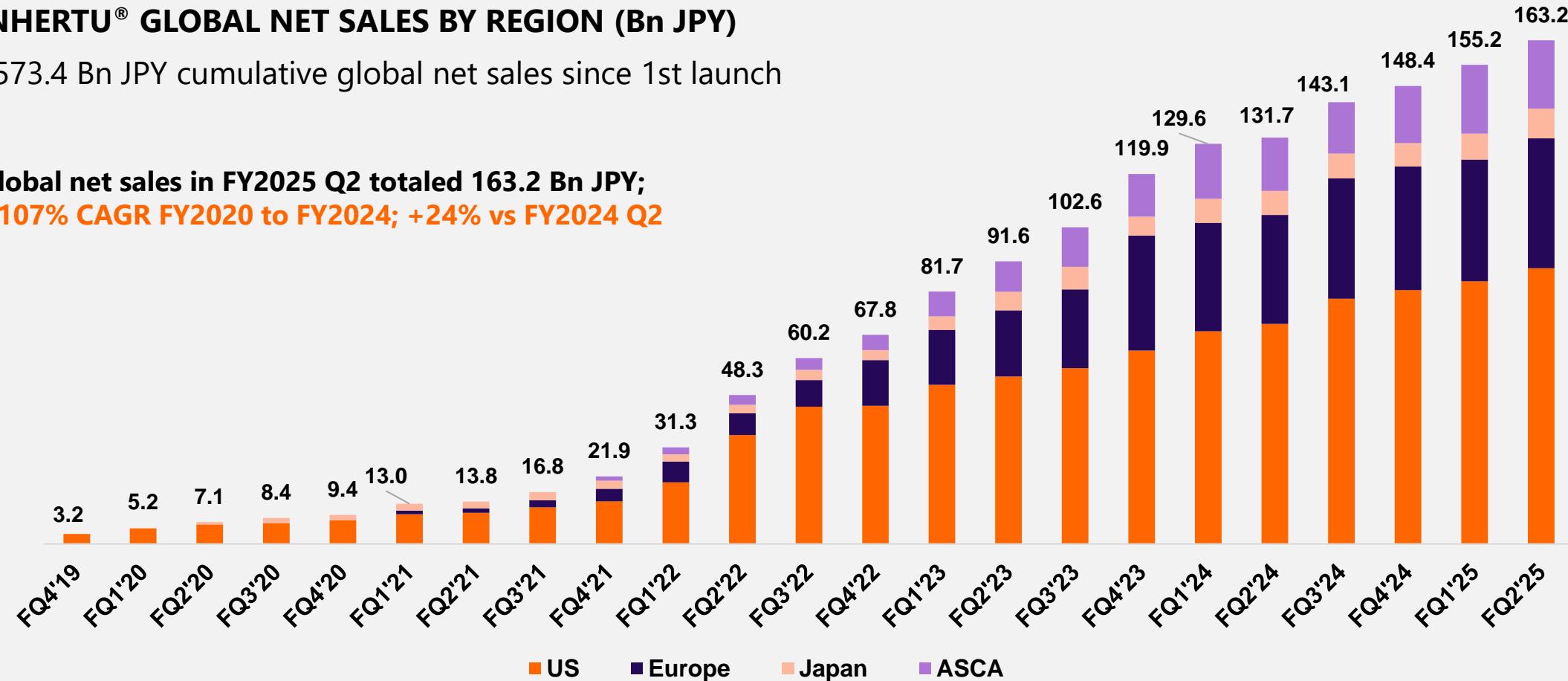
Daiichi Sankyo has delivered by maximizing ENHERTU® since our launch in FY2019 and created the most successful launch in oncology over the last 5 years



ENHERTU® GLOBAL NET SALES BY REGION (Bn JPY)

1573.4 Bn JPY cumulative global net sales since 1st launch

Global net sales in FY2025 Q2 totaled 163.2 Bn JPY;
+107% CAGR FY2020 to FY2024; +24% vs FY2024 Q2



*Incl. Gross profit share in AstraZeneca territory

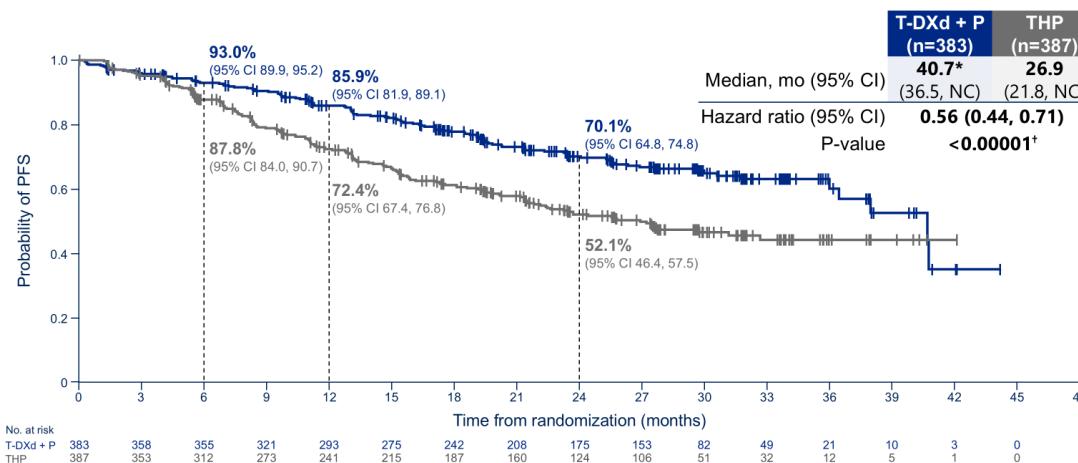
Daiichi Sankyo Financial Results Reference Data, including gross profit share in AstraZeneca territory, does not include milestone payments
ASCA: Asia, South and Central America, Bn: billion, CAGR: compound annual growth rate, FQ: fiscal quarter, FY: fiscal year, JPY: Japanese Yen, Q: quarter



