Daiichi Sankyo's Value Creation Process

Daiichi Sankyo receives a wide range of requests from society for responding to unmet medical needs,*1 providing a stable supply of top-quality pharmaceutical products, improving access to pharmaceuticals,*2 and environment, social, and governance (ESG) activities, all of which contribute to the Sustainable Development Goals (SDGs). We work on efforts to enhance our long-term corporate value, as well as initiatives to realize a sustainable society, through leveraging various capitals (i.e., financial, manufactured, intellectual, human, social and relationship, and natural capital).

The basis of our value creation is our sustainability initiative, which includes to contribute to the enrichment of quality of life around the world through the creation of innovative pharmaceuticals, and through the provision of pharmaceuticals addressing diverse medical needs, while taking advantage of

our strengths in Science & Technology, Global Organization & Talent, and Presence in Japan, as well as to address social and environmental issues. For the materiality of these activities (high-priority issues), we have identified materiality issues related to: (i) business including creation of innovative pharmaceuticals; and (ii) our business foundations, such as governance and environmental management. By continuing this cycle of our value creation process, we will sustainably improve our corporate value, and we will provide the values in a well-balanced manner to our stakeholders and society, including patients, their families, healthcare professionals, our shareholders and investors, business partners, employees, local communities and natural environment.

*1 Medical needs for effective treatment and drugs yet to be developed *2 Pharmaceuticals needed by patients being delivered sufficiently and consistently

Diverse Value Provided to To contribute to the enrichment of quality of life around the Investment Our Mission P11 Requirements Stakeholders and world through the creation of innovative pharmaceuticals. capital of Society Society and through the provision of pharmaceuticals addressing diverse medical needs. Patients and Their Families and Healthcare Professionals Daiichi Sankyo Group's Value Chain and Materiality on Innovative medicine changing SOC* Financial capital Strenaths Improving patients' quality of life Responding to **Business** unmet medica Providing a stable supply of topneeds quality pharmaceutical products Research & P13 Sales & Marketing Improving community-based **Development** Providing the highest quality medical Manufactured Supply Chain information capital Creating Innovative * SOC (Standard of Care): Universally applied best treatment practice in today's medical Pharmaceuticals **Pharmaceutical Medical Affairs Technology** -0--0-1 Shareholders and Investors Providing a Stable and sustainable returns to Providing a Stable Supply stable supply of top-quality Intellectual shareholders Providing transparent IR information of Top-Quality **Quality & Safety** capital Constructive communication oharmaceutical **Pharmaceutical** products **Products Business Partners** \$2 Fair and free competition Appropriate transactions Strength Strength Strength Providing Responsible procurement Human capital the Highest **Quality Medical Employees** Global Information Science & **Presence** Promoting diversity **Organization &** Organizing comfortable work **Technology** in Japan Improving **Talent** Providing opportunities for developing Improving Access access to P17 Social and to Healthcare narmaceutical relationship capital **Local Communities** Contributing to the local community **Materiality on Business** through social participation **Foundations Natural Environment** Promoting Corporate Governance Promoting the Success and Promoting Addressing climate change Compliance Aimed at Fulfilling Our **Development of a Diverse** Natural capital Environmental Conserving biodiversity Management Range of Human Resources Mission Management Who Can Produce Competitive **ESG** activities Advantages to other requests value through the value creation cycle Sustainable improvement of corporate

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