

# Daiichi Sankyo Strategies

## Vision for 2015

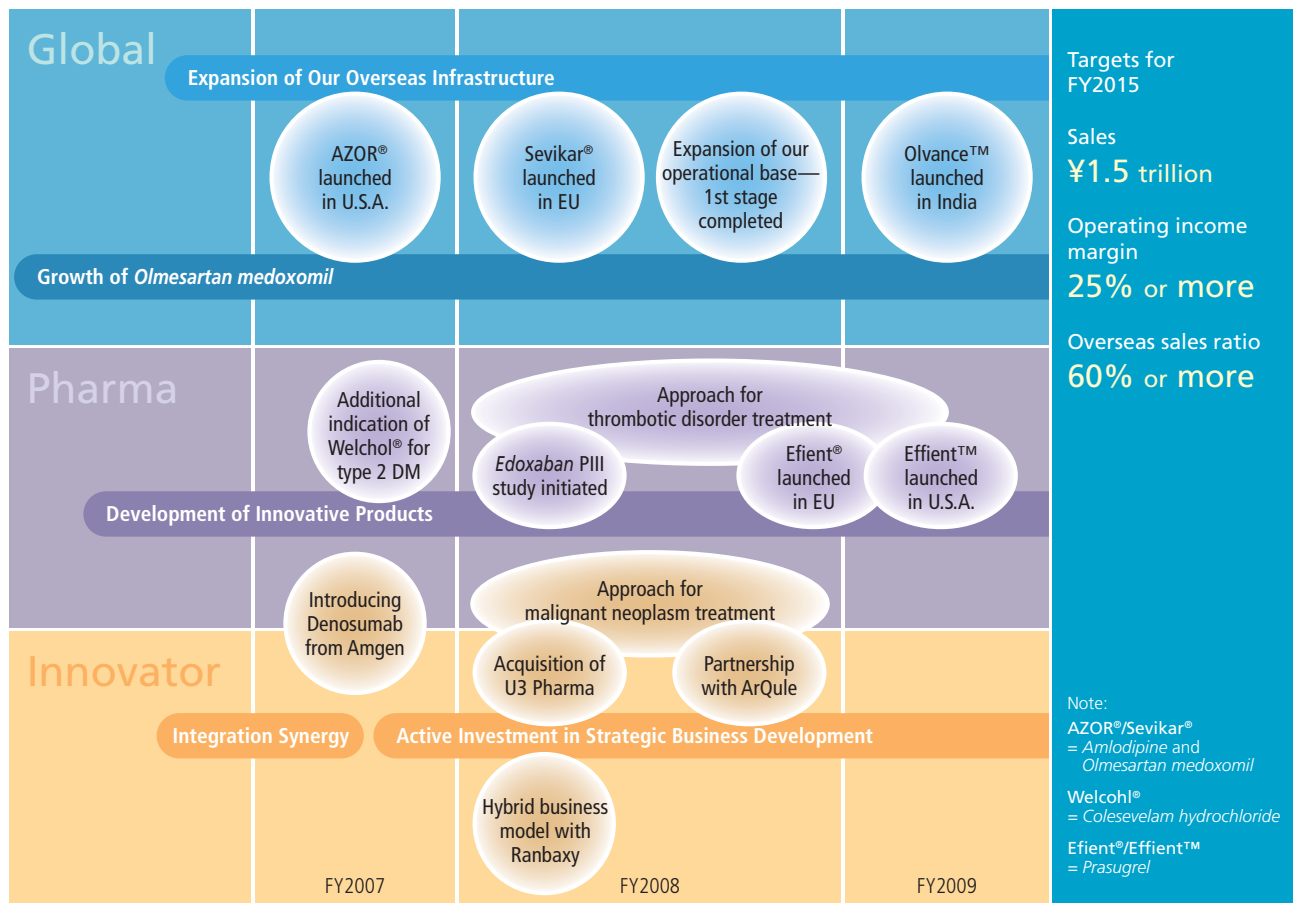
It is our vision to establish Daiichi Sankyo as a true Global Pharma Innovator by 2015. Our ambitious growth targets will be met through the combined efficiencies of our merger and through our focused research and development programs in core disease areas: thrombotic disorders, malignant neoplasm, diabetes mellitus and autoimmune diseases/rheumatoid arthritis.

Our plan to consistently exceed the growth rate for the pharmaceutical industry will move us towards our 2015 financial target of ¥1.5 trillion (US\$14.9 billion/€10.5 billion)\* in net sales, an operating income margin of 25 percent or more and an overseas sales ratio of more than 60 percent.

Our goals will be driven and met by scientific innovations—including the anti-platelet agent *Prasugrel* (Effient™/Efient®); *Edoxaban*, an anti-coagulant, and novel therapeutics in the oncology arena—and through strategic growth and expansion around the world.