DESTINY-Breast09: Launch of ENHERTU® in 1st Line HER2+ mBC will be a near-term growth catalyst with potential to benefit 24k eligible patients



DESTINY-Breast09 Clinical trial data: PFS (BICR)



Statistically significant and clinically meaningful PFS benefit with T-DXd + P (median Δ 13.8 mo)

*Median PFS estimate for T-DXd + P is likely to change at updated analysis; †stratified log-rank test. A P-value of <0.00043 was required for interim analysis superiority
BICR, blinded independent central review; CI, confidence interval; mo, months; (m)PFS, (median) progression-free survival; NC, not calculable; P, pertuzumab; T-DXd, trastuzumab deruxtecan, ENHERTU®; THP, taxane + trastuzumab + pertuzumab

HER2: human epidermal growth factor receptor 2, mBC: metastatic breast cancer, K: thousand
G7 consists of the US, Japan, France, Germany, Italy, Spain and United Kingdom

Market Opportunity (Eligible patient numbers)

~24,000*
Market opportunity in G7

*Incremental to 2L Eligible patients: ~7,000

- Currently, ~30% of patients do not receive treatment beyond first line.

External Excitement for 1L HER2+ mBC

STAT

"This is a pivotal advancement for the treatment of HER2-positive metastatic breast cancer"

Bloomberg

The strong results in delaying progression "make it a clear front-runner" as an initial treatment for HER2 patients

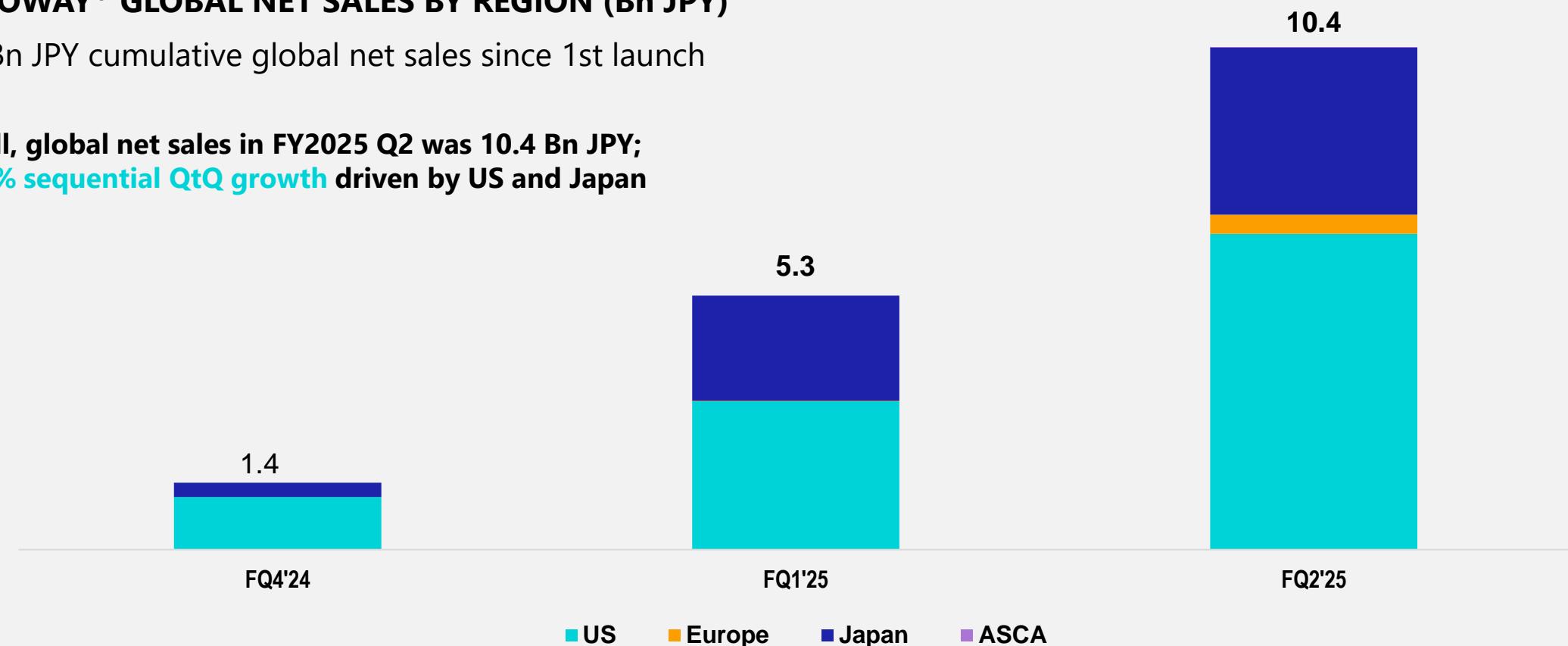


Global DATROWAY® net sales have now exceeded 10 Bn JPY in Q2 FY '25

DATROWAY® GLOBAL NET SALES BY REGION (Bn JPY)

