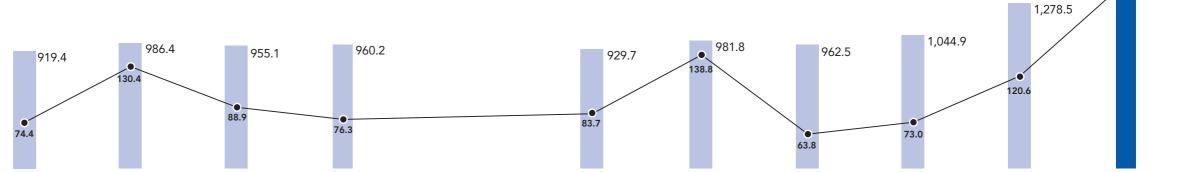
1,601.7 211.6

## **10-Year Financial Summary** (IFRS)



Revenue (Billions of JPY)

- Operating profit (Billions of JPY)

Revenue         919.4         98.64         955.1         96.0           Overseas revenue         392.4         430.7         375.2         341.           Ratio of overseas revenue (%)         42.7         43.3         39.3         35.           Operating profit to revenue (%)         8.1         130.4         88.9         76.           Ratio of operating profit to revenue (%)         8.1         13.2         9.3         77.           Profit attributable to owners of the Company         322.1         82.3         53.5         60.           Ratio of research and development expenses         190.7         20.7         21.2         22.4         24.           Ratio of research and development expenses to revenue (%)         20.7         21.2         22.4         24.           Ratio of research and development expenses to revenue (%)         42.0         44.3         47.4         46.           Captral expenditure         36.3         23.3         23.9         25.           Plancial Expenditure         36.3         1,000.5         1,15.0         1,877.           Total expenditure         1,307.0         1,233.5         1,171.4         1,133.           Total expenditure         1,307.0         1,233.5         1,171.4		FY2014	FY2015	FY2016	FY2017
Overseas revenue         3924         4307         375.2         341.           Ratio of overseas revenue to revenue (%)         42.7         43.7         39.3         35.           Operating profit for oversea (%)         8.1         130.2         9.3         7.           Profit attributable to owners of the Company         322.1         82.3         53.5         60.           Reasearch and development expenses         190.7         208.7         214.3         236.           Reasearch and development expenses to revenue (%)         42.0         44.3         47.4         46.           Reasearch and development expenses to revenue (%)         42.0         44.3         47.4         46.           Reasearch and development expenses to revenue (%)         36.3         23.3         23.9         26.           Ception and annotization         42.0         44.3         47.4         46.           Reside of research and development expenses to revenue (%)         36.3         23.3         23.9         26.           Financial Prostition         39.3         23.3         23.9         26.         36.           Financial Prostition         1,307.0         1,233.5         1,171.0         1,879.           Net in crease (decrease) in cash and cash equivalents	Financial Results				
Ratio of overseas revenue to revenue (%)	Revenue	919.4	986.4	955.1	960.2
Operating profit         74.4         130.4         88.9         76.           Ratio of operating profit to revenue (%)         8.1         13.2         9.3         7.           Profit attributable to owners of the Company         322.1         82.3         53.5         60.           Research and development expenses         190.7         208.7         214.2         22.4         24.           Patio of research and development expenses to revenue (%)         20.7         21.2         22.4         24.           Opprociation and amortization         42.0         44.3         47.4         46.           Capital expenditure         36.3         23.3         23.9         26.           Financial Position         1982.3         1,90.5         1,915.0         1,897.           Total equity         1,30.7         1,233.5         1,171.4         1,133.           Cash Flows         1         1,00.5         1,915.0         1,897.           Total equity         1,30.7         1,23.3         1,714.4         1,133.           Cash Flows         1,20.7         1,45.4         24.4         115.           Free cash flowers         1,20.7         45.4         24.4         115.           Fer Share Information	Overseas revenue	392.4	430.7	375.2	341.9
Ratio of operating profit to revenue (%)	Ratio of overseas revenue to revenue (%)	42.7	43.7	39.3	35.0
Profit attributable to owners of the Company 322.1 82.3 53.5 60.  Research and development expenses 190.7 208.7 214.3 236.  Ratio of research and development expenses to revenue (%) 20.7 21.2 22.4 24. 24.  Depresiation and amortization 42.0 44.3 47.4 46.  Capital expenditure 3.6.3 23.3 23.9 26.  Tinancial Position  Total equity 1,307.0 1,233.5 1,171.4 1,133.  Cash Flows 1 1,207.0 1,233.5 1,171.4 1,133.  Cash Flows 1 1,215.5 168.3 39.4 217.  Per Share Information  Basic carnings per share (JPT)** 51.5 39.7 26.5 39.7 26.5 39.7 26.5 39.7 39.8 39.4 217.  Per Share Information  Ratio of equity attributable to owners of the Company (JPT)** 60 70 70 70 77  Ratio of equity attributable to owners of the Company (ROE) (%) 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,910.0 1,9	Operating profit	74.4	130.4	88.9	76.3
Research and development expenses 190.7 208.7 214.3 236. Ratio of research and development expenses to revenue (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable to owners of the Company (DFC) (%) Ratio of equity attributable (DFC) (RC) Ratio of equity attributable (RC) Ratio of equity attributabl	Ratio of operating profit to revenue (%)	8.1	13.2	9.3	7.9
Ratio of research and development expenses to revenue (%)   20.7   21.2   22.4   24.4   24.4     Operaciation and amortization   42.0   44.3   47.4   44.5     Capital expenditure   33.3   23.3   23.9   26.5     Financial Position	Profit attributable to owners of the Company	322.1	82.3	53.5	60.3
Post	Research and development expenses	190.7	208.7	214.3	236.0
Capital expenditure 36.3 23.3 23.9 26.6 Financial Position  Total assets 1982.3 1,900.5 1,915.0 1,897. Total equity 1,307.0 1,233.5 1,171.4 1,133. Cash Flows  Verticerases (decrease) in cash and cash equivalents (10.7) 45.4 24.4 115. Free cash flows 121.5 168.3 39.4 217. Per Share Information  Basic earnings per share (JPY)** 152.52 39.79 26.54 30.4 20.4 20.4 20.4 20.4 20.4 20.4 20.4 2		20.7	21.2	22.4	24.0
Principal Position   Total assets   1982.3   1,900.5   1,915.0   1,897.   Total equity   1,307.0   1,233.5   1,171.4   1,133.   Cash Flows	Depreciation and amortization	42.0	44.3	47.4	46.7
Total equity   1,307.0   1,233.5   1,915.0   1,897.	Capital expenditure	36.3	23.3	23.9	26.9
Total equity   1,307.0   1,233.5   1,171.4   1,133.     Cash Flows	Financial Position				
