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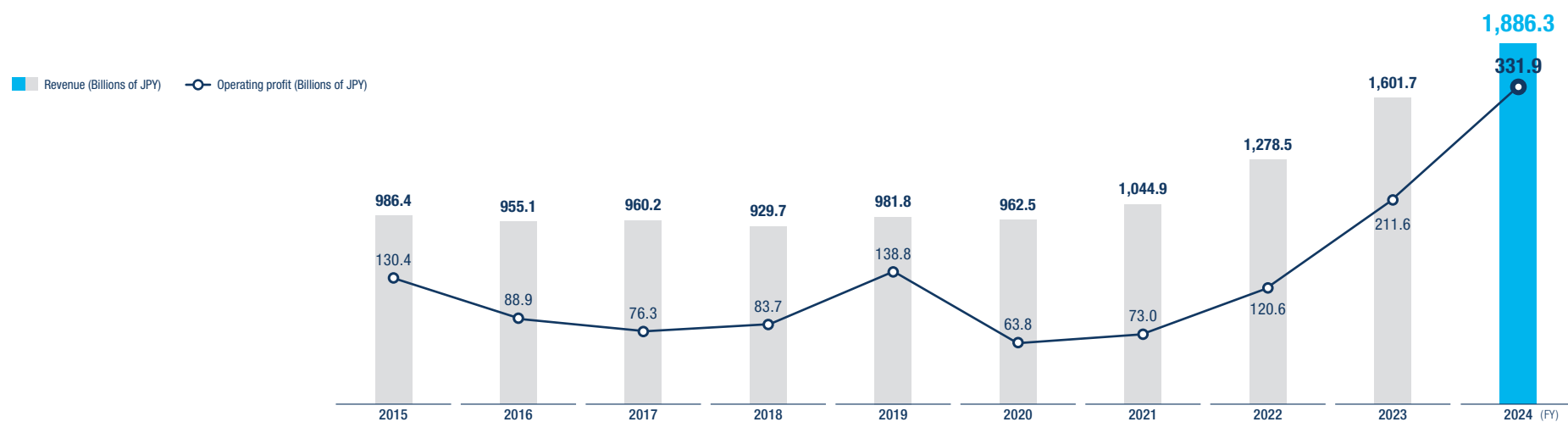
# Data Section

04

# 10-Year Financial Summary (IFRS)

(Billions of JPY)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Financial Results</b>										
Revenue	986.4	955.1	960.2	929.7	981.8	962.5	1,044.9	1,278.5	1,601.7	1,886.3
Overseas revenue	430.7	375.2	341.9	333.8	374.1	401.8	486.6	745.0	1,001.7	1,302.5
Ratio of overseas revenue to revenue (%)	43.7	39.3	35.6	35.9	38.1	41.7	46.6	58.3	62.5	69.0
Operating profit	130.4	88.9	76.3	83.7	138.8	63.8	73.0	120.6	211.6	331.9
Ratio of operating profit to revenue (%)	13.2	9.3	7.9	9.0	14.1	6.6	7.0	9.4	13.2	17.6
Profit attributable to owners of the Company	82.3	53.5	60.3	93.4	129.1	76.0	67.0	109.2	200.7	295.8
Research and development expenses	208.7	214.3	236.0	203.7	197.5	227.4	260.3	341.6	365.2	436.0
Ratio of research and development expenses to revenue (%)	21.2	22.4	24.6	21.9	20.1	23.6	24.9	26.7	22.8	23.1
Depreciation and amortization	44.3	47.4	46.7	46.2	52.6	57.4	58.2	67.8	59.6	68.6
Capital expenditure	23.3	23.9	26.9	38.3	29.0	40.1	56.2	71.5	89.4	113.8



