Daiichi Sankyo Announces New 5-year Business Plan

Tokyo, Japan (March 22, 2013) – Daiichi Sankyo Company, Limited (hereafter, Daiichi Sankyo) today announced a new 5-year Business Plan, which will span from April 1, 2013 through March 31, 2018.

Overview of new 5-year Business Plan

1. Management Goals for FY2017
   Within the period of the new 5-year plan, we will work toward two major objectives in order to realize sustainable growth and overcome the “patent cliff” owing to expiration of the exclusive patent rights to Olmesartan, our mainstay anti-hypertensive agent, in the US and Europe.

   □ Sustainable revenue growth with improved profitability
   We will achieve sustainable growth by maximum utilization of the business foundation created during the 1st and 2nd Mid-term Plans and improve profitability.
   • Over 5% revenue CAGR (FY2012 to FY2017).
   • Over 15% operating profit margin by FY2017.
   • Over 10% ROE.
   • EPS of 150 yen.
   • Stable dividends and increased shareholder value.

   □ Enhancement and growth of Group business centering on Daiichi Sankyo and Ranbaxy (creation of synergy)
   In addition to Daiichi Sankyo and Ranbaxy achieving high growth and improved profitability in their respective businesses, we aim to create additional synergies between the two companies, not only in the areas of sales and production where initiatives have already begun, but across the various processes of the value chain, including the opening of new markets and the creation of high added-value products.
   • Strengthen business in key markets (Japan, India, and USA) and emerging markets.
   • Establish flexible corporate structure to navigate changes in business environment.
2. Core Strategies

- **Strengthen innovative pharmaceutical portfolio and R&D pipeline**
  - Maximize cash flows from olmesartan.
  - Maximize sales potential for antiplatelet agent prasugrel and oral direct factor Xa inhibitor edoxaban.
  - Grow high potential products in Japan.
  - Enhance pipeline following launch of edoxaban.
  - Expand presence in biologics/biosimilar business.
  - Acquire external assets.

- **Develop competitive businesses to address diverse local needs**
  - Expand business in emerging countries through Ranbaxy and the Daiichi Sankyo business in ASCA.*
  - Maintain top share in the injectable iron business in the USA through launch of Injectafer.
  - Increase profitability of generic and vaccine businesses in Japan.

- **Transition to a low-cost operating framework**
  - Establish organizational structure to address diverse needs in each region.
  - Establish global supply chain system for continuous cost reduction.
  - Strengthen revenue management at business unit and regional levels.

3. Numerical Targets for FY2017

<table>
<thead>
<tr>
<th></th>
<th>FY 2017 (Target)</th>
<th>FY2012 (Latest Estimate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>1.3 trillion yen</td>
<td>990 billion yen</td>
</tr>
<tr>
<td>Cost of Goods</td>
<td>37%</td>
<td>31%</td>
</tr>
<tr>
<td>SG&amp;A Expenses (R&amp;D expenses)</td>
<td>48%</td>
<td>59%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>200 billion yen</td>
<td>100 billion yen</td>
</tr>
<tr>
<td>Profit After Tax</td>
<td>110 billion yen</td>
<td>50 billion yen</td>
</tr>
</tbody>
</table>

FY2017 forecasted exchange rate: 1 USD = 90 yen; 1 EUR = 120 yen

*ASCA: Refers to Daiichi Sankyo Group companies in Asia, South and Central America

For more information, please see the presentation materials for the announcement of the new 5-year Business Plan on our website, [http://www.daiichisankyo.com/ir/archive/imm/year/list_2012.html](http://www.daiichisankyo.com/ir/archive/imm/year/list_2012.html)
Daiichi Sankyo Group
5-year Business Plan
(Fiscal 2013 - 2017)

Friday, March 22, 2013
Joji Nakayama, President and CEO

The Long View: Planning Background

- The rapid growth and shift of populations and economic disparity in emerging countries/regions like China, India and Africa
- Further aging of populations in developed countries

- Innovative business to generate new treatments by advanced science
- Generic business to provide quality and affordable pharmaceuticals by excellent technology
- Global reach to convey our products across world