Net increase (decrease) in cash and cash equivalents   (10.7)   45.4   24.4   115.     Free cash flows***   121.5   168.3   39.4   217.     Per Share Information       Basic earnings per share (JPY)**   152.52   39.79   26.54   30.4     Equity per share attributable to owners of the Company (JPY)**   60   70   70   70     Main Financial Indicators	Total assets	1982.3	1,900.5	1,915.0	1,897.8
Net increase (decrease) in cash and cash equivalents   10.77   45.4   24.4   115.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   168.3   39.4   217.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   21.5   2	Total equity	1,307.0	1,233.5	1,171.4	1,133.0
Free cash flows*¹         121.5         168.3         39.4         217.           Per Share Information           Basic earnings per share (JPY)*²         152.52         39.79         26.54         30.4           Equity per share attributable to owners of the Company (JPY)*²         617.43         600.63         591.00         583.1           Annual dividends per share (JPY)*³         60         70         70         7           Main Financial Indicators         8         4.5         4.4         5.           Return on equity attributable to owners of the Company to total assets (%)         65.8         64.8         61.4         59.           Ratio of equity attributable to owners of the Company to total assets (%)         3.7         3.8         3.9         4.           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*⁴         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7	Cash Flows				
Per Share Information           Basic earnings per share (JPY)*²         152.52         39.79         26.54         30.4           Equity per share attributable to owners of the Company (JPY)*²         617.43         600.63         591.00         583.1           Annual dividends per share (JPY)*³         60         70         70         7           Main Financial Indicators         Return on equity attributable to owners of the Company (ROE) (%)         28.2         6.5         4.4         5.           Ratio of equity attributable to owners of the Company to total assets (%)         65.8         64.8         61.4         59.           Ratio of dividends to equity attributable to owners of the Company (DOE) (%)         3.7         3.8         3.9         4.           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization**         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees	Net increase (decrease) in cash and cash equivalents	(10.7)	45.4	24.4	115.2
Basic earnings per share (JPY)*²         152.52         39.79         26.54         30.4           Equity per share attributable to owners of the Company (JPY)*²         617.43         600.63         591.00         583.1           Annual dividends per share (JPY)*²         60         70         70         7           Main Financial Indicators         Return on equity attributable to owners of the Company to total assets (%)         65.8         64.8         61.4         59.           Ratio of equity attributable to owners of the Company to total assets (%)         3.7         3.8         3.9         4.           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*⁴         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North	Free cash flows*1	121.5	168.3	39.4	217.0
Equity per share attributable to owners of the Company (JPY)*2 60 70 70 70 70 70 70 70 70 70 70 70 70 70	Per Share Information				
Annual dividends per share (JPY)*3	Basic earnings per share (JPY)*2	152.52	39.79	26.54	30.44
Main Financial Indicators         Return on equity attributable to owners of the Company (ROE) (%)         28.2         6.5         4.4         5.           Ratio of equity attributable to owners of the Company to total assets (%)         65.8         64.8         61.4         59.           Ratio of dividends to equity attributable to owners of the Company (DOE) (%)         3.7         3.8         3.9         4.           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*4         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Equity per share attributable to owners of the Company (JPY)*2	617.43	600.63	591.00	583.1
Return on equity attributable to owners of the Company (ROE) (%)   28.2   6.5   4.4   5.	Annual dividends per share (JPY)*3	60	70	70	70
Ratio of equity attributable to owners of the Company to total assets (%)   65.8   64.8   61.4   59.	Main Financial Indicators				
total assets (%)         63.6         64.6         61.4         59.           Ratio of dividends to equity attributable to owners of the Company (DOE) (%)         3.7         3.8         3.9         4.           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*4         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Return on equity attributable to owners of the Company (ROE) (%)	28.2	6.5	4.4	5.2
Company (DOE) (%)         3.7         3.6         3.7         4.2           Price-earnings ratio (PER)         4.2         21.0         31.5         38.           Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*4         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Ratio of equity attributable to owners of the Company to total assets (%)	65.8	64.8	61.4	59.7
Stock price at the end of the year (JPY)         1,907         2,502         2,507         3,52           Market capitalization*4         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	3.7	3.8	3.9	4.0
Market capitalization*4         1,342.6         1,710.2         1,662.7         2,283.           Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Price-earnings ratio (PER)	4.2	21.0	31.5	38.0
Average exchange rates (USD/JPY)         109.94         120.14         108.42         110.8           (EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Stock price at the end of the year (JPY)	1,907	2,502	2,507	3,526
(EUR/JPY)         138.78         132.57         118.84         129.7           Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Market capitalization*4	1,342.6	1,710.2	1,662.7	2,283.7
Number of Employees         16,428         15,249         14,670         14,44           Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Average exchange rates (USD/JPY)	109.94	120.14	108.42	110.8
Japan         8,543         8,589         8,648         8,76           North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	(EUR/JPY)	138.78	132.57	118.84	129.70
North America         3,322         2,321         2,464         2,19           Europe         2,094         1,997         1,578         1,58	Number of Employees	16,428	15,249	14,670	14,446
Europe 2,094 1,997 1,578 1,58	Japan	8,543	8,589	8,648	8,765
	North America	3,322	2,321	2,464	2,19
Others 2,469 2,342 1,980 1,90	Europe	2,094	1,997	1,578	1,582
	Others	2,469	2,342	1,980	1,908

