We aim for remarkable growth as a truly global company by steadily achieving the targets of the current 5-year business plan to realize our 2030 Vision

Hiroyuki Okuzawa
Representative Director
President and COO

Please tell us about your current state of mind and aspirations upon assuming the position of President and COO, as well as your experience and accomplishments to date.

I am very excited to take on the important responsibility of serving as President and COO of Daiichi Sankyo, a company built upon so many people’s hearts and minds, and to work with Dr. Manabe, Executive Chairperson and CEO, to manage the Company from April 1, 2023. Daiichi Sankyo Group has raised its revenue expectation from ¥1.6 trillion to ¥2 trillion for FY2025, the final fiscal year of the current 5-year business plan, in light of the rapid growth of the oncology business, which we entered in earnest by launching Enhertu® in FY2020. Furthermore, I place high expectations on the ADCs that are under development. I find it extremely rewarding to be appointed President at this juncture, and we will make a concerted effort to achieve the targets of the current 5-year business plan and realize our 2030 Vision.

I joined Sankyo Company, Limited in 1986 and was subsequently involved in the negotiation of the business integration between Daiichi Pharmaceutical and Sankyo. I also worked on the acquisition of India-based Ranbaxy as well as the work that followed that acquisition and as the head of the Asia and Latin America region I focused on strengthening our business operations in China. I was also in charge of corporate strategy, human resources, and served as CFO. My favorite quote from Mahatma Gandhi, which I learned when I was in charge of the India business, is “Live as if you were to die tomorrow. Learn as if you were to live forever.”

I believe that my specialty is in providing “coaching leadership.” Rather than giving out answers, I am a leader who supports employees by helping them come up with their own answers through dialogue. I would like to lead the Group by leveraging this specialty to fully harness the inherent strengths
Please tell us about the Group’s growth strategy and initiatives aimed at achieving the goals of the current 5-year business plan, with a focus on the particularly important initiatives to take on in the current fiscal year.

Maximize 3ADCs
First and foremost, our most important theme is to maximize 3ADCs, and I would like to make FY2023 a year to help healthcare professionals and patients around the world better understand and experience the value provided by Enhertu by expanding the indications and the marketed countries and regions. For Zaro-DXO and HER3-DXO we will execute their respective development plans under a global structure with strong functional collaboration. Enhertu is expanding at a faster pace than originally planned thanks to the approval for new indications such as for the second-line treatment of HER2 positive metastatic breast cancer and HER2 low metastatic breast cancer (post-chemo treatment). We need to make a firm commitment to ensure a stable supply of the product. For patients who need our products, including Enhertu, we will improve the accuracy of our demand forecasting and efficiently and gradually expand our supply capacity and personnel in line with product potential. In addition, with a view to 2030 and beyond, we will constantly update and optimize our development plans and flexibly realize resources. I believe that now is the perfect time to create a sustainable growth cycle for the next 15 to 20 years, and we will use the cash flow generated from Enhertu to reinvest in R&D and capital investment for new ADCs to achieve exponential growth.

Profit for current business and products
Although the oncology business is growing rapidly thanks to Enhertu, the current growth of the Group is fundamentally supported by existing businesses and products, including the anticoagulant Lixiana and the pain treatment Tarlige. We will ensure further profit growth in these existing businesses and products. In particular, the product value of Lixiana has improved with the addition of new dosage and administration, and we will strive to further expand our market share in each market. In addition, we will take on the challenge of expanding the number of countries and regions where our cholesterol-lowering treatment Maimem/Mustelum is available in Europe, increasing sales of our iron injection business in the US, and growing our business in China and other AUCA countries and regions, while also continuing to enhance transformation into a profit structure focused on patented drugs that are advancing steadily.

Finally, please tell us your thoughts on creating shared value with the Group’s stakeholders.
In addition to patients and their families, who are the most important stakeholders of the Group, we are working on creating shared value with our shareholders/investors, society, and employees as a pillar of our current 5-year business plan to promote ESG management, while also ensuring alignment with our Purpose.
Last year, we invited a person who had returned to their work after overcoming cancer treatment to our in-house lecture in order to foster a patient centric mindset among our employees. After hearing the guest saying, “I want to live as long as possible, because I believe that a better treatment will be discovered in the process,” I reaffirmed the fact that we are creating hope, while also further strengthening our commitment to our Purpose of “Contribute to the enrichment of quality of life around the world.” I tell our employees that I want them to find the overlap between the Group’s Purpose and their own personal purpose and vision. Furthermore, shareholders and investors who agree with our Purpose and support us with a long-term perspective will always be essential to the Group as we create innovative pharmaceuticals, and I sincerely hope that they will continue to support our initiatives to enhance our corporate value. Finally, we would like to continue our efforts to become a company that is recognized as an indispensable presence in society.

Achieve FY2023 Target “Global Pharma Innovator with Competitive Advantage in Oncology” and Shift to Further Growth

Maximize 3ADCs

| Maximize Enhertu and Zaro-DXO through strategic alliance with Amgen
| Maximize HER3-DXO without a partner |

| Experience work force and supply capacity flexibility depending on changes in world product potential |

Profit growth for current business and products

| Maximize Lixiana, Grow Tarlige, Naxol, etc. quickly |
| Transition to profit structure focused on patented drugs |
| Profit growth for American Regent, Inc. and Daiichi Sankyo Healthcare Co., Ltd. |

Identify and build pillars for further growth

| Identify new growth driver following 3ADCs |
| Select post DS-6ADC candidates |

Create shared value with stakeholders

| Patients Contributing to patients through patient-centric mindset |
| Shareholders: Balanced investment for growth and shareholder return |
| Society: Environmental load reduction across the value chain, and actions against pandemics |
| Employees: Create One DS Culture through fostering our Core Behaviors |

FY2025 Financial Targets

- Revenue: ¥1,400.0 billion (Oncology business revenue: ¥400.0 billion or more)
- Core operating profit* 1 ratio before R&D expenses: 40%
- DOE* 2: 8% or more
- ROE: 16% or more
- Shareholders: Balanced investment for growth and shareholder return
- Society: Environmental load reduction across the value chain, and actions against pandemics |
- Employees: Create One DS Culture through fostering our Core Behaviors

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