

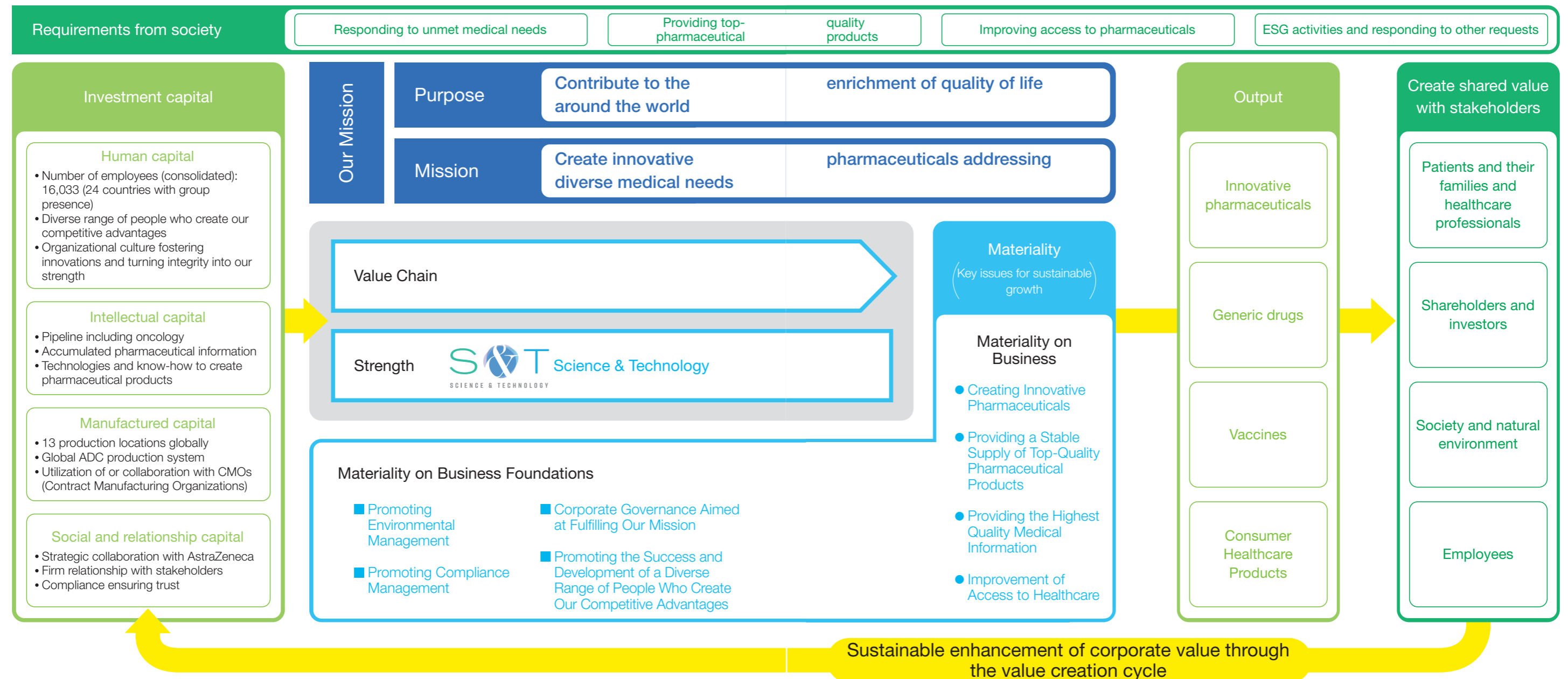
Business Model Underpinned by Our Strength in Science & Technology



The Daiichi Sankyo Group responds to a wide range of requirements from society, including responding to unmet medical needs and improving access to pharmaceuticals. In response to the diverse needs of society, we provide patients and other stakeholders as well as the society with social and economic value through our innovative pharmaceuticals, generic drugs, vaccines, and consumer healthcare products by leveraging various resources we have built up over the years. Such resources include diverse and competitive human capital, intellectual capital such as our pipeline, technologies and know-how, technologically sophisticated manufactured capital that enables the supply of advanced and top-quality pharmaceuticals, and social and relationship capital such as good relationships with business partners and trust from society. At the same time, we gain these values through our value chain and reinvest them as

capital to create another value, which will further enhance our value creation capabilities. We aim to achieve sustainable development together with society by continuing this cycle of our value creation process, and sustainably improve our corporate value.

Our greatest strength underlying this value creation process is "Science & Technology," which we have built up since our founding. With the aim of contributing to the enrichment of quality of life around the world, we have developed business models leveraging our Science & Technology and have identified key issues for sustainable growth as Materiality. In the following sections, we will examine how our strength in Science & Technology is established and introduce how to create value through our efforts around Materiality.



Four Businesses Responding to Diverse Medical Needs

