The 5-year business plan covers the period from fiscal 2016 to fiscal 2020, which has been positioned as a period for transformation leading up to the 2025 Vision. However, we made revisions to some targets in October 2018, owing to a wide range of environmental changes. Currently, we are studying new targets in light of our strategic alliance with AstraZeneca.

### 6 Strategic Targets for Accomplishing Our Performance Targets

**Grow Edoxaban**
- Expanded global revenue (fiscal 2018 revenue: ¥117.7 billion)
- Ranked No.1 in market share within Japan (as of 4th quarter, fiscal 2018)
- Significantly expanded the market share in many countries within Europe and Asia

**Grow as the No. 1 Company in Japan**
- Ranked No.1 in market share of domestic ethical drugs for three consecutive years
- Ranked No.1 in MR evaluation for seven consecutive years
- Continually launching new products (Tarlige and MINNEBRO)

**Establish Oncology Business**
- Accumulated promising clinical data on DS-8201 and working ahead of schedule for the target date to submit an application for approval
- Presented positive clinical data on U9-1402 and DS-1062
- Submitted an NDA for Quizartinib and Pexidartinib

**Continuously Generate Innovative New Medicine changing Standard of Care (SOC)**
- Ventured into many different modalities
- DS-1647 (oncolytic virus) NDA submitting planned
- Progressed on open innovation

**Expand U.S. Businesses**
- Expanded American Regent business (fiscal 2018 revenue: ¥117.8 billion)
- Expanded Injectafer revenue (fiscal 2018 revenue: ¥44.2 billion)
- Re-examined strategy for the pain franchise of Daiichi Sankyo, Inc.

**Enhance Profit Generation Capabilities**
- Optimized Sales & Marketing structure in the U.S. and EU (total 550 position cuts in fiscal 2016 and 2017)
- Optimized global R&D structure (four locations closed)
- Optimized global manufacturing structure (two locations closed and decided to sell one location)

### Growth Investments and Shareholder Returns

- Reduced cross-shareholding shares (33 different stocks for a total amount of ¥6.0 billion over three-year period)
- Sold properties (¥25.0 billion over three-year period)
- Gain on sales of business transfers (¥6.3 billion)
- Issued super-long-term unsecured corporate bonds (¥100.0 billion)
- Acquired own shares (¥100.0 billion over three-year period)
- Maintained a total return ratio of 100% or more (114.8% over three-year period)

For details, refer to page 33.