- One of the leading companies to provide health/medical solutions globally in the coming decades
- A company to be proud of globally
1. Review of the Previous 3-year Plan

2nd 3-year Plan (FY2010-2012): Overall Review

**Strong platform laid down for future growth**

**Expansion of profitability still a key task**

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**Enhance innovative pharmaceutical business**

- Launched New products in Japan (Rezoltas, Inovir, Lixana, Memary, Nexium, Ranmark, etc.)
- Established Global R&D: Plexikon, RCI (Life Science Research Center in India)
- Omesartan franchise and prasugrel: short of their targets
- Edoxaban: NDA for AF indication in FY2013 (original target: FY2012)

**Establish business composition to address diverse needs**

- Established generic pharmaceutical business: Daiichi Sankyo Espha
- Established vaccine businesses: Kitasato Daiichi Sankyo Vaccine and Japan Vaccine
  - OTC business: Launched Loxoxin S
  - Ranbaxy: Launched FTFs in US; growth globally
- Enhance profitability by utilizing business platform

**Create synergy by collaboration with Ranbaxy**

- Shifted sales of DS products in many countries (e.g. Olmesartan, Levofloxacin) to Ranbaxy affiliates
- Established new bases to cover innovative and generic businesses in Mexico and Thailand
- Signed Consent Decree with FDA. Committed to secure data integrity and comply with cGMP.
- Enhance profitability by creation of synergy
## 2nd 3-year Plan: Quantitative Evaluation

<table>
<thead>
<tr>
<th></th>
<th>FY2012 Target under the 2nd MTP</th>
<th>FY2012 LE</th>
<th>Difference</th>
<th>Main Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>1,150</td>
<td>990</td>
<td>-160</td>
<td></td>
</tr>
<tr>
<td><strong>COGs (Net Sales)</strong></td>
<td>343 (29.8%)</td>
<td>307 (31.0%)</td>
<td>-36 (1.2%)</td>
<td>Daiichi Sankyo</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Olmesartan/Effient in US/EU</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Others in US/EU</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Japan Business, etc.</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>Forex impact</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ranbaxy</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Impact from FDA issues</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Forex impact</td>
</tr>
<tr>
<td><strong>SG&amp;A expenses (Net Sales)</strong></td>
<td>627 (54.5%)</td>
<td>583 (58.9%)</td>
<td>-44 (4.4%)</td>
<td>Forex impact</td>
</tr>
<tr>
<td><strong>R&amp;D expenses (Net Sales)</strong></td>
<td>200 (17.4%)</td>
<td>188 (19.0%)</td>
<td>-12 (1.6%)</td>
<td></td>
</tr>
<tr>
<td><strong>Operating Income (Net Sales)</strong></td>
<td>180 (15.7%)</td>
<td>100 (10.1%)</td>
<td>-80 (-5.6%)</td>
<td></td>
</tr>
<tr>
<td><strong>Forex</strong></td>
<td>USD/yen 90</td>
<td>EUR/yen 130</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>81.26</td>
<td>105.39</td>
<td></td>
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</tr>
</tbody>
</table>

### 2. New 5-year Business Plan (FY2013 - FY2017)
- General Objectives
- Core Strategies
- Numerical Targets
General Objectives

Overcome Olmesartan LOE (loss of exclusivity)
Set course for further growth

1. Achieve sustainable revenue growth and improve profitability
   - Over 5% revenue CAGR (FY2012 to FY2017)
   - Over 15% operating profit margin
   - 10% of ROE or over
   - EPS of 150 yen or over
   - Stable dividends and flexible shareholder return

2. Transform into a Hybrid Business Powerhouse
   - Strengthen business in key markets (Japan, India, and USA) and emerging markets.
   - Flexible corporate structure to navigate through changing business environment

Core Strategies

Enhance innovative product portfolio and R&D pipeline
   - Maximize cash flows from Olmesartan
   - Maximize sales potential for prasugrel and edoxaban
   - Grow high potential products in Japan
   - Enhance pipeline following launch of edoxaban
   - Expand presence in biologics / biosimilar business
   - Acquire external assets