(Billions of JPY)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
<b>Financial Position</b>										
Total assets	1,900.5	1,915.0	1,897.8	2,088.1	2,105.6	2,085.2	2,221.4	2,508.9	3,461.1	3,456.1
Total equity	1,233.5	1,171.4	1,133.0	1,249.7	1,306.3	1,272.1	1,350.9	1,445.9	1,688.6	1,623.4
<b>Cash Flows</b>										
Net increase (decrease) in cash and cash equivalents	45.4	24.4	115.2	(116.7)	186.6	(49.5)	265.3	(232.9)	193.1	10.2
Free cash flows <sup>*1</sup>	168.3	39.4	217.0	(50.5)	278.3	153.0	351.6	(143.3)	316.6	388.0
<b>Per Share Information</b>										
Basic earnings per share (JPY) <sup>*2</sup>	39.79	26.54	30.44	48.07	66.40	39.17	34.94	56.96	104.69	155.96
Equity per share attributable to owners of the Company (JPY) <sup>*2</sup>	600.63	591.00	583.11	642.93	671.64	663.85	704.76	754.09	880.40	869.69
Annual dividends per share (JPY) <sup>*3</sup>	70	70	70	70	70	27	27	30	50	60
<b>Main Financial Indicators</b>										
Return on equity attributable to owners of the Company (ROE) (%)	6.5	4.4	5.2	7.8	10.1	5.9	5.1	7.8	12.8	17.9
Ratio of equity attributable to owners of the Company to total assets (%)	64.8	61.4	59.7	59.8	62.0	61.0	60.8	57.6	48.8	47.0
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	3.8	3.9	4.0	3.8	3.5	4.0	3.9	4.1	6.1	6.9
Price-earnings ratio (PER)	21.0	31.5	38.6	35.4	37.3	82.3	76.7	84.7	45.6	22.5
Stock price at the end of the year (JPY)	2,502	2,507	3,526	5,100	7,434	3,225	2,680	4,822	4,777	3,511
Market capitalization <sup>*4</sup>	1,710.2	1,662.7	2,283.7	3,304.2	4,817.7	6,179.6	5,137.0	9,244.5	9,159.7	6,590.9
Average exchange rates (USD/JPY)	120.14	108.42	110.86	110.91	108.75	106.06	112.38	135.48	144.62	152.57
(EUR/JPY)	132.57	118.84	129.70	128.40	120.83	123.70	130.56	140.97	156.79	163.74
<b>Number of Employees</b>	15,249	14,670	14,446	14,887	15,348	16,033	16,458	17,435	18,726	19,765
Japan	8,589	8,648	8,765	8,865	8,754	8,979	9,135	9,263	9,468	9,362
North America	2,321	2,464	2,191	2,172	2,380	2,602	2,706	3,062	3,573	4,025
Europe	1,997	1,578	1,582	1,778	1,953	2,137	2,279	2,554	2,901	3,367
Others	2,342	1,980	1,908	2,072	2,261	2,315	2,338	2,556	2,784	3,011

\*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.

# Major Products

## Innovative pharmaceuticals

\*Major products cited in the text

Brand Name (Generic Name)	Efficacy	Launched	Marketed countries and regions	Remarks
Enhertu® (trastuzumab deruxtecan)	Anti-cancer agent (HER2 directed antibody drug conjugate)	2020	Global	Antibody-drug conjugate which is composed of a humanized monoclonal antibody specifically targeting HER2, one of the Epidermal Growth Factor Receptor (EGFR) family proteins, and a covalently linked drug (payload) via a cleavable linker. Payload is a potent and membrane permeable DNA topoisomerase I inhibitor which enables elimination of both target tumor cells and the surrounding tumor cells.
Datroway® (datopotamab deruxtecan)	Anti-cancer agent (TROP2 directed antibody drug conjugate)	2024	Global	Antibody-drug conjugate which is composed of a humanized monoclonal antibody specifically targeting TROP2 (Research collaboration with Sapporo Medical University). TROP2 is an antigenhighly expressed on the cell membrane of cancer cells, and a covalently linked drug (payload) via a cleavable linker. Payload is a potent and membrane permeable DNA topoisomerase I inhibitorwhich enables elimination of both target tumor cells and the surrounding tumor cells.
Lixiana® (edoxaban)	Anticoagulant	2011	Global	Orally active Factor Xa inhibitor. Prevents the formation of blood clots by specifically, reversibly and directly inhibiting the enzyme, Factor Xa, a clotting factor in the blood.
Tarlige® (mirogabalin)	Pain treatment	2019	Japan and others	An $\alpha 2\delta$ ligand. The pain therapy agent to reduce the neurotransmitter release from nerve terminals.
Venofer® (iron sucrose injection)	Iron deficiency anemia treatment	2000	U.S	Iron replacement product. Effective for treatment of iron deficiency anemia in dialysis patients, etc.
Nilemudo® / Nustendi® (bempedoic acid or combination tablet of bempedoic acid and ezetimibe)	Cholesterol-lowering treatment	2020	Europe and others	Bempedoic acid is an oral treatment which lowers cholesterol. It inhibits ATP Citrate Lyase, an enzyme which is involved in the production of cholesterol in the liver. Bempedoic acid/ ezetimibe reduces absorption of dietary cholesterol in the gut; it is an oral treatment which combines two complementary ways of reducing blood cholesterol levels.