17.1 Bn JPY cumulative global net sales since 1st launch

Overall, global net sales in FY2025 Q2 was 10.4 Bn JPY;
+95.9% sequential QtQ growth driven by US and Japan



Daiichi Sankyo Financial Results Reference Data, including gross profit share in AstraZeneca territory, does not include milestone payments

*Datroway® has launched in Germany, but reimbursement negotiations are ongoing

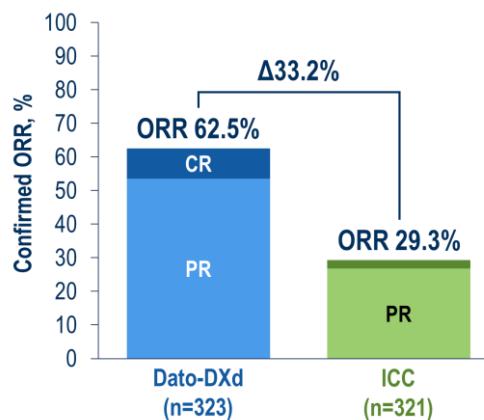
ASCA: Asia, South and Central America, Bn: billion, EGFRm: epidermal growth factor receptor mutant, FQ: fiscal quarter, FY: fiscal year,

mBC: metastatic Breast Cancer, NSCLC: non-small cell lung cancer, JPY: Japanese Yen, Q: quarter, QtQ: quarter to quarter

TROPION-Breast02 study showed a statistically significant & clinically meaningful improvement in PFS and OS compared with ICC

TROPION-Breast02 Clinical trial data

| | Dato-DXd | ICC | Δ |
|------------|----------|---------|----------|
| Median PFS | 10.8 mo | 5.6 mo | Δ 5.3 mo |
| Median OS | 23.7 mo | 18.8 mo | Δ 5.0 mo |
| Median DOR | 12.3 mo | 7.1 mo | Δ 5.2 mo |



Despite more than double the duration of treatment, rates of grade ≥ 3 and serious TRAEs were similar, and discontinuations were lower, with Dato-DXd vs ICC

Market Opportunity (Eligible patient numbers)

TB02: ~16,000

Market opportunity in G7

Market Insights (Triple Negative Breast Cancer)

- For nearly 15 years, there have been no new treatment advancements in 1L mTNBC for patients who are PD-L1-negative, non-BRCA mutated, or not candidates for immunotherapy.^{2,3,4}
- Advanced/metastatic TNBC is the most aggressive cancer subtype with the fewest treatment options; Metastatic TNBC 5-year OS: 14.9%⁵



~70% not candidates for 1L immunotherapy⁶



~50% do not receive treatment beyond 1L^{6,7}

1. Dent R et al. Presented at: ESMO 2025; October 17-21, 2025; Berlin, Germany. Presentation LBA21

2. <https://pubmed.ncbi.nlm.nih.gov/38601487/>

3. <https://pubmed.ncbi.nlm.nih.gov/37229447/>

4. <https://ascopost.com/issues/august-25-2023/new-challenge-in-triple-negative-breast-cancer-optimizing-the-sequencing-of-treatments/>