Develop competitive businesses to address diverse local needs
   - Expand business in emerging countries through Ranbaxy and the Daiichi Sankyo business in ASCA*
   - Maintain leadership in the US injectable iron market through launch of Injectafer
   - Increase profitability of generic and vaccine businesses in Japan

Transition to a low-cost operating framework
   - Establish organizational structure to address diverse needs in each region
   - Establish global supply chain system for continuous cost reduction
   - Strengthen revenue management at business unit and regional levels

*ASCA: Internal business unit covering Asia and South, Central America
### Numerical Targets

<table>
<thead>
<tr>
<th></th>
<th>FY2012 LE</th>
<th>FY2017 (Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Sales</strong></td>
<td>Yen 990 bn</td>
<td>Yen 1,300 bn</td>
</tr>
<tr>
<td><strong>COGs</strong></td>
<td>31%</td>
<td>37%</td>
</tr>
<tr>
<td><strong>SG&amp;A expenses (R&amp;D expenses)</strong></td>
<td>59% (19%)</td>
<td>48% (14%)</td>
</tr>
<tr>
<td><strong>Operating Income /Net Sales</strong></td>
<td>Yen 100 bn (10%)</td>
<td>Yen 200 bn (15%)</td>
</tr>
<tr>
<td><strong>Profit after Tax</strong></td>
<td>Yen 50 bn</td>
<td>Yen 110 bn</td>
</tr>
<tr>
<td><strong>Forex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USD/Yen</td>
<td>90</td>
<td></td>
</tr>
<tr>
<td>EUR/Yen</td>
<td>130</td>
<td></td>
</tr>
</tbody>
</table>

### 3. Innovative Pharmaceuticals
Sustainable Growth with Smooth Transition of Key Drivers

<table>
<thead>
<tr>
<th>JPY Bn</th>
<th>FY2007</th>
<th>FY2012</th>
<th>FY2017</th>
<th>FY2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pravastatin</td>
<td>450.0</td>
<td>300.0</td>
<td>150.0</td>
<td>0</td>
</tr>
<tr>
<td>Levofloxacin</td>
<td>0</td>
<td>150.0</td>
<td>300.0</td>
<td>450.0</td>
</tr>
<tr>
<td>Olmesartan</td>
<td>0</td>
<td>150.0</td>
<td>300.0</td>
<td>450.0</td>
</tr>
<tr>
<td>Prasugrel</td>
<td>0</td>
<td>150.0</td>
<td>300.0</td>
<td>450.0</td>
</tr>
<tr>
<td>Edoxaban</td>
<td>0</td>
<td>150.0</td>
<td>300.0</td>
<td>450.0</td>
</tr>
</tbody>
</table>

*The above figures do not include partner sales

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Brand Strategy: Olmesartan

**The best selling ARB brand globally**

- **Japan**
  - "Best in class" product
  - Strong efficacy and long acting; protective effect on heart/kidneys
  - Wide range of dosing options

- **Global**
  - Lifecycle management in US/EU focusing on combination products
  - Grow business in China with successful launch of Sevikar
  - Enhance position in emerging markets
Global Brand Strategy: Prasugrel

Rapidly expand Japanese market sales
Maximize global sales potential

**Japan**
- Aim for standard antiplatelet therapy in Japan
  - ACS-PCI* (PRASFIT-ACS)
    - Prasugrel risk reduction 23%
    - No difference in bleeding tendency
  - Elective-PCI (PRASFIT-Elective)
    - Achieved endpoints in efficacy and safety
    - NDA planned in the first half of FY2013
  - Ischemic stroke (PRASTRO-I)
    - Phase 3 study comparing with clopidogrel ongoing
    - Study to be completed in FY2014

**Global**
- Focus on ACS-PCI patients with high risk of recurrence
  - Obtained recommendation for "class 1b" in treatment guidelines of US (AHA/ACCF/SCAI) and EU (ESC)
  - Approval in China (target: FY2013)

* ACS: Acute Coronary Syndrome
PCI: Percutaneous Coronary Intervention

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**Primary Efficacy Endpoint**
(MACE at 24 weeks)

- **Clopidogrel**
  - Cumulative Incidence of MACE (%)
  - Hazard ratio, 0.77
  - 95%CI, 0.56-1.07

