

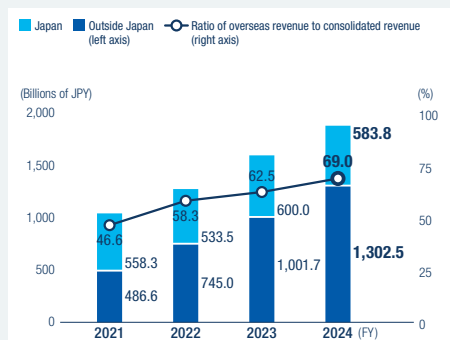
Financial and Pre-Financial* Highlights

*This term is used to illustrate the enhancement of capital that will generate cash ow and contribute to future financial performance as our company strengthens its investments, aiming to more clearly demonstrate the connectivity to financial outcomes

For changes in revenue and other financial data, please see [P65](#)
For more information on Daiichi Sankyo's pipeline, click [here](#)

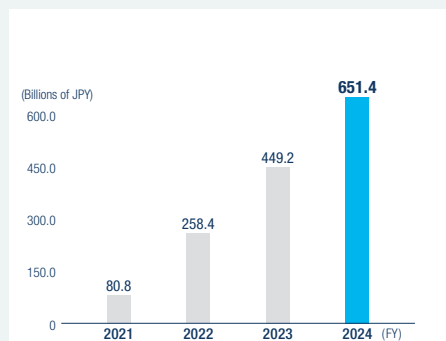
Changes in financial data

Ratio of overseas revenue to consolidated revenue



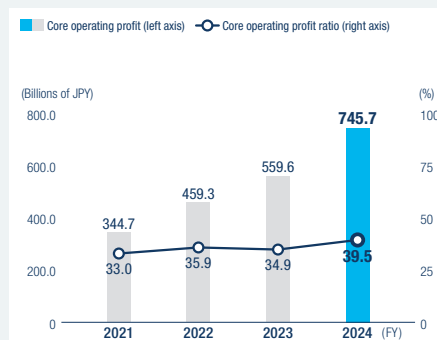
Due to the growth of global key products such as Enhertu and Lixiana, along with increased revenue driven by the depreciation of the yen, the ratio of overseas revenue is rising.

Global revenue / Enhertu



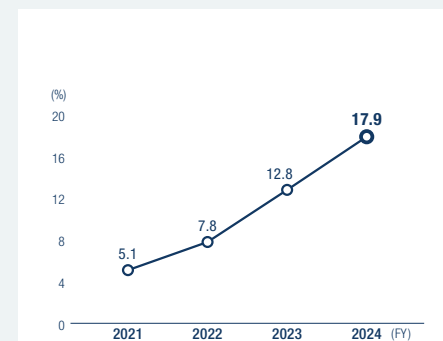
Significant revenue growth was achieved through market penetration in countries and regions where the product is already launched and expansion into new markets.

Core operating profit before R&D expenses / Core operating profit ratio



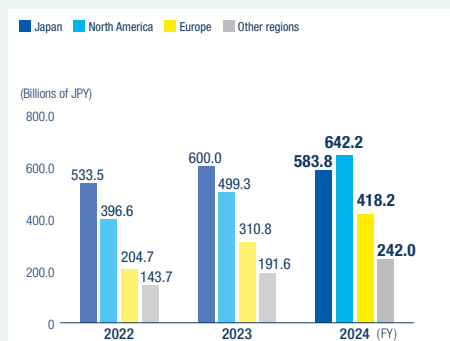
Along with the increase in revenue, core operating profit also grew.

ROE



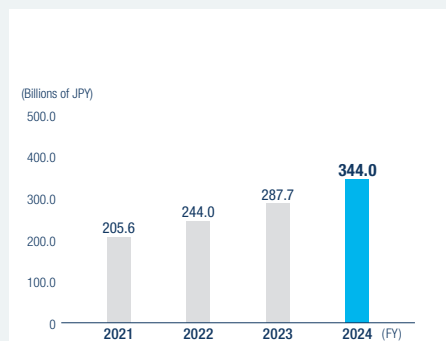
We achieved 17.9% in FY2024, exceeding our FY2025 target of 16% or more.

Revenue by segment



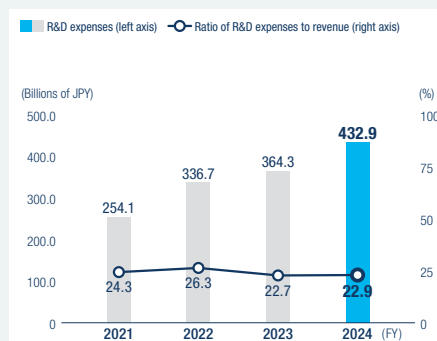
Revenue increased across all regions except Japan, primarily driven by sales growth of global key products.

Global revenue / Edoxaban



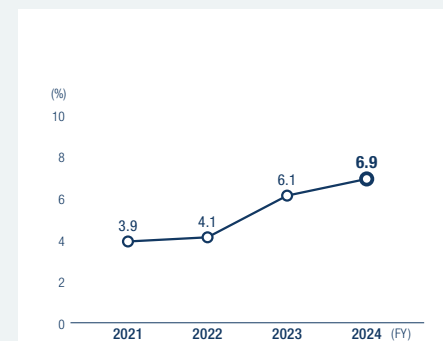
Sales in Japan, Europe, and other regions showed steady growth.