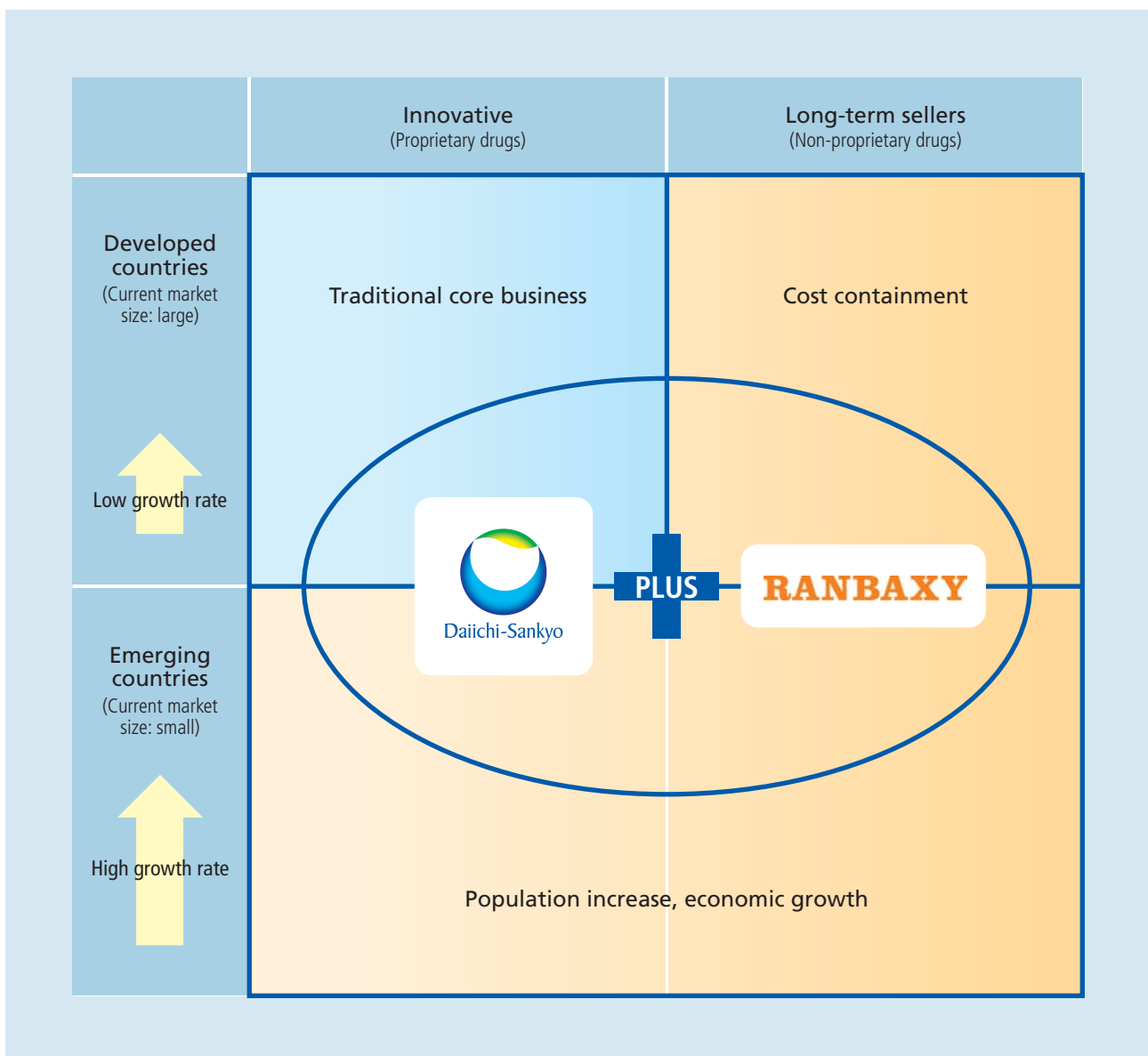
\* U.S. dollar and euro amounts are translated from yen solely for convenience at the rates of ¥100.5= US\$1 and ¥143.5=€1.