- **Prasugrel**
  - Cumulative Incidence of MACE (%)
  - RRR = 23%

Based on Full Analysis Set
Risk reduction: 1-HR (Hazard ratio)
Gain a competitive edge as a once daily FXa inhibitor with superior efficacy and safety profile

Target Schedule

- **AF**: Atrial Fibrillation
- **VTE**: Venus Thrombo Embolism

<table>
<thead>
<tr>
<th>Region</th>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPN/US/EU</td>
<td>FY2014</td>
<td>Approval-launch</td>
</tr>
<tr>
<td>Asia/LTAM</td>
<td>From FY2015</td>
<td>Approval-launch</td>
</tr>
<tr>
<td>US/EU</td>
<td>FY2014</td>
<td>Approval-launch</td>
</tr>
<tr>
<td>JPN</td>
<td>FY2015</td>
<td>Approval-launch</td>
</tr>
<tr>
<td>Asia/LTAM</td>
<td>From FY2015</td>
<td>Approval-launch</td>
</tr>
</tbody>
</table>

Expand business in emerging countries through Ranbaxy

AF: Atrial Fibrillation  
VTE: Venus Thrombo Embolism

R&D Strategy

Competitive pipelines, continuous and rapid generation of innovative pharmaceuticals

- **Initiatives for innovation advancement**
  - Focus on first-in-class projects
  - Explore venture model opportunities for development
    - Asubio, U3 Pharma, Plexxikon
    - Venture Science Laboratory (new)
  - Open innovation: ToNeDS
  - Enhance biologics R&D/manufacturing capabilities

- **R&D management with clear targets**
  - Achieve ≥ 2 new major indication launches for NME*/BS**/S-LCM*** per year
  - Bring 4 major indications to late development stage for NME/BS/S-LCM per year
  - Initiate 9 Phase 1 projects per year

☆ Achieve at NME*/BS**/S-LCM***

- **NME**: New medical entity including new biologics
- **BS**: Biosimilars
- **S-LCM**: Significant life-cycle-management project

* "new medical entity including new biologics"  
** "biosimilars"  
*** "significant life-cycle-management project"
Pipelines: Target for Approval/Launch

Projects to be approved/launched

<table>
<thead>
<tr>
<th></th>
<th>FY2013</th>
<th>FY2014</th>
<th>FY2015</th>
<th>FY2016</th>
<th>FY2017</th>
<th>FY2018~*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Japan</td>
<td>Denosumab</td>
<td>Osteoporosis</td>
<td>Denosumab</td>
<td>Osteoporosis</td>
<td>Denosumab</td>
<td>SC adj.</td>
</tr>
<tr>
<td></td>
<td>Edoxaban</td>
<td>AF</td>
<td>Edoxaban</td>
<td>VTE</td>
<td>Prasugrel</td>
<td>CVA</td>
</tr>
<tr>
<td></td>
<td>Prasugrel</td>
<td>CAD</td>
<td>Levofloxacin hi, other indications</td>
<td>Etenoscept SS</td>
<td>Denosumab</td>
<td>RA</td>
</tr>
<tr>
<td></td>
<td>Tivantinib</td>
<td>HCC</td>
<td>Tivantinib</td>
<td>HCC</td>
<td>U3-1287</td>
<td>DPNP</td>
</tr>
<tr>
<td></td>
<td>Plasugrel</td>
<td>VTE</td>
<td>Plasugrel</td>
<td>VTE</td>
<td>Tivantinib</td>
<td>HCC</td>
</tr>
<tr>
<td></td>
<td>Edoxaban</td>
<td>AF</td>
<td>Edoxaban</td>
<td>VTE</td>
<td>Tivantinib</td>
<td>HCC</td>
</tr>
<tr>
<td></td>
<td>Prasugrel</td>
<td>CAD(China)</td>
<td>Edoxaban</td>
<td>AF &amp; VTE (China LTAM etc.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DPNP: Diabetic Peripheral Neuropathic Pain
*Includes projects to be approved/launched before FY2018

