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Representative: Hiroyuki Okuzawa, Representative Director, President and CEO
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Daiichi Sankyo Announces Disposal of Own Shares as Medium-Term Performance-Based Share Compensation for Company's Directors and Corporate Officers

Tokyo, Japan - (June 30, 2026) - DAIICHI SANKYO COMPANY, LIMITED (headquartered in Chuo-ku, Tokyo; hereinafter the "Company") today announced that, at the meeting of Board of Directors held today, it decided to dispose of its own shares as medium-term performance-based share compensation as follows (hereafter, "Disposal of Own Shares" or "Disposal").

1.Overview of the Disposal of Own Shares

(1) Disposal date	August 6, 2026
(2) Class and number of shares to be disposed	Ordinary shares of Daiichi Sankyo; 701,100 shares
(3) Disposal value	JPY 2,614 per share
(4) Total disposal value	JPY 1,832,675,400
(5) Recipients of disposed shares	The Master Trust Bank of Japan, Ltd. (BIP Trust Account for Executive Compensation)
(6) Other	The Company has submitted an Extraordinary Report for Disposal of Own Shares in accordance with the Financial Instruments and Exchange Act.

2.Purpose of and Reasons for the Disposal

At the 16th Ordinary General Shareholders Meeting held on June 21, 2021, the Company has gained approval to introduce a medium-term performance-based share compensation in the form of a trust-type and share-based compensation plan (the "Compensation Plan," and a trust established by the Company using the money to be contributed by the Company based on the Compensation Plan is referred to as the "Trust"), which has the nature of performance-based share compensation, as a new incentive plan for its Directors (excluding

Outside Directors) ("Target Directors") and Corporate Officers (collectively "Target Directors & Officers") to promote management that emphasizes the enhancement of shareholder value in the medium to long term. Furthermore, at the 21st Ordinary General Shareholders Meeting held on June 22, 2026, as the five fiscal years from fiscal 2021 to fiscal 2025 having ended recently, the Company has gained approval to continue the plan for the five fiscal years from fiscal 2026 to fiscal 2030 (hereinafter referred to as the "Target Period") and amend the details etc. of performance achievement conditions, additional method of acquisition of the Company's shares that the disposals of own shares has been added as a method of share acquisition, and enable shares to be granted even to foreign national Directors and overseas residents who were previously ineligible.

At the meeting of Board of Directors held today, it decided to dispose of its own shares as medium-term performance-based share compensation including the total amount of shares to be acquired by the Trust.

This disposal of own shares is being conducted in connection with the continuation of the Trust, and involves the transfer of the shares to The Master Trust Bank of Japan, Ltd. (Executive Compensation BIP Trust Account), which serves as a co-trustee under the Executive Compensation BIP Trust Agreement to be entered into between the Company and Mitsubishi UFJ Trust and Banking Corporation.

The number of shares to be disposed of is the maximum number of shares expected to be delivered to the relevant directors and other individuals, or the equivalent amount in cash from the liquidation of the Company's shares (hereinafter referred to as "delivery, etc."), during the trust period in accordance with the Stock Compensation Regulations. The dilution ratio is 0.04% of the total number of issued shares as of March 31, 2026, which is 1,894,350,529 shares (rounded to the third decimal place; 0.04% of the total number of voting rights as of March 31, 2026, which is 18,326,646).

The Company's shares allocated through this disposal of own shares will be delivered to eligible directors and other individuals in accordance with the Stock Compensation Regulations. Since it is not anticipated that the shares resulting from this disposal will be released onto the stock market all at once, we judge that the impact on the stock market will be minimal and that the number of shares to be disposed of and the extent of dilution are reasonable.

(1) Details of the Trust Agreement

1) Type of Trust: Money trusts other than specific single-client money trusts (trusts for the benefit of third parties)
2) Purpose of the Trust: Granting incentives to the target directors, etc.
3) Grantor: The Company
4) Trustee: Mitsubishi UFJ Trust and Banking Corporation (Co-trustee: The Master Trust Bank of Japan, Ltd.)
5) Beneficiary: Those among the plan participants who meet the beneficiary requirements
6) Trust Administrator: A third party (certified public accountant) with no conflict of interest with the Company
7) Date of Trust Agreement: March 7, 2025
8) Term of the Trust: March 7, 2025 to August 31, 2031 (Scheduled to be extended until August

31, 2031, pursuant to an amendment to the trust agreement dated August 3, 2026)

9) Program Start Date: March 7, 2025
10) Exercise of Voting Rights: Voting rights shall not be exercised.
11) Class of Shares to be Acquired: Common share of the Company
12) Amount of Additional Trust Funds: JPY1.3 billion (including trust fees and expenses)
13) Rights Holder: The Company
14) Residual assets: The residual assets that our company may receive as the beneficiary shall be limited to the amount of the trust expense reserve, after deducting from the trust property the funds used to acquire shares.

(Note) The schedule above is subject to change to a date deemed appropriate in accordance with applicable laws and regulations.

3. Basis for Calculating the Disposal Value and Specific Details Thereof

In light of recent stock price trends, and to ensure that the disposal price is free from arbitrariness, the disposal price has been set at JPY 2,614, which is the closing price of the Company's shares on the Tokyo Stock Exchange, Inc. (hereinafter "Tokyo Stock Exchange") on the business day immediately preceding the date of the Board of Directors' resolution regarding this disposal of own shares (June 29, 2026). It was decided to adopt this price because it represents the market price immediately prior to the Board of Directors' resolution and we determined that it is highly objective and reasonable as a basis for calculation.

Furthermore, all Audit & Supervisory Board Members (comprising five members, three of whom are Outside Audit & Supervisory Board Member) confirmed at a Board of Directors that the basis for calculating the above disposal price is reasonable and that the disposal price does not constitute a particularly favorable price.

4. Procedures under the Code of Corporate Conduct

Since the dilution ratio resulting from this disposal of own shares is less than 25% and there is no change in the controlling shareholder, the procedures for obtaining an opinion from an independent third party and confirming shareholder consent, as stipulated in Article 432 of the Securities Listing Regulations established by the Tokyo Stock Exchange, Inc., are not required.