5. National Cancer Institute SEER Program. Available at: <https://seer.cancer.gov/statfacts/html/breast-subtypes.html>

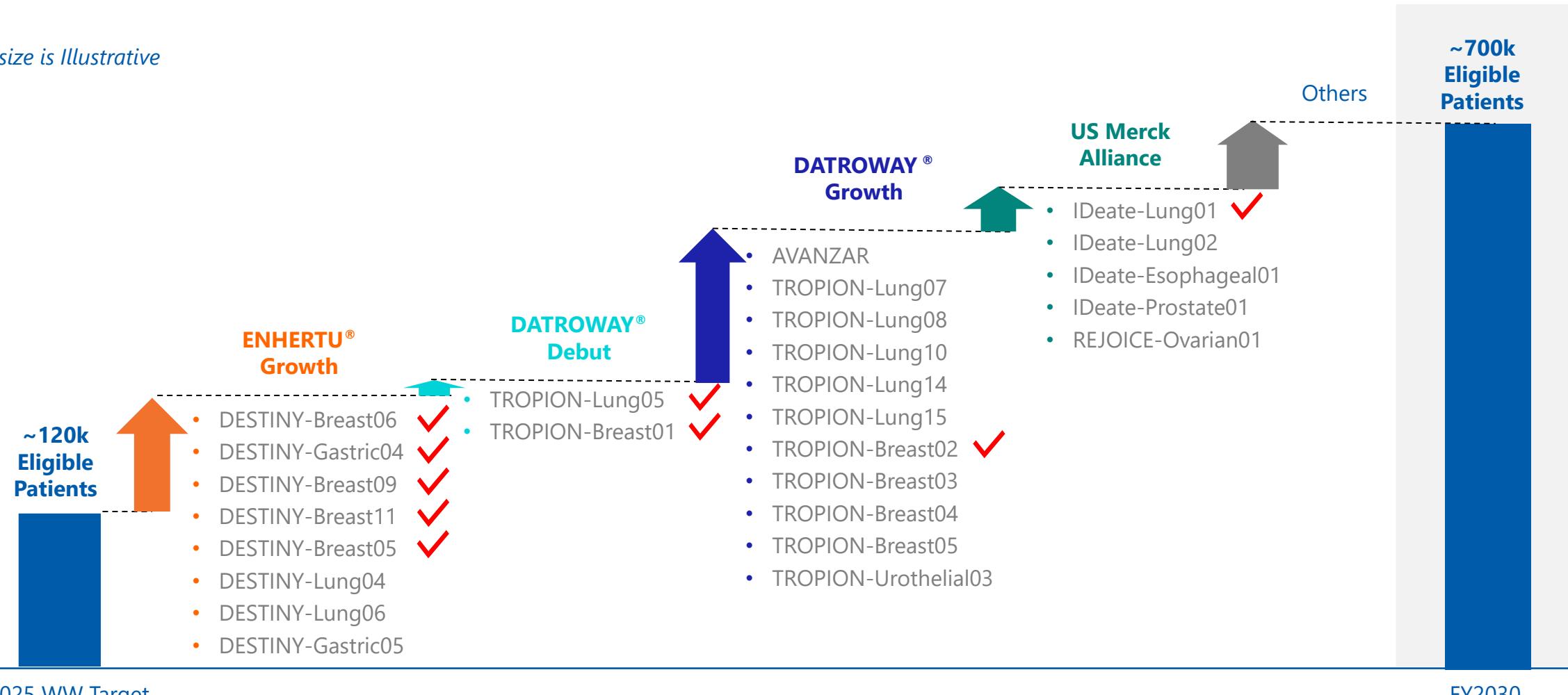
6. Punie K et al. Oncologist 2025;30:e04934;

7. Traina T, et al. Clin Cancer Res 2025;31:P3-08-10; 8. Li CH, et al. Breast Cancer Res 2019;21:143

1L: first line, BRCA: Breast cancer gene, DOR: Duration of response, ICC: Investigators choice chemo, G7: US, Japan, France, Germany, Italy, Spain, United Kingdom, mo: months, ORR: overall response rate, OS: overall survival, PD-L1: programmed cell death ligand, PFS: progression free survival, TRAE: treatment related adverse events, TNBC: triple negative breast cancer

Daiichi Sankyo plans to launch numerous indications across at least 4 ADCs by 2030, contributing nearly six times as many patients

*Arrow size is Illustrative



ADC: antibody drug conjugate, k: thousand, CRPC: castration resistant prostate cancer DB: DESTINY-Breast, DL: DESTINY-Lung, DG: DESTINY-Gastric, EGFRm: epidermal growth factor receptor mutant, ESCC: esophageal squamous cell carcinoma, FY: fiscal year, PROC: platinum resistant ovarian cancer, SCLC: small cell lung cancer TL: TROPION-Lung, TB: TROPION-Breast, TLR: top line results WW: worldwide

✓ = Positive TLR achieved

The Evolution of Our ADC Technologies Will Continue

15 years of ADC platform advancement - expanding Innovation



Antibody

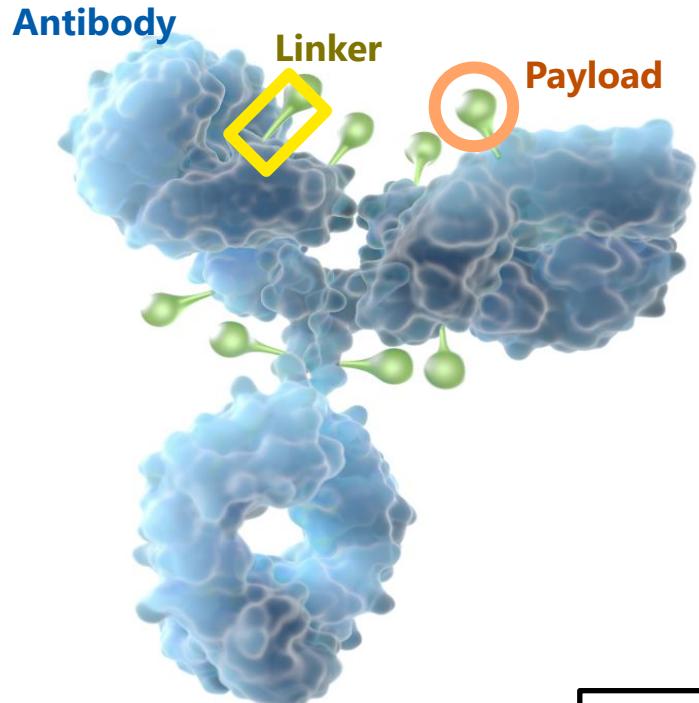
- ✓ Unique binders targeting disease specific proteins and glycans
- ✓ Fc engineering
- ✓ Novel technologies to increase specificity

Linker

- ✓ DAR control
- ✓ Site specificity
- ✓ Novel conjugation

Payload

- ✓ FIC/BIC Cytotoxic payloads
 - DXd, mPBD, etc.
- ✓ Other new payloads for refractory/resistant tumors
 - IO payloads, etc.



