

## **Create Shared Value with our** Stakeholders to Realize Sustainable **Value Creation**

As a global pharmaceutical company, the Daiichi Sankyo Group is uniquely positioned to address diverse social needs, including unmet medical needs. We endeavor to meet such needs throughout our entire value chain, by investing our human and intellectual capital, and by leveraging our excellence in Science & Technology—the source of our competitive advantages. We provide patients and other stakeholders

with social and economic value through pharmaceuticals that meet various medical needs, through reductions in our environmental footprint, and through the activities of our diverse range of people. Creating value with our stakeholders allows us to build a sustainable cycle of value creation, through which we aim to continually enhance our corporate value and contribute to the sustainable growth of society.

Requirements from Society Materiality Output **Co-creation with Stakeholders Investment Capital** Patients Human capital Our Mission Reform standard of care Unmet medical needs Purpose Number of employees (consolidated): 16,458 • Improve Quality of Life (footprint in 26 countries/regions 6 Contribute to the enrichment of quality of life around the world) around the world Diverse range of people who create our **Pharmaceuticals** Current 5-year Business Plan Targets competitive advantages To contribute to patients through a patient Materiality on Business Mission **Responding to Diverse**  Corporate culture that enables a diverse range of people to be highly engaged • Creating Innovative Pharmaceuticals **Medical Needs** Create innovative pharmaceuticals addressing Improved access to Providing a Stable Supply of Top-Quality diverse medical needs pharmaceuticals Pharmaceutical Products Innovative pharmaceuticals Providing the Highest Quality Medical Shareholders and investors Intellectual capital Generic pharmaceuticals Value Chain **Vaccines** · Enhance corporate value · Improving Access to Healthcare Oncology and other pipelines Consumer healthcare products • Improve total shareholder return Technologies and know-how for Current 5-year Business Plan Targets discovering and delivering new drugs