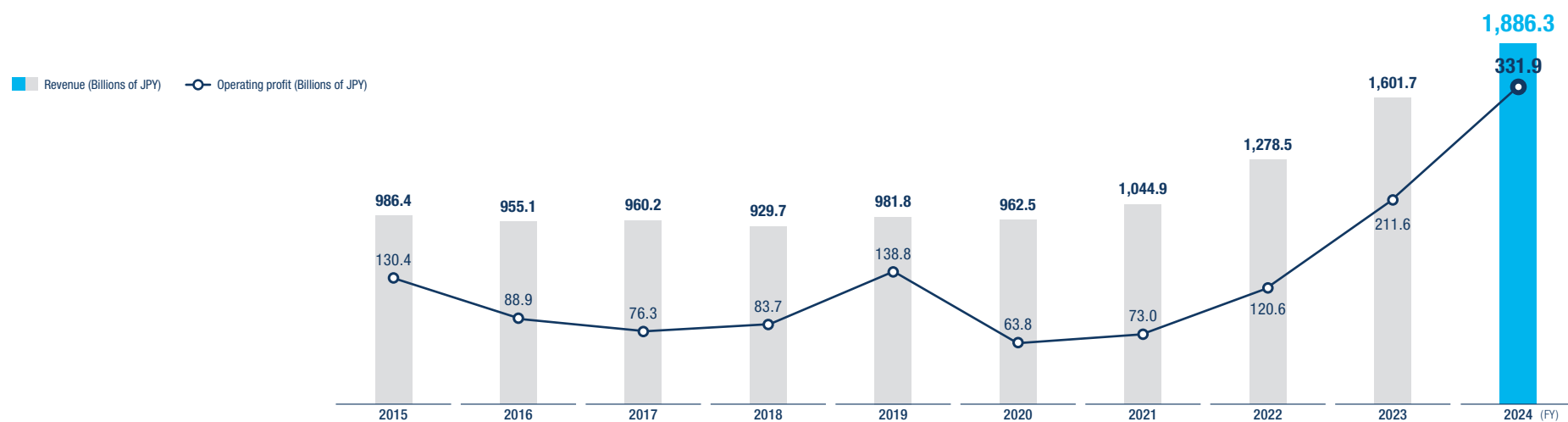


10-Year Financial Summary (IFRS)

(Billions of JPY)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Financial Results										
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
Financial Position										
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
Cash Flows										
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 ^{*1}	168.3	39.4	217.0	(50.5)	278.3	153.0	351.6	(143.3)	316.6	388.0
Per Share Information										
Basic earnings per share (JPY) ^{*2}	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) ^{*2}	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) ^{*3}	70	70	70	70	70	27	27	30	50	60
Main Financial Indicators										
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 ^{*4}	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
Number of Employees	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.