## Strategic Direction



## The Hybrid Business Model

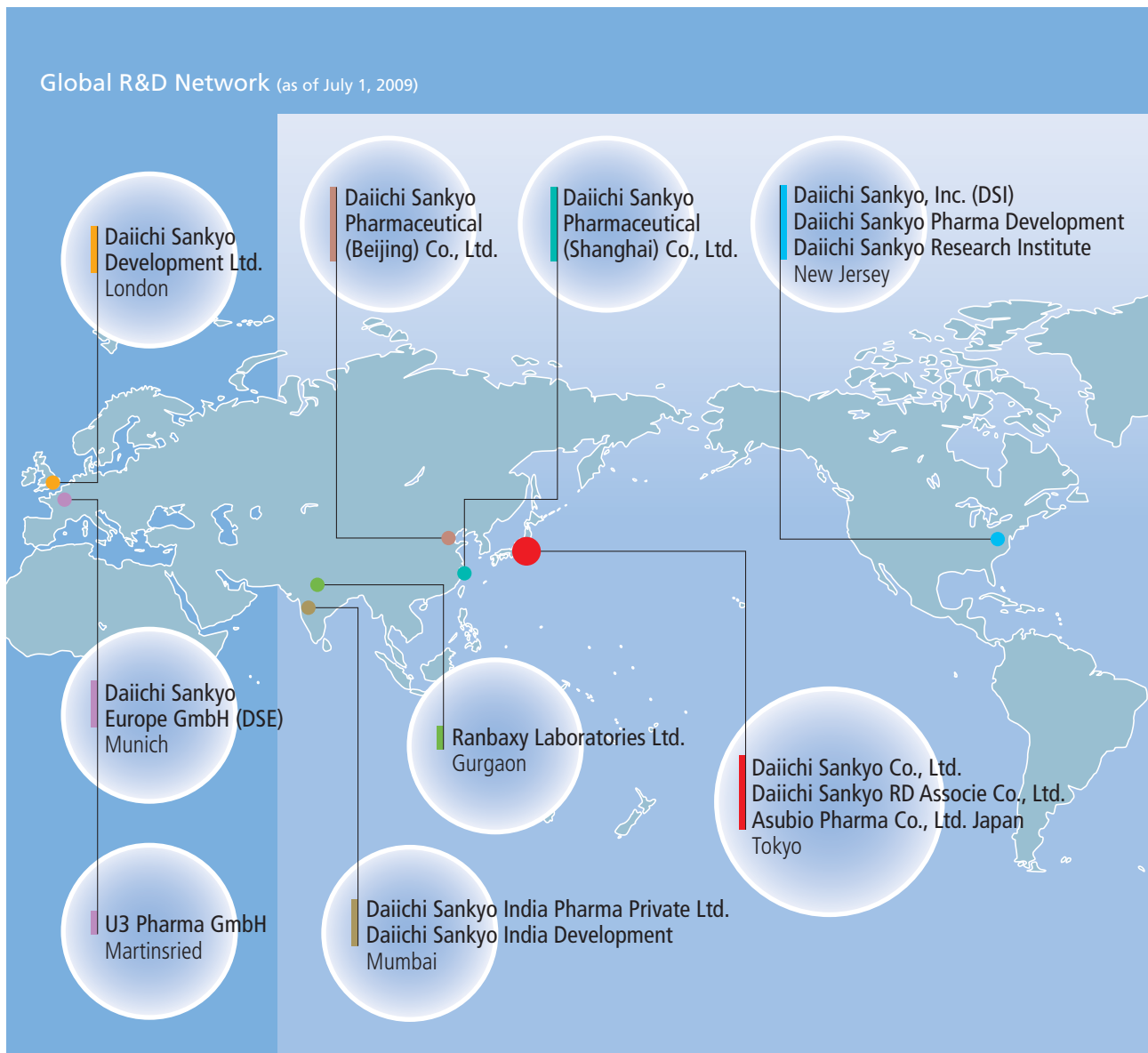
Daiichi Sankyo's strength in developing and marketing proprietary products, combined with the non-proprietary drug capabilities of Ranbaxy Laboratories Ltd., a new Daiichi Sankyo affiliate, creates the Hybrid Business Model, extending our global reach into emerging markets and maximizing opportunities with a broad product portfolio. Through this Hybrid Business Model, Daiichi Sankyo is determined to realize sustainable growth, responding to medical needs around the world.



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## Global R&D Network

Daiichi Sankyo is building a world-class global infrastructure to accelerate R&D activities in Japan, the United States and Europe. By utilizing the distinct development environments of each region, our goal is to file simultaneous NDA applications for extensive market penetration. In Japan, the R&D Division and the Pharmaceutical Technology Division form the nucleus of our R&D structure, while overseas global development activities are led by U.S.-based Daiichi Sankyo, Inc. and Daiichi Sankyo Development Ltd. in Europe.



## GEMRAD

### Expediting Decisions, Accelerating Development

An efficient and accelerated R&D pace demands an expedited model for identifying product candidates, determining financial commitments and ensuring efficient resource allocation.

Global Executive Meeting of Research And Development (GEMRAD) strives to accelerate development activities and ensure efficient resource allocation through effective management of R&D expenditures, rapid identification of potential development candidates and time-efficient decision-making. GEMRAD members represent a wide spectrum of corporate disciplines and specialties, including R&D, marketing, licensing and product portfolio management. This mix of skills, business and scientific expertise allows GEMRAD to make decisions based on comprehensive, cross-market assessments.