Our Proprietary Technologies

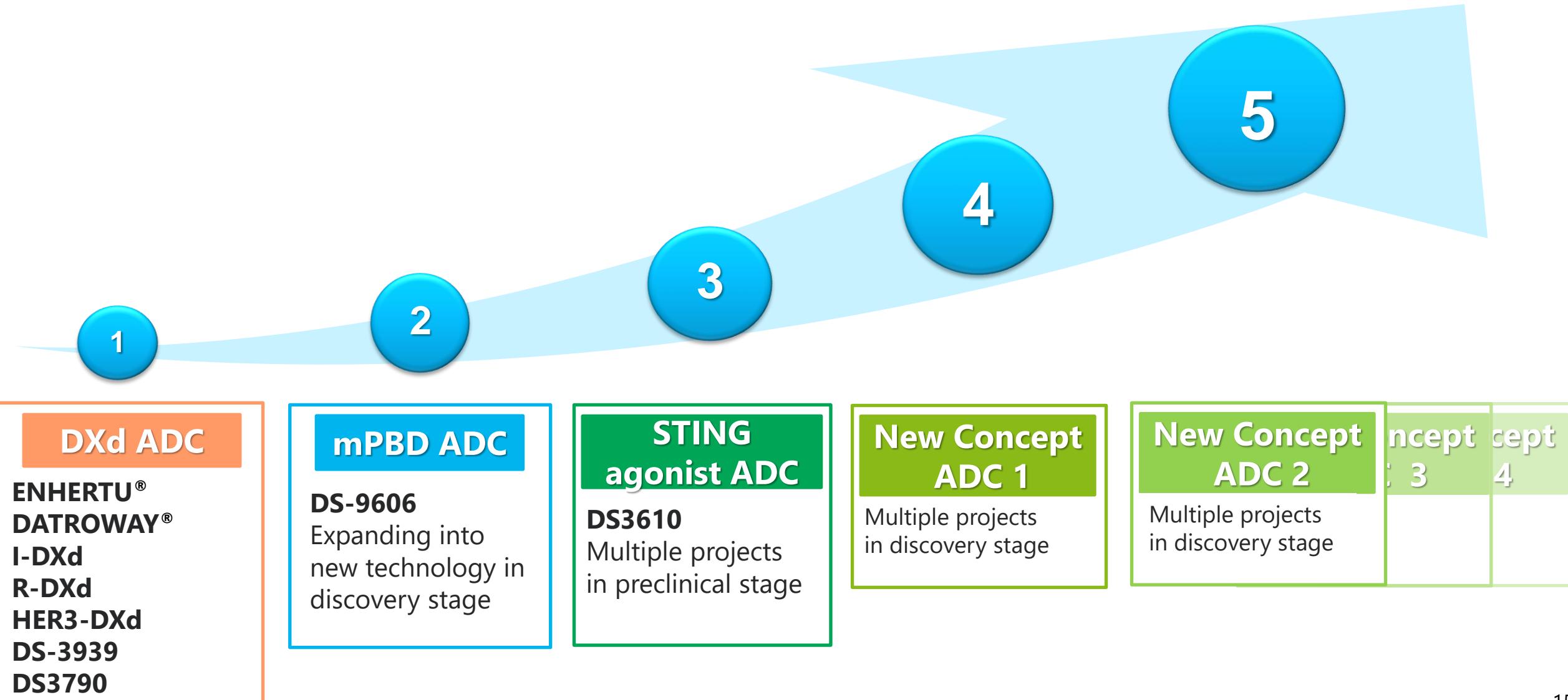
X

ADC-leading Expertise

- ✓ **15+ years of continuous ADC platform innovation**
- ✓ **Exploration of diverse MoA - based payloads**
- ✓ **Extensive validation of dozens of tumor antigens**
- ✓ **Deep expertise from broad linker-payload conjugation**

Unique ADC Research Experience Enabling Ongoing Breakthroughs

Sustainable ADC Platform Development



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Unlocking durable benefit, expanding treatment options, and maximizing internal asset value.



Durable Effect

IO therapies can deliver **long-lasting remission** beyond the treatment period.



Immune Memory

Activated immune cells '**remember**' tumor antigens and suppress recurrence over time.



New Treatment Opportunities

IO mechanisms create **new treatment options** for cancers less responsive to cytotoxic agents.

