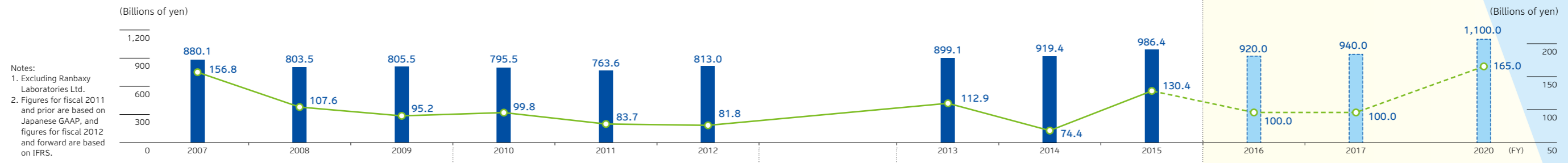


Path Walked by Daiichi Sankyo

Daiichi Sankyo Group is dedicated to the creation and supply of innovative pharmaceutical products to address diversified, unmet medical needs of patients in both mature and emerging markets.

With over 100 years of scientific expertise and a presence in more than 20 countries, Daiichi Sankyo and its 16,000 employees around the world draw upon a rich legacy of innovation and a robust pipeline of promising new medicines to help people.

In addition to a strong portfolio of medicines for hypertension and thrombotic disorders, under the Group's "2025 Vision" to become a "Global Pharma Innovator with Competitive Advantage in Oncology," Daiichi Sankyo research and development is primarily focused on bringing forth novel therapies in oncology, including immunology, with additional focus on new horizon areas, such as pain management, neurodegenerative diseases, heart and kidney diseases, and other rare diseases.



Notes:
1. Excluding Ranbaxy Laboratories Ltd.
2. Figures for fiscal 2011 and prior are based on Japanese GAAP, and figures for fiscal 2012 and forward are based on IFRS.

	1st Mid-Term Business Plan	2nd Mid-Term Business Plan	3rd Mid-Term Business Plan	4th Mid-Term 5-Year Business Plan
Overview of initiatives under mid-term business plans	Maximization of synergies and expansion of growth foundation <ul style="list-style-type: none"> Focus on thrombosis, cancer, diabetes, and other fields Maximize sales of <i>olmesartan</i> franchise Introduced Ranbaxy into Group in 2008 	Advancement of global hybrid business model <ul style="list-style-type: none"> Focus on thrombosis, cardiovascular-metabolics, and cancer fields Expand operating foundations in Japan Conduct frontline and backyard collaboration with Ranbaxy 	Promotion of measures toward sustainable growth beyond LOE <ul style="list-style-type: none"> Focus on thrombosis, cardiovascular-metabolics, and cancer fields Divest and liquidate Ranbaxy over period from April 2014 to April 2015 Return to innovative business 	Transformation toward 2025 Vision <ul style="list-style-type: none"> Grow beyond FY2017 LOE Establish a foundation of sustainable growth
Launches of new products	<ul style="list-style-type: none"> Japan: <i>Loxonin Tape</i> US: <i>AZOR</i> US: <i>Effient</i> Europe: <i>Sevikar</i> Europe: <i>Effient</i> 	<ul style="list-style-type: none"> Japan: <i>Loxonin Gel</i> Japan: <i>Rezaltas</i> Japan: <i>Inavir</i> Japan: <i>NEXIUM</i> Japan: <i>Memary</i> Japan: <i>LIXIANA</i> Japan: <i>RANMARK</i> Japan: <i>TENELIA</i> US: <i>TRIBENZOR</i> Europe: <i>Sevikar HCT</i> 	<ul style="list-style-type: none"> Japan: <i>PRALIA</i> Japan: <i>Effient</i> US: <i>Injectafer</i> US: <i>SAVAYSA</i> US: <i>MOVANTI</i> Europe: <i>LIXIANA</i> 	Challenge 1: Grow beyond FY2017 LOE <ul style="list-style-type: none"> (1) Measures for recovering revenue (2) Measures for generating profits
Important management decisions	Business expansion Regional expansion <ul style="list-style-type: none"> Europe: Expansion in Turkey and Ireland US: Expansion in Puerto Rico 	<ul style="list-style-type: none"> Japan: Start of generic business Japan: Start of vaccine business 		Challenge 2: Establish a foundation of sustainable growth <ul style="list-style-type: none"> (1) Business strategies <ul style="list-style-type: none"> Strategic Target 1: Grow <i>edoxaban</i> Strategic Target 2: Establish oncology business Strategic Target 3: Grow as No. 1 company in Japan Strategic Target 4: Expand U.S. businesses Strategic Target 5: Continuously generate innovative medicine changing SOC Strategic Target 6: Enhance profit generation capabilities (2) Policies for growth investment, shareholder returns, and cash allocation (3) Shareholder returns policy
	In-licensed products <ul style="list-style-type: none"> Japan: <i>Denosumab</i> US: <i>Tivantinib</i> Europe: <i>Tivantinib</i> 	<ul style="list-style-type: none"> Japan: <i>NEXIUM</i> 	<ul style="list-style-type: none"> US: <i>CL-108</i> Japan: <i>VIMPAT, FluMist</i> Global: <i>TS23</i> 	
	Acquisition <ul style="list-style-type: none"> Europe: U3 Pharma GmbH US: Pharma-Force, Inc. 	<ul style="list-style-type: none"> US: Packaging factory Plexikon Inc. 	<ul style="list-style-type: none"> US: Ambit Biosciences Corp. Japan: Im Co., Ltd. 	
	Restructuring <ul style="list-style-type: none"> Acquisition of Ranbaxy 	<ul style="list-style-type: none"> Close of Osaka Plant Sale of Shizuoka Plant 	<ul style="list-style-type: none"> Sale of Akita Plant Restructuring in Japan, United States, and Europe Divestment of Ranbaxy to Sun Pharmaceutical Industries Ltd. Completion of sale of Sun Pharmaceutical shares 	
CSR	<ul style="list-style-type: none"> First time for inclusion in FTSE4Good^{*1}; inclusion continues thereafter First time for inclusion in Dow Jones Sustainability Indices^{*2} (Asia Pacific); inclusion continues thereafter 	<ul style="list-style-type: none"> Start of "Daiichi Sankyo Presents Family Tie Theater" program Revision of Daiichi Sankyo Group Corporate Conduct Charter Establishment of Daiichi Sankyo Kusuri Museum Commencement of mobile healthcare field clinic services in developing countries Participation in United Nations Global Compact 	<ul style="list-style-type: none"> Participation in the Global Health Innovative Technology (GHIT) Fund Receipt of first-prize UCDA Award 2015^{*3} for Daiichi Sankyo's <i>Value Report 2015</i> Establishment of Daiichi Sankyo Group Individual Conduct Principles 	

*1. Index compiled by FTSE Russell recognizing companies that engage in responsible corporate activities
*2. Index compiled by S&P Dow Jones Indices LLC and RobecoSAM AG recognizing companies that exhibit sustainability

*3. Award for communication design

For more information on the 5-year business plan, see pages 12 to 21.