Promising Projects Beyond FY2017

Invest in candidates to be growth drivers for the future

<table>
<thead>
<tr>
<th>Project</th>
<th>Stage</th>
<th>Indication</th>
<th>Product Profile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tivantinib</td>
<td>P3</td>
<td>Hepatocellular cancer, Colorectal cancer</td>
<td>• Met inhibitor/oral, • PFS improved statistically in Ph2, • Co-developed with ArQule</td>
</tr>
<tr>
<td>DS-5565</td>
<td>P2</td>
<td>Diabetic peripheral neuropathic pain</td>
<td>• α28 ligand/oral, • In-house compound</td>
</tr>
<tr>
<td>U3-1287</td>
<td>P2</td>
<td>Breast cancer, Non small cell lung cancer</td>
<td>• HER3 antibody/iv, • Originated by U3 Pharma</td>
</tr>
<tr>
<td>PLX-3397</td>
<td>P2</td>
<td>Cancer</td>
<td>• Kinase inhibitor for FMS, Kit and Flt3-ITD/oral, • Indications: AML, Glioblastoma, breast cancer, etc.</td>
</tr>
</tbody>
</table>
4. Ranbaxy

Global Business Strategy

**Sustainable growth with high quality and profitability**

**FRONT END**

- Grow as a leading company in India
- Maximize FTF opportunities
- Expand Branded Derma business in US
- Global expansion of Branded Products
- Further expand reach in emerging markets

**BACK END**

- Implement Consent Decree by USFDA; resolution of AIP*
- Establish organizational structure to support growth strategy

*AIP: Application Integrity Policy*
The Hybrid Business

Evolution of the hybrid business model

**FRONT END**
- Expand Daiichi Sankyo innovative products in emerging markets through Ranbaxy network
- Expand Ranbaxy's products through Daiichi Sankyo's network
- Secure revenue/income from DS's innovative products post LOE (e.g. through AGs)

**BACK END**
- Cost Effective manufacturing for DS
- Quality control in collaboration with Daiichi Sankyo
- Develop value-added differentiated products

Generate Differentiated Products (DP)

Generate and convey differentiated products by utilizing the technology and network of both companies
5. Regional Strategy

- To become No.1 company by sales with focus on innovative products and expanding market share
- Achieve long-term sustainable growth through lifecycle management and enhancing the product portfolio
- Expand Business through DSI, Luitpold and Ranbaxy, with each of them excelling in their respective areas
- Shift Olmesartan business from mono to combination product
- Grow Efient business; successfully launch Edoxaban
- Further expand business in India, East Europe, CIS and Africa etc.
- Expand the Olmesartan business, strengthen presence with Prasugrel and successful launch of edoxaban in China
- Maximize the Olmesartan business in ASCA countries and successfully launch Edoxaban
FY2017 Regional Sales Target (image)

Steady growth in developed markets
Substantial growth in emerging markets

FY2017 Sales Target
FY2012 ⇒ FY2017 Sales Growth CAGR

Japan: Innovative Business Growth Strategy

Key products for No.1 company in Japan

<table>
<thead>
<tr>
<th>Market Size</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>¥630 bn</td>
<td>CAGR 4%</td>
</tr>
<tr>
<td>¥40 bn</td>
<td>16%</td>
</tr>
<tr>
<td>¥100 bn</td>
<td>26%</td>
</tr>
<tr>
<td>¥100 bn</td>
<td>16%</td>
</tr>
<tr>
<td>¥640 bn</td>
<td>20%</td>
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<td>¥100 bn</td>
<td>26%</td>
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<tr>
<td>¥800 bn</td>
<td>20%</td>
</tr>
<tr>
<td>¥800 bn</td>
<td>20%</td>
</tr>
</tbody>
</table>

Top sales in ARB market with strong efficacy and sustainability backed by Japanese data
Top share in mono/combination therapy with the unique MOA of NMDA antagonist
Top share as the best-in-class PPI product cooperating with AstraZeneca
Gain market share as a new standard therapy of anti-platelet for Japanese patients in heart/brain area
Standard therapy in DVT-OS, Best-in-class drug in AF and VTE
Top share as the first anti-RANKL antibody in world cooperating with AstraZeneca
Expand market share as a new therapy with good efficacy and practicality
Establish strong position in diabetes area cooperating with Mitsubishi Tanabe

