At a Glance

Daiichi Sankyo Overview FY2023 results North America Number of employees 9,468 50.6% 2,901 Ratio by Region 15.5% Number of global employees **# 18,726**

Revenue by Region

Countries/regions with Group presence

30 countries and regions

R&D locations

20 sites

Production locations

13 sites

Other Regions 12.0% 191.6 Billions of Yen TOTAL 1,601.7 Europe 37.5% 19.4% Billions of Yen 310.8 Billions of Yen 31.2% 499.3 Billions of Yen



Corporate Culture

- · A corporate culture in which employees respect each other as a specialist in science, and exchange opinions in a free and open-minded manner, regardless of positions and tenure
- · A culture that promotes the transmission of experience and technologies for creating
- · Intelligent Failure, a culture to learn from mistakes
- · Penetration of Core Behaviors with the aim of fostering One DS Culture

İİİ Driving Force for Value Creation Science & Technology

Human Resources

- · Diverse range of talents with high levels of expertise
- · Scientific assessment capabilities
- Technologies originated from craftspersonship
- · High levels of engagement
- Desire for innovation

Core Technologies

- Proprietary ADC technology platform
- · Protein engineering, medicinal chemistry
- · Pharmacological efficacy, translational research, and research DX infrastructure to support the above

Financial Highlights

FY2023 results

Revenue



 $\pmb{1.601.7} \text{Billions of Yen}$

FY2025 financial estimate 2.1trillion ven

Major Products Worldwide (Enhertu® / Lixiana®)



449.2 Billions of Yen

287.7 Billions of Yen

ROE



12.8%

FY2025 Target Over 16.0%

Core Operating Profit (Amount and Ratio before R&D Expense)



559.6 Billions of Yen/

34.9%

R&D Expenses (Amount and Ratio)



364.3 Billions of Yen/

22.7%

D0E*



6.1%

FY2025 Target **Over 8.0%**

*Dividend on Equity = Total dividend amount / Equity attributable to owners of the Company

Non-Financial Highlights

FY2023 results

CO₂ emissions reduction rate (compared to FY2015 level)

Scope1 + Scope2



FY2025 Target Reduction of 42% (compared to FY2015 level)

Number of countries and regions where Enhertu has been launched / Number of patients treated





approximately 52,400

patients

Positive Response Rate in Engagement Survey



Corporate Culture / Work Environment

FY2025 Target 80% or more, or an increase of 10% or more compared to FY2021

Growth Opportunities

Ratio of Female Senior management employees*

<a>♠ 18.7% FY2025 Target 30%

*Female employees in the position of division head or equivalent or higher

DAIICHI SANKYO GROUP VALUE REPORT 2024 DAIICHI SANKYO GROUP VALUE REPORT 2024