



Company name: DAIICHI SANKYO COMPANY, LIMITED  
Representative: Hiroyuki Okuzawa, Representative Director, President and CEO  
(Code no.: 4568, Prime Market, Tokyo Stock Exchange)  
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**Notice on the Determined Basic Policy for Absorption-type Merger of Daiichi Sankyo with Its  
Wholly Owned Subsidiary, Daiichi Sankyo Business Associe  
(Simplified Merger/Short Form Merger)**

**Tokyo, Japan – (January 30, 2026)** – Daiichi Sankyo Company, Limited (TSE: 4568; hereafter “the Company”) today announced that at the meeting of the Board of Directors held on January 30, 2026, the Company passed a resolution on the basic policy for carrying out an absorption-type merger (hereafter “the Merger”) of its wholly owned subsidiary, Daiichi Sankyo Business Associe Co., Ltd. (hereafter, “Daiichi Sankyo Business Associe”), effective on October 1, 2027.

Note that the Company has omitted some of the disclosure items and details as the Merger is a simplified absorption-type merger with its wholly owned subsidiary.

**1. Purpose of merger**

Daiichi Sankyo Business Associe was established in 2006 as a shared service company providing common business processes such as personnel and accounting services for the Company’s group companies in Japan. However, given the advancement in globalization of the Company's group, further consolidation and streamlining including global standardization of business processes are necessary. By integrating Daiichi Sankyo Business Associe into the Company, the entrustment model between companies will be eliminated, allowing more flexible consolidation and transfer of business operations, aiming for improved operational efficiency.

**2. Summary of merger**

**(1) Merger schedule**

- Date of the resolution of the Board of Directors on the determined basic policy (the Company): January 30, 2026
- Date of the resolution of the Board of Directors on the approval of signing of the merger agreement (the Company): May 31, 2027 (planned)
- Date of signing of the merger agreement: May 31, 2027 (planned)
- The merger date (effective date of the Merger): October 1, 2027 (planned)

\* Note that the Merger falls under a simplified merger as prescribed in Article 796, Paragraph 2 of the Companies Act in relation to the Company and it falls under a short form merger

as prescribed in Article 784, Paragraph 1 of the Companies Act in relation to Daiichi Sankyo Business Associe. Therefore, the merger agreement will be approved without convening a general shareholders meeting at each company.

(2) Form of merger

The merger will be an absorption-type merger, in which the Company will be the surviving company while Daiichi Sankyo Business Associe will be the disappearing company. Daiichi Sankyo Business Associe will be dissolved.

(3) Allocations with merger

As Daiichi Sankyo Business Associe is the Company's wholly owned subsidiary, no new shares will be issued and no cash will be allocated due to the Merger.

(4) Handling of subscription rights to shares and bonds with subscription rights to shares of disappearing company

Daiichi Sankyo Business Associe has not issued any subscription rights to shares or bonds with subscription rights to shares.

3. Outline of merging companies

[Surviving company]

(1) Company name	Daiichi Sankyo Company, Limited
(2) Headquarters location	3-5-1, Nihonbashi Honcho, Chuo-ku, Tokyo, Japan
(3) Representative	Hiroyuki Okuzawa, Representative Director, President & CEO
(4) Type of business	Research & development, manufacture, sales, and marketing of pharmaceutical products, etc.
(5) Paid-in capital	50 billion yen
(6) Foundation date	September 28, 2005
(7) Number of ordinary shares issued	1,894,350,529
(8) Settlement of accounts	March 31
(9) Primary shareholders and percent of shares held (As of September 30, 2025)	<ul style="list-style-type: none"> <li>• The Master Trust Bank of Japan, Ltd. (trust account): 17.38%</li> <li>• Japan Custody Bank, Ltd. (Trust Account) :7.15%</li> <li>• Nippon Life Insurance Company: 4.60%</li> <li>• STATE STREET BANK AND TRUST COMPANY 505001: 4.53%</li> <li>• JP MORGAN CHASE BANK 385632: 4.11%</li> </ul>
(10) Financial position and operating results for immediately preceding business year (ending March 31, 2025) international accounting standards (Consolidated)	
Total equity	1,623,416 million yen
Total assets	3,456,119 million yen
Equity per share attributable to owners of the Company	869.69 yen
Revenue	1,886,256 million yen
Operating profit	331,925 million yen
Profit before tax	355,631 million yen
Profit attributable to owners of the parent	295,756 million yen
Basic earnings per share	155.96 yen

[Disappearing company]

(1) Company name	Daiichi Sankyo Business Associe Co., Ltd.
(2) Office location	3-5-1, Nihonbashi Honcho, Chuo-ku, Tokyo, Japan
(3) Representative	Kenji Takakura, Representative Director and President
(4) Type of business	Contracted business services for Daiichi Sankyo's group companies in Japan, real estate leasing and management, insurance agency
(5) Paid-in capital	50 million yen
(6) Foundation date	October 3, 2006
(7) Number of ordinary shares issued	200
(8) Settlement of accounts	March 31
(9) Principal shareholders, percent of shares held	Daiichi Sankyo Company, Ltd.; 100%
(10) Financial position and operating results for immediately preceding business year (ending March 31, 2025) Japanese accounting standards (Non-consolidated)	
Total equity	8,211 million yen
Total assets	12,432 million yen
Total equity per share	41,058,102.23 yen
Revenue	5,524 million yen
Operating profit	521 million yen
Ordinary profit	517 million yen
Profit for the year	2,541 million yen
Basic earnings per share	12,705,334.46 yen

#### 4. Situation after merger

No changes will be made in the Company's name, headquarters location, name and title of the representative, type of business, paid-in capital, and accounts settlement date with the Merger.

#### 5. Expected effect of merger on results

As the Merger involves a wholly owned subsidiary, its impact on the Company's consolidated financial results is immaterial.

### About Daiichi Sankyo

Daiichi Sankyo is an innovative global healthcare company contributing to the sustainable development of society that discovers, develops, and delivers new standards of care to enrich the quality of life around the world. With more than 120 years of experience, Daiichi Sankyo leverages its world-class science and technology to create new modalities and innovative medicines for people with cancer, cardiovascular, and other diseases with high unmet medical need. For more information, please visit <http://www.daiichisankyo.com/>.