 $<sup>^{\</sup>star}1$  Cash flows from operating activities + Cash flows from investing activities

(Billions of JP					
FY2023	FY2022	FY2021	FY2020	FY2019	FY2018
1,601.7	1,278.5	1,044.9	962.5	981.8	929.7
1,001.7	745.0	486.6	401.8	374.1	333.8
62.	58.3	46.6	41.7	38.1	35.9
211.0	120.6	73.0	63.8	138.8	83.7
13.2	9.4	7.0	6.6	14.1	9.0
200.7	109.2	67.0	76.0	129.1	93.4
365.2	341.6	260.3	227.4	197.5	203.7
22.8	26.7	24.9	23.6	20.1	21.9
59.6	67.8	58.2	57.4	52.6	46.2
89.4	71.5	56.2	40.1	29.0	38.3
3,461.	2,508.9	2,221.4	2,085.2	2,105.6	2,088.1
1,688.6	1,445.9	1,350.9	1,272.1	1,306.3	1,249.7
193.1	(232.9)	265.3	(49.5)	186.6	(116.7)
316.6	(143.3)	351.6	153.0	278.3	(50.5)
104.69	56.96	34.94	39.17	66.40	48.07
880.40	754.09	704.76	663.85	671.64	642.93
50	30	27	27	70	70
12.8	7.8	5.1	5.9	10.1	7.8
48.8	57.6	60.8	61.0	62.0	59.8
6.1	4.1	3.9	4.0	3.5	3.8
45.0	84.7	76.7	82.3	37.3	35.4
4,777	4,822	2,680	3,225	7,434	5,100
9,159.7	9,244.5	5,137.0	6,179.6	4,817.7	3,304.2
	135.48	112.38	106.06	108.75	110.91
	140.97	130.56	123.70	120.83	128.40
18,720	17,435	16,458	16,033	15,348	14,887
9,468	9,263	9,135	8,979	8,754	8,865
3,573	3,062	2,706	2,602	2,380	2,172
2,90	2,554	2,279	2,137	1,953	1,778
2,784	2,556	2,338	2,315	2,261	2,072

<sup>\*3 &</sup>quot;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.

DAIICHI SANKYO GROUP VALUE REPORT 2024 68

<sup>\*2</sup> Effective October 1, 2020, Dailchi 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.

<sup>\*4</sup> Market capitalization is calculated excluding treasury stocks.