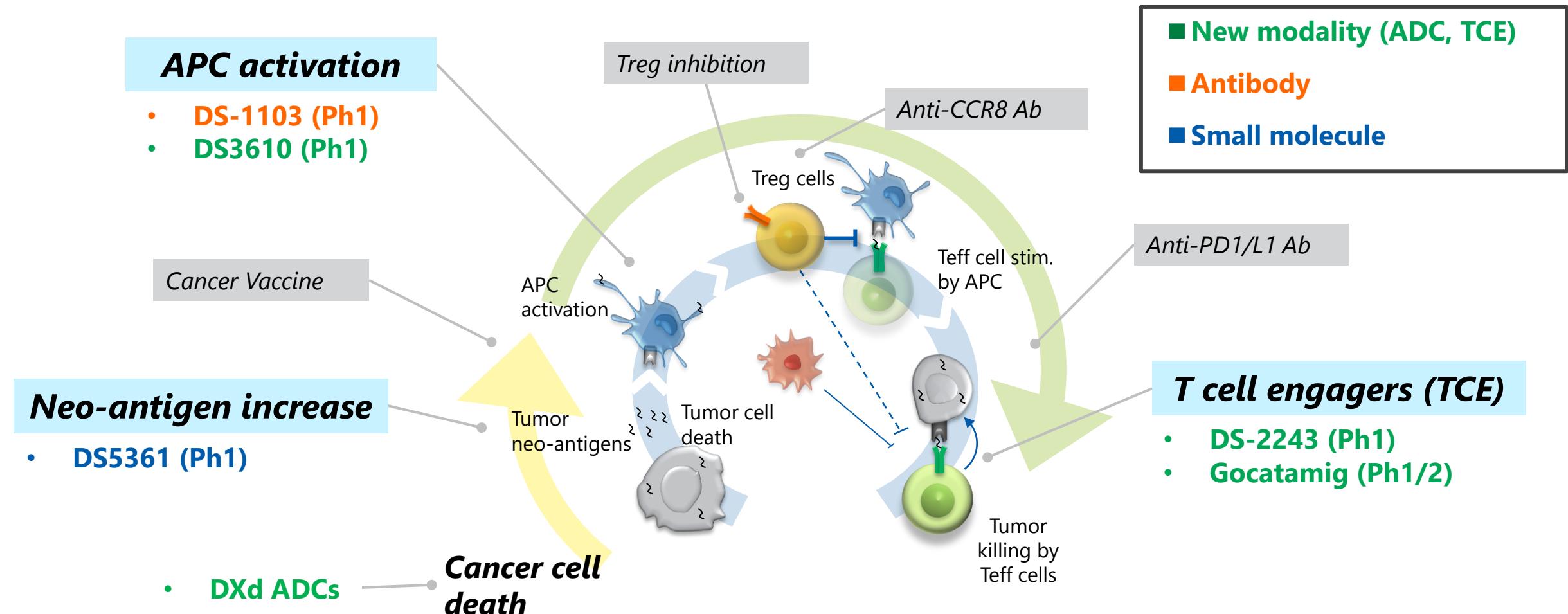


Combinations therapy with complementary mechanisms

IO × DXd ADC combinations maximize the value of our internal assets and possibly provide new SOC.

Our 10 Years Research History Has Built the IO Franchise

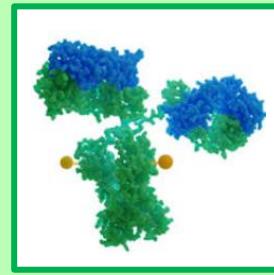
Leveraging a multi-modality strategy, we are establishing a portfolio that targets and activates key mechanisms in IO signaling



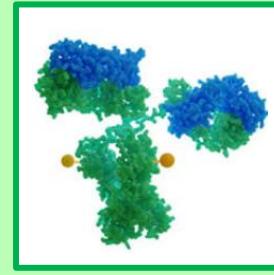
Daiichi Sankyo Takes Multi-Modality Strategy

Establishing proprietary technologies unique to Daiichi Sankyo and building a robust and competitive drug discovery platform across diverse modalities.

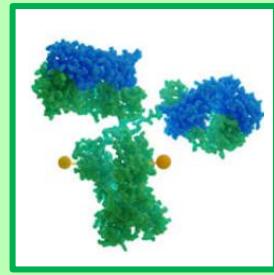
ADC Platform



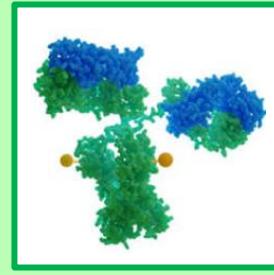
DXd ADC



mPBD ADC

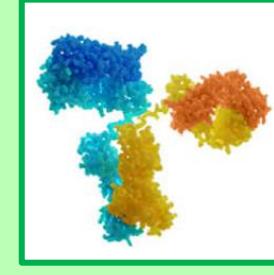


STING agonist ADC



New Concept ADCs

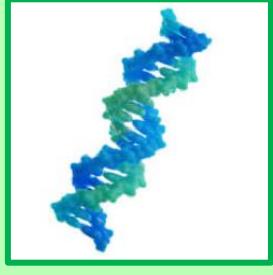
New Modalities (beyond ADC)



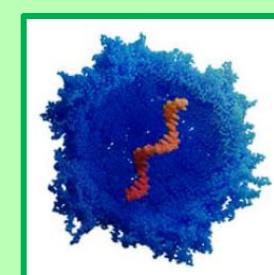
Multispecific Antibody



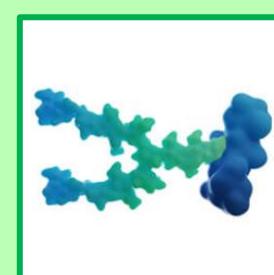
Mid-size Molecule (incl. TPD molecule)



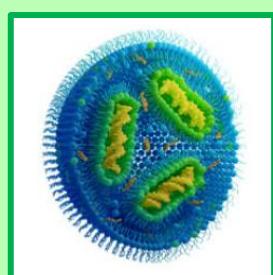
Nucleotide



Gene Therapy



Glycan



LNP-mRNA

etc.