Source: © 2013 IMS Japan Ltd. IMS-JPM (MAT 2013.Feb)
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* Moving average data
** Total anti-thrombotic drug
Generic, Vaccine, and OTC Business in Japan

Pursue sales growth with increased profit contribution

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic Business</td>
<td>• Expand the premium generics* business</td>
</tr>
<tr>
<td></td>
<td>• Obtain top 3 market share for day-1 launch products</td>
</tr>
<tr>
<td></td>
<td>• Pursue low cost operations</td>
</tr>
<tr>
<td>Vaccine Business</td>
<td>• Establish Daichi Sankyo as a leading vaccine company</td>
</tr>
<tr>
<td></td>
<td>• Enhance the manufacturing/CMC structures and improve manufacturing efficiency</td>
</tr>
<tr>
<td></td>
<td>• Join national plan for human influenza pandemic</td>
</tr>
<tr>
<td>OTC Business</td>
<td>• Increase sales and improve P&amp;L structure</td>
</tr>
<tr>
<td></td>
<td>• Maximize the “Loxonin S” brand</td>
</tr>
<tr>
<td></td>
<td>• Expand skin care direct marketing business</td>
</tr>
</tbody>
</table>

* Value added generic products to enhance safety and patient compliance through formulation and packaging technologies in addition to trust and confidence for the DS corporate brand
Regional Strategy: US

Three independent businesses to address diverse needs
Growth through flexible operations

- **DSI**
  - Cover the LOE of Olmesartan and Welchol as much as possible with Edoxaban
  - Maximize potential in Effient ACS-PCI business
  - Inorganically enhance product offerings and development pipeline

- **Luitpold**
  - Maintain leadership in the injectable iron segment with Injectafer launch in FY2013
  - Expand multisource business after commissioning new Pharma-Force manufacturing facility

- **Ranbaxy**
  - Successfully monetize FTFs and DS's authorized generics
  - Expand branded business in dermatology

Regional Strategy: India

Maintain higher growth rate than Indian pharmaceutical market

**RANBAXY**

- Gain market share with strengthened MRs
- Maintain the market leader position in Anti-infectives
- Increased contribution from chronic therapies by enhancing product portfolio
- Strengthen and further expand the OTC business
- Develop and launch value added differentiated products (DP)
- Enter the biosimilars market
- Increase marketing competitiveness and improve profitability
6. Transition to a Low-cost Operating Framework

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<th>Theme</th>
<th>Mid-term Strategy</th>
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| Establish organizational structure to address diverse needs in each region | - Optimize organizational structures in every region  
- Streamline support functions  
- Substantially reduce SG&A expenses (approx. 10% reduction) |
| Establish global supply chain system for continuous cost reduction | - Cost reduction in Olmesartan and edoxaban API through collaboration with Ranbaxy  
- Establish global procurement platform to benefit from scale  
- Reorganization of API manufacturing facilities in Japan  
- Overall reduction Target: Over 30 bn yen (cumulative) |
| Strengthen revenue management | - Strengthen revenue management at business-unit/regional/product level  
- Strengthen cash flow management |
7. CSR

**Further enhance global CSR activity**
**Contribute to healthier lives across the world**

- **Contribution to orphan disease treatment and global health**
  - Disseminate ITB therapy
  - Launch a novel Malaria drug, Synriam™ in Africa
  - Develop treatment for Duchenne Muscular Dystrophy

- **Social contribution to improve medical access**
  - Provide mobile medical services in rural areas of India, Cameroon and Tanzania

- **Social responsibility for sustainable society**
  - Join The UN Global Compact
  - Implement CSR activities according to Group Corporate Conduct Charter
8. Corporate Vision

The Daiichi Sankyo Group 5 Years from Now

Succeeding in a Rapidly Changing Global Market

Global Pharma Innovator
Addressing Global Diverse Medical Needs
Accompanied With Sustainable Growth Capability
Each numerical value regarding the future prospect in this material is derived from our judgment and assumptions based on the currently available information and may include risk and uncertainty. For this reason, the actual performance data, etc. may differ from the prospective value.