

# ESG (Environmental, Social, and Governance) Data

## Environmental

### Promoting Environmental Management

Aspect	Classification	Item	Scope*1	Unit	FY2017	FY2018	FY2019	
CO <sub>2</sub>	CO <sub>2</sub> emissions		In Japan	t-CO <sub>2</sub>	169,664	159,406	152,486	
			Global	t-CO <sub>2</sub>	228,557	214,643	207,035	
	CO <sub>2</sub> emissions by Green-house Gas Protocol	Scope 1	In Japan	t-CO <sub>2</sub>	84,283	79,505	78,597	
			Global	t-CO <sub>2</sub>	108,106	100,503	100,411	
		Scope 2	In Japan	t-CO <sub>2</sub>	85,382	79,901	73,889	
			Global	t-CO <sub>2</sub>	120,451	114,140	106,624	
Water resources	Water used		In Japan	1,000m <sup>3</sup>	10,311	9,867	8,894	
			Global	1,000m <sup>3</sup>	10,828	10,393	9,356	
	Wastewater		In Japan	1,000m <sup>3</sup>	9,856	9,476	8,797	
			Global	1,000m <sup>3</sup>	10,283	9,809	9,111	
	Effective water usage volume*2		Global	1,000m <sup>3</sup>	544	584	245	
Waste	Waste generated		In Japan	t	14,682	14,684	17,371	
			Global	t	16,747	17,044	19,315	
	Final disposal rate		In Japan		%	0.43	0.51	0.29
					Amount of office paper consumed	In Japan	Million sheets	53.60

Information with this mark is assured by KPMG AZSA Sustainability Co., Ltd.

## Social

### Promoting Compliance Management

Aspect	Classification	Item	Scope*1	Unit	FY2017	FY2018	FY2019	
Compliance	Training on Daiichi Sankyo Group Individual Conduct Principles	Number of employees participating in e-learning and group training	In Japan	Persons	—	9,248	9,070	
			Outside Japan	Persons	—	Approx. 6,100	Approx. 3,140	
	Compliance training based on Corporate Integrity Agreement*3 in the United States		In Japan	Persons	147	170	220	
			Outside Japan	Persons	2,074	1,837	1,936	
	GVP*4 compliance training	Ratio of GVP-related employees undergoing training	Non-consolidated		%	100	100	100
					Ratio of all employees (excluding GVP-related employees) undergoing training	Non-consolidated	Persons	5,562
Development-related training (including GCP)	Aggregate number of e-learning programs and group training sessions	Non-consolidated	Times	93	86	92		

### Compliance Data for FY2019 (Global)

- Number of allegations received: 222
- Categories of allegations: Financial and competitive integrity, Workplace standards, Marketing and promotional activities, Conflicts of interest, Other
- Measures: Out of all allegations received, we appropriately investigated cases that we determined as requiring investigation. For cases that were recognized as compliance violations among them, we took necessary disciplinary action including dismissing the violators.

Note: The results included in this information for FY2019 were calculated by each DS affiliate based on the individual criteria, as impacted by regional differences in laws, employment practices, and local policies & procedures. Accordingly, this information has been aggregated and the discrepancies impact the overall meaning and categorization of the figures.



The Company updates its corporate website with other ESG data.

<https://www.daiichisankyo.com/sustainability/performance-reports/esg/>

## Mutual Growth of Employees and the Company

Aspect	Classification	Item	Scope*1	Unit	FY2017	FY2018	FY2019	
Employees	Number of employees by region*5		In Japan	Persons	8,765	8,865	8,754	
			Outside Japan	Persons	5,681	6,022	6,594	
			Global	Persons	14,446	14,887	15,348	
	Employee data*5	Number of male employees		In Japan	Persons	6,663	6,695	6,608
				Outside Japan	Persons	2,888	3,076	3,232
		Number of female employees		In Japan	Persons	2,102	2,170	2,146
Outside Japan				Persons	2,793	2,946	3,362	
Average years of service	In Japan	Male	Years	19.9	20.1	20.4		
		Female	Years	15.8	15.5	15.2		
		All	Years	18.9	19.0	19.1		
Diversity*5	Percentage of female employees		In Japan	%	24.0	24.5	24.5	
			Global	%	33.9	34.4	35.9	
	Percentage of women in managerial positions		In Japan	%	6.0	6.5	7.3	
			Global	%	21.3	22.5	25.3	
	Percentage of women in senior managerial positions*6		In Japan	%	—	2.1	1.7	
			Global	%	—	22.5	22.8	
Employment rate of people with physical or mental disabilities	In Japan		%	2.45	2.43	2.33		
Human resources development	Number of company-wide award winners*7	In Japan		Persons	41	44	60	
				Employee turnover rate*8	Global	%	6.0	6.0