R&D expenses / Ratio of R&D expenses to revenue



R&D expenses increased due to investments aimed at maximizing the product value of 5DXd ADCs and other related initiatives.

DOE*



Along with the dividend increase, DOE has risen, and we are striving to maximize shareholder value with FY2025 target.

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

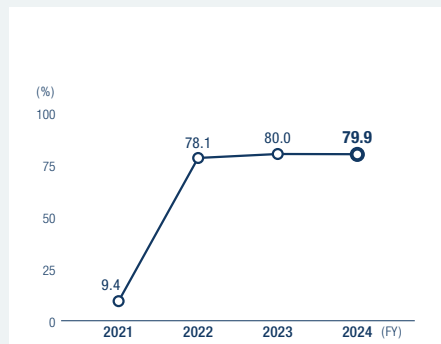
Changes in environmental data

CO₂ emissions (Scope 1 + Scope 2) reduction rate



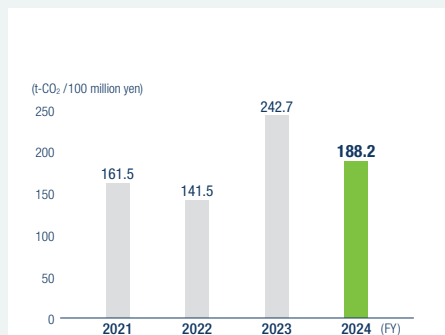
Since FY2022, we have switched to renewable energy for the electricity used at our domestic facilities, significantly reducing Scope 2 CO₂ emissions.

Renewable electricity utilization rate



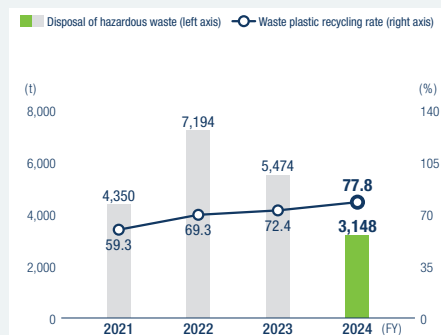
We are actively promoting the transition to renewable energy for electricity use at our domestic facilities.

CO₂ emissions (Scope 3, Cat.1) intensity based on sales



Due to increased revenue and the sale of a consolidated subsidiary, CO₂ emissions intensity based on sales decreased. Moving forward, we will consider introducing a calculation method that reflects actual emissions based on the activity volume of our suppliers.

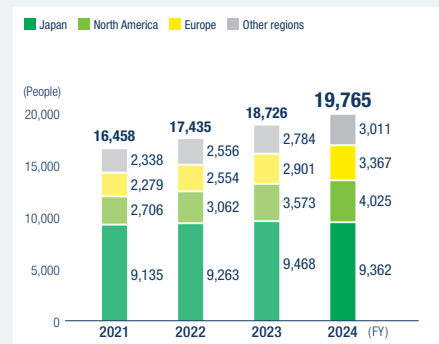
Disposal of hazardous waste, Waste plastic recycling rate



As a result of our reduction efforts, disposal of hazardous waste fell below the baseline year level of FY2020 (5,607 tons). Additionally, our waste plastic recycling rate has achieved the target of 70% or more by advancing resource recovery.

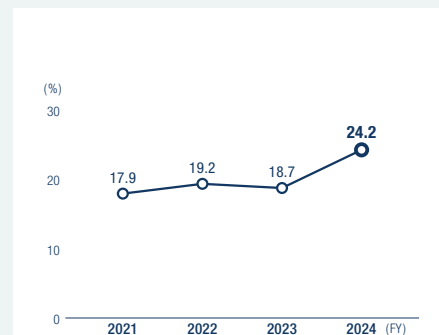
Changes in social data

Number of employees by region



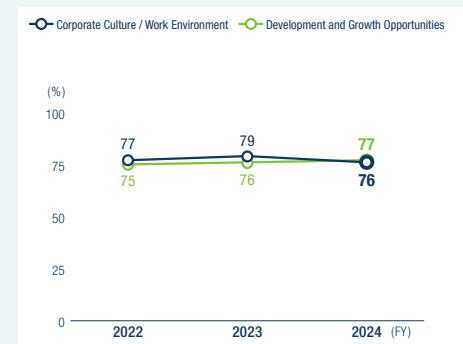
We are strengthening efforts to secure outstanding global talent in response to the expansion of our global operations.

Percentage of female in senior managerial employees (global)



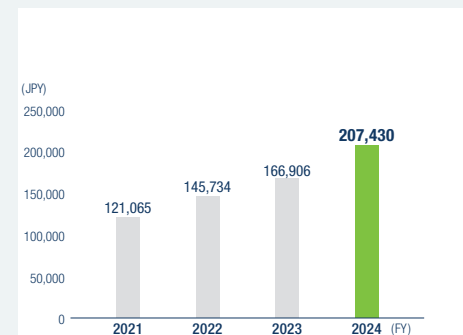
We are committed to promoting women's empowerment to ensure that female employees can build long-term careers and excel in their roles.

Positive response rate on engagement survey



We are implementing analysis and improvement measures based on a global engagement survey to enhance employee engagement.

Amount of training / development investments per employee



We are focused on developing and strengthening our talents to enhance business competitiveness through various approaches, including internal education programs.