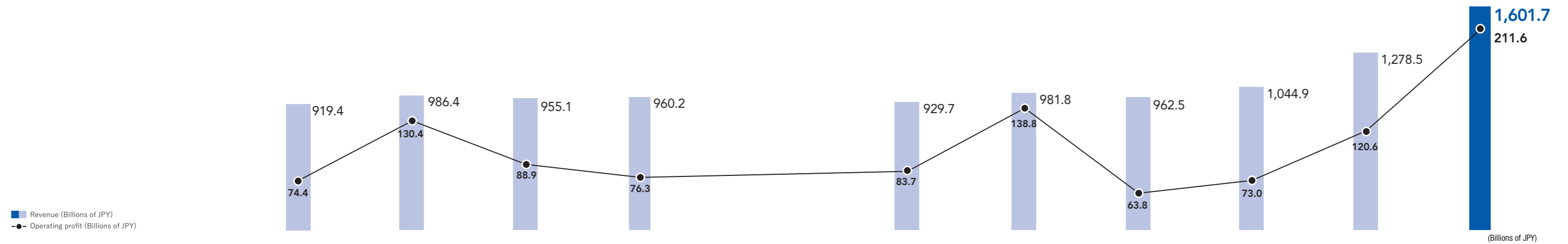


## 10-Year Financial Summary (IFRS)



	FY2014	FY2015	FY2016	FY2017
<b>Financial Results</b>				
Revenue	919.4	986.4	955.1	960.2
Overseas revenue	392.4	430.7	375.2	341.9
Ratio of overseas revenue to revenue (%)	42.7	43.7	39.3	35.6
Operating profit	74.4	130.4	88.9	76.3
Ratio of operating profit to revenue (%)	8.1	13.2	9.3	7.9
Profit attributable to owners of the Company	322.1	82.3	53.5	60.3
Research and development expenses	190.7	208.7	214.3	236.0
Ratio of research and development expenses to revenue (%)	20.7	21.2	22.4	24.6
Depreciation and amortization	42.0	44.3	47.4	46.7
Capital expenditure	36.3	23.3	23.9	26.9
<b>Financial Position</b>				
Total assets	1,982.3	1,900.5	1,915.0	1,897.8
Total equity	1,307.0	1,233.5	1,171.4	1,133.0
<b>Cash Flows</b>				
Net increase (decrease) in cash and cash equivalents	(10.7)	45.4	24.4	115.2
Free cash flows*1	121.5	168.3	39.4	217.0
<b>Per Share Information</b>				
Basic earnings per share (JPY)*2	152.52	39.79	26.54	30.44
Equity per share attributable to owners of the Company (JPY)*2	617.43	600.63	591.00	583.11
Annual dividends per share (JPY)*3	60	70	70	70
<b>Main Financial Indicators</b>				
Return on equity attributable to owners of the Company (ROE) (%)	28.2	6.5	4.4	5.2
Ratio of equity attributable to owners of the Company to total assets (%)	65.8	64.8	61.4	59.7
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	3.7	3.8	3.9	4.0
Price-earnings ratio (PER)	4.2	21.0	31.5	38.6
Stock price at the end of the year (JPY)	1,907	2,502	2,507	3,526
Market capitalization*4	1,342.6	1,710.2	1,662.7	2,283.7
Average exchange rates (USD/JPY)	109.94	120.14	108.42	110.86
(EUR/JPY)	138.78	132.57	118.84	129.70
<b>Number of Employees</b>				
Japan	16,428	15,249	14,670	14,446
North America	8,543	8,589	8,648	8,765
Europe	3,322	2,321	2,464	2,191
Others	2,094	1,997	1,578	1,582
Others	2,469	2,342	1,980	1,908

\*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.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenue	929.7	981.8	962.5	1,044.9	1,278.5	1,601.7
Overseas revenue	333.8	374.1	401.8	486.6	745.0	1,001.7
Ratio of overseas revenue to revenue (%)	35.9	38.1	41.7	46.6	58.3	62.5
Operating profit	83.7	138.8	63.8	73.0	120.6	211.6
Ratio of operating profit to revenue (%)	9.0	14.1	6.6	7.0	9.4	13.2
Profit attributable to owners of the Company	93.4	129.1	76.0	67.0	109.2	200.7
Research and development expenses	203.7	197.5	227.4	260.3	341.6	365.2
Ratio of research and development expenses to revenue (%)	21.9	20.1	23.6	24.9	26.7	22.8
Depreciation and amortization	46.2	52.6	57.4	58.2	67.8	59.6
Capital expenditure	38.3	29.0	40.1	56.2	71.5	89.4
<b>Financial Position</b>						
Total assets	2,088.1	2,105.6	2,085.2	2,221.4	2,508.9	3,461.1
Total equity	1,249.7	1,306.3	1,272.1	1,350.9	1,445.9	1,688.6
<b>Cash Flows</b>						
Net increase (decrease) in cash and cash equivalents	(116.7)	186.6	(49.5)	265.3	(232.9)	193.1
Free cash flows*1	(50.5)	278.3	153.0	351.6	(143.3)	316.6
<b>Per Share Information</b>						
Basic earnings per share (JPY)*2	48.07	66.40	39.17	34.94	56.96	104.69
Equity per share attributable to owners of the Company (JPY)*2	642.93	671.64	663.85	704.76	754.09	880.40
Annual dividends per share (JPY)*3	70	70	27	27	30	50
<b>Main Financial Indicators</b>						
Return on equity attributable to owners of the Company (ROE) (%)	7.8	10.1	5.9	5.1	7.8	12.8
Ratio of equity attributable to owners of the Company to total assets (%)	59.8	62.0	61.0	60.8	57.6	48.8
Ratio of dividends to equity attributable to owners of the Company (DOE) (%)	3.8	3.5	4.0	3.9	4.1	6.1
Price-earnings ratio (PER)	35.4	37.3	82.3	76.7	84.7	45.6
Stock price at the end of the year (JPY)	5,100	7,434	3,225	2,680	4,822	4,777
Market capitalization*4	3,304.2	4,817.7	6,179.6	5,137.0	9,244.5	9,159.7
Average exchange rates (USD/JPY)	110.91	108.75	106.06	112.38	135.48	
(EUR/JPY)	128.40	120.83	123.70	130.56	140.97	
<b>Number of Employees</b>						
Japan	14,887	15,348	16,033	16,458	17,435	18,726
North America	8,865	8,754	8,979	9,135	9,263	9,468
Europe	2,172	2,380	2,602	2,706	3,062	3,573
Others	1,778	1,953	2,137	2,279	2,554	2,901
Others	2,072	2,261	2,315	2,338	2,556	2,784

\*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.