Enhertu



Datroway



Lixiana



## OTC drug



Lulu



Minon



Loxonin series

# Shareholders' Information

## Common Stock (As of March 31, 2025)

Number of shares authorized	8,400,000,000
Number of shares issued	1,908,322,129 (including 39,117,888 treasury shares)
Number of shareholders	119,057

## Share Registrar

Mitsubishi UFJ Trust and Banking Corporation

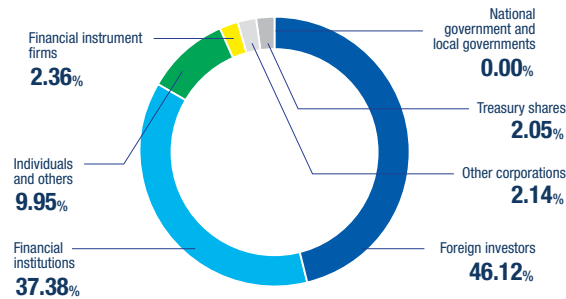
Mailing address and telephone number Mitsubishi UFJ Trust and Banking Corporation  
Corporate Agency Division Shin-TOKYO Post Office post office box No.29, 137-8081,  
Japan

Tel: 0120-232-711 (toll free within Japan)

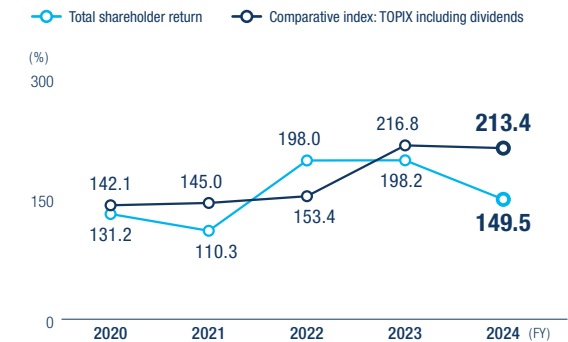
## Major Shareholders (As of March 31, 2025)

Name	Number of Shares Held (Thousands of shares)	Ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	330,755	17.69
Custody Bank of Japan, Ltd. (trust account)	141,079	7.55
STATE STREET BANK AND TRUST COMPANY 505001	103,759	5.55
JP MORGAN CHASE BANK 385632	86,600	4.63
Nippon Life Insurance Company	85,863	4.59
STATE STREET BANK WEST CLIENT-TREATY 505234	37,003	1.98
GOVERNMENT OF NORWAY	28,022	1.50
JP MORGAN CHASE BANK 385781	26,826	1.44
STATE STREET BANK AND TRUST COMPANY 505223	26,551	1.42
Custody Bank of Japan, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	25,014	1.34

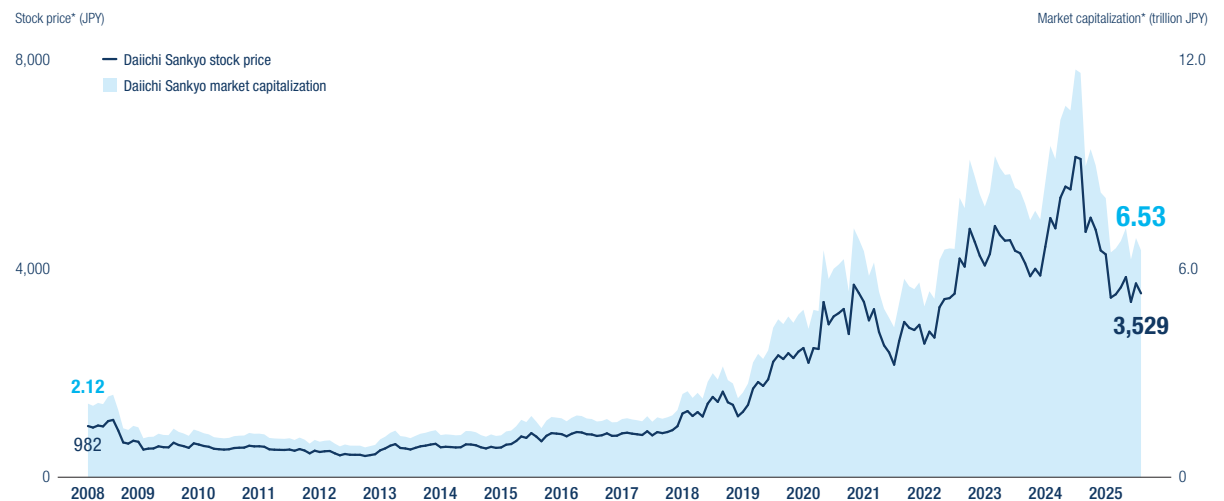
## Distribution of Shareholders (As of March 31, 2025)



## Trends in Total Shareholder Return



## Market Capitalization and Changes in Stock Price



\*Stock prices and market capitalization are based on closing price at the end of month from March 2008 to August 2025. Stock price is post-share split base (Effective October 1, 2020, Daiichi Sankyo implemented a three-for-one share split of its ordinary shares). Market capitalization is calculated excluding treasury stocks.