Continuous Generation of Innovative Medicines that Transform the SOC

Global In-House Manufacturing Sites



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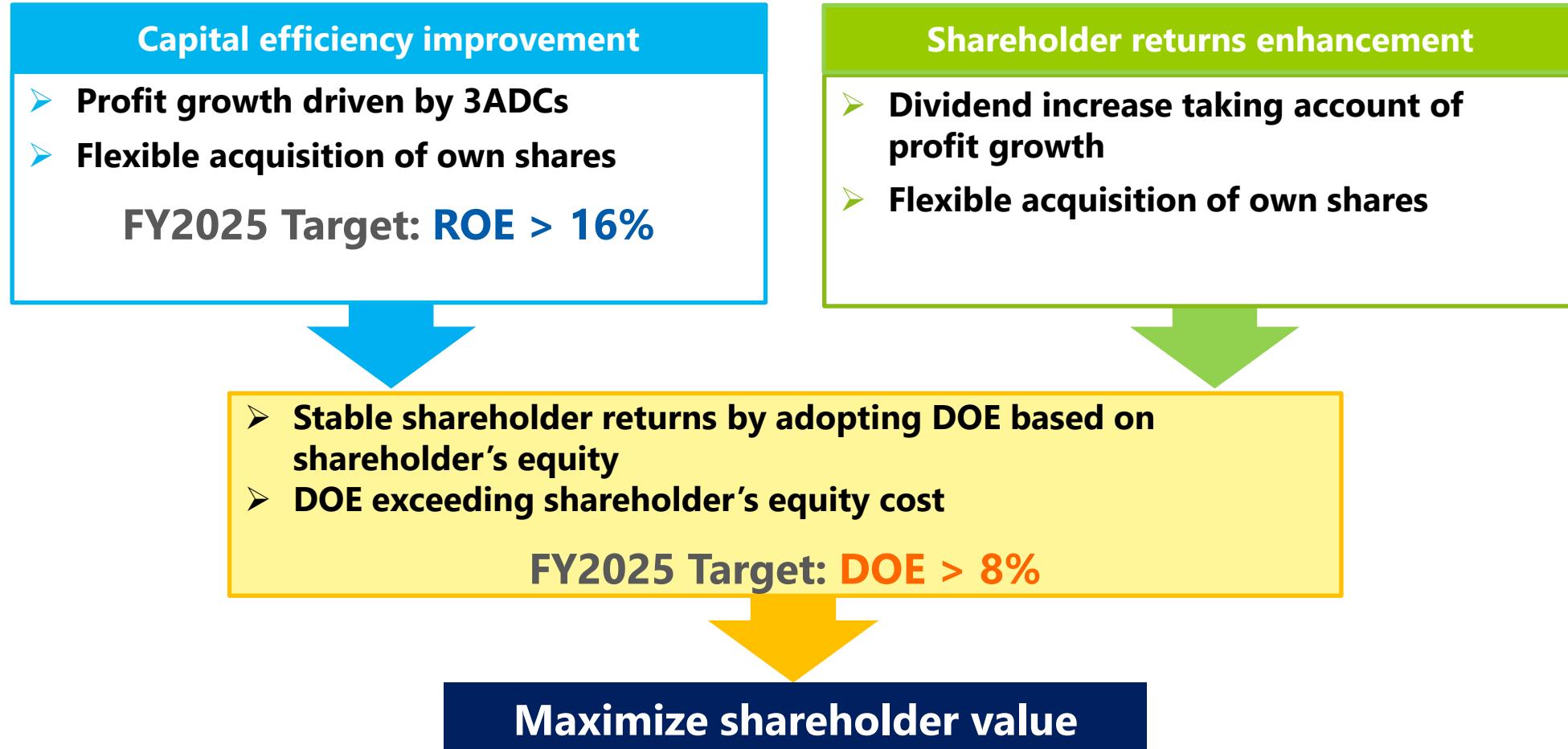
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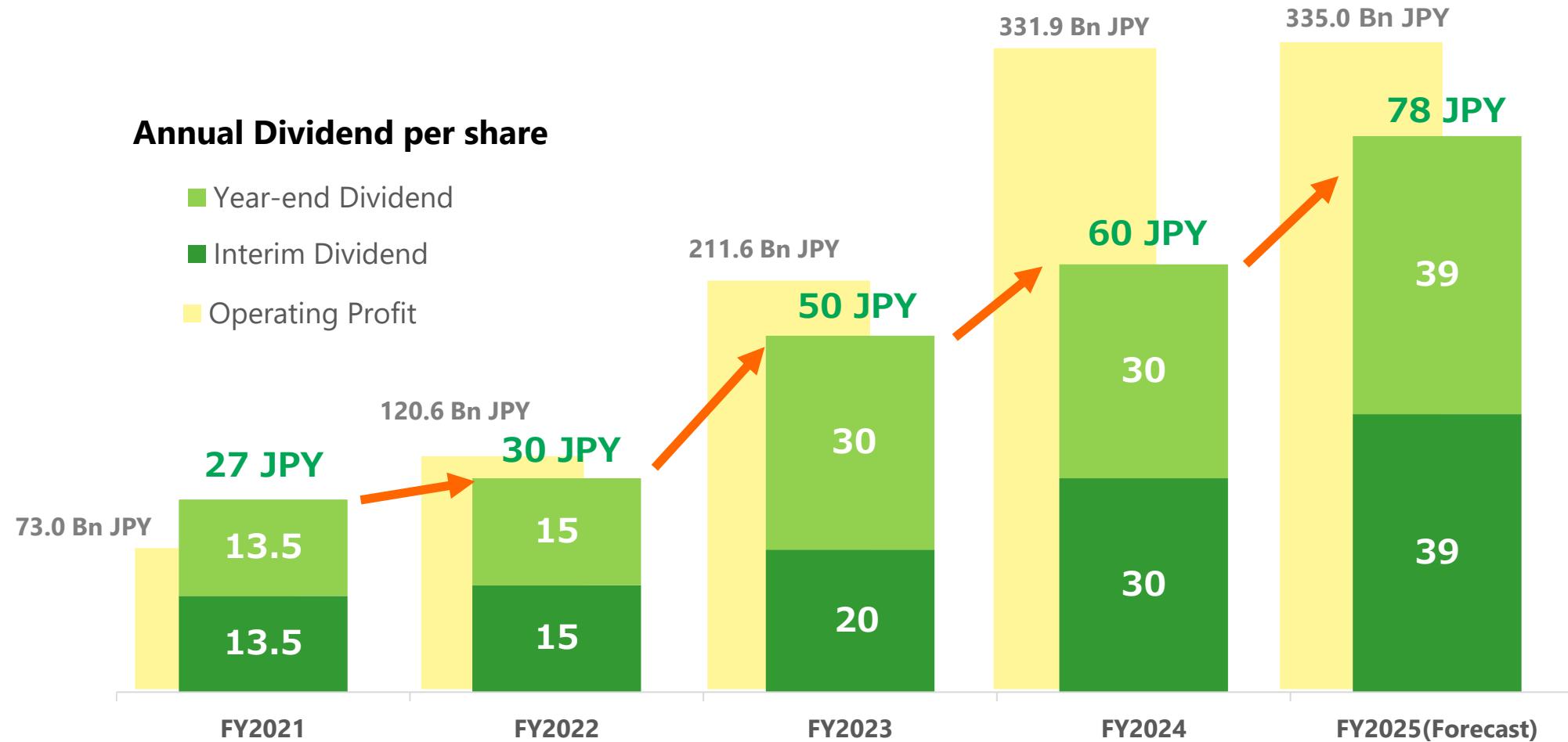