Information with this mark is assured by KPMG AZSA Sustainability Co., Ltd.

## Enhancement of Communication with Stakeholders

Aspect	Classification	Item	Scope*1	Unit	FY2017	FY2018	FY2019
Patients and medical professionals	Evaluation of corporate stance and MR activities	MRs rated (all responding physicians)*9	In Japan	Rank	First	First	First
		MRs rated (hospital doctors)*9	In Japan	Rank	First	First	First
		MRs rated (private-practice physicians)*9	In Japan	Rank	First	First	First
	Number of inquiries our Medical Information Center received from outside the Company (pharmaceutical products)	In Japan	1,000 cases	101	89	90	
Shareholders	Dividends per share	Interim	Non-consolidated	Yen	35	35	35
		Year-end	Non-consolidated	Yen	35	35	35
		Total	Non-consolidated	Yen	70	70	70

## Improvement of Access to Healthcare

Aspect	Classification	Item	Scope	Unit	FY2017	FY2018	FY2019
Social	Number of mobile healthcare field clinics	Number of activities (January-December)	In Tanzania/Myanmar	Times	521	1,090	28
			In Japan	Cases	5	4	4

## Social Contribution Activities

Aspect	Classification	Item	Scope*1	Unit	FY2017	FY2018	FY2019
Social	Amount of contributions		Non-consolidated	Millions of yen	1,671	1,532	1,396
			In Japan	Persons	1,100	849	667
			Non-consolidated	Persons	22,137	24,362	20,568
Employees	Acquisition of volunteer leave		In Japan	Persons	18	17	16

## Governance

Aspect	Classification	Item	Scope	Unit	FY2017	FY2018	FY2019
Governance	Structure of Board of Directors	Number of directors	Non-consolidated	Persons	9	9	9
		Number of outside directors	Non-consolidated	Persons	4	4	4
		Number of female directors	Non-consolidated	Persons	0	1	1
	Structure of Audit & Supervisory Board	Number of Audit & Supervisory Board members	Non-consolidated	Persons	5	5	5
		Number of Outside Audit & Supervisory Board members	Non-consolidated	Persons	3	3	3
		Number of Outside Audit & Supervisory Board members (female)	Non-consolidated	Persons	2	2	2
	Remuneration of Directors	Total	Non-consolidated	Millions of yen	609	650	683
	Remuneration of Audit & Supervisory Board members	Total	Non-consolidated	Millions of yen	117	120	120

\*1 In Japan: Daiichi Sankyo (non-consolidated) and consolidated subsidiaries in Japan. Outside Japan: consolidated overseas subsidiaries. Global: Daiichi Sankyo (non-consolidated) and all its consolidated subsidiaries.

\*2 Water intake-Water waste

\*3 Corporate Integrity Agreement: An agreement regarding legal compliance

\*4 Good Vigilance Practice: Standard for post-marketing safety control of pharmaceuticals

\*5 Number of employees as of the settlement date of each Group company (as of March 31, 2020 for FY2019). However, employees accepted from outside the Group to the Group are excluded. Figures for the average years of service are current as of April 1 of the following fiscal year.

\*6 Percentage of women who are in positions equivalent to division heads or higher positions

\*7 Total number of employees who received prize from culture-building and achievement awards

\*8 Rate of employees retiring for personal reasons

\*9 Conducted by ANTERIO Inc. (FY2017-FY2019)

\*10 Global Health Innovative Technology Fund