Shareholder Return Policy (FY2021-FY2025)



FY2025 Annual Dividend Forecast

**Plan to increase annual dividend to 78 JPY per share for FY2025 (up 18 JPY)
due to strong performance of ENHERTU® and others**



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Daiichi Sankyo remains highly confident we will reach and exceed our goal to be a top 10 oncology company



GLOBAL ONCOLOGY PRODUCT SALES (\$B)



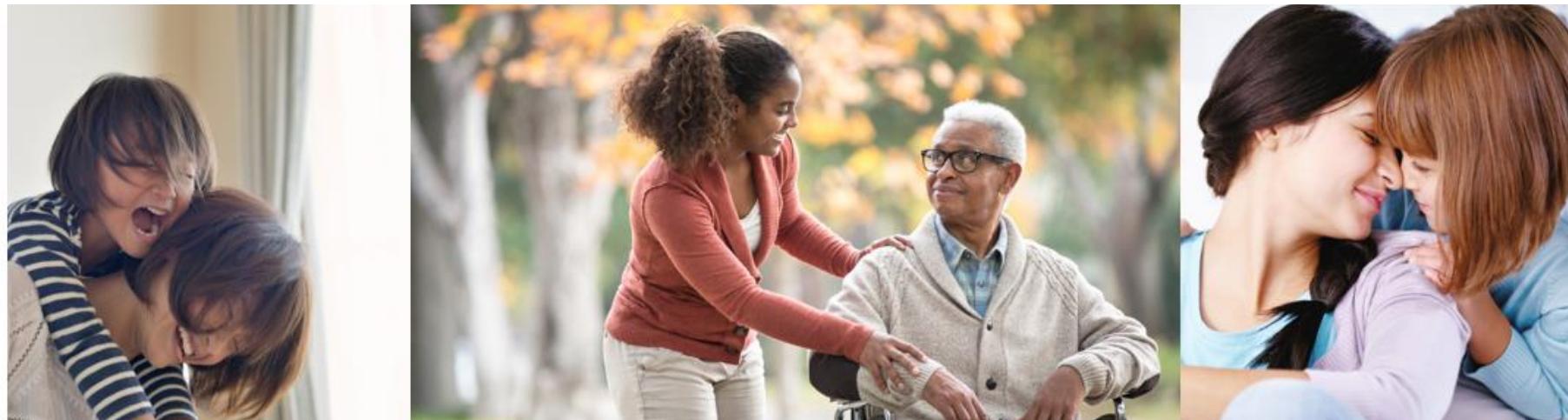
Source: Evaluate Pharma, accessed November 19, 2025

*MAT = Moving Annual Total (MAT Sept 2025 refers to Oct 2024 – Sept 2025 period

B: billion



Daiichi Sankyo will contribute to the enrichment of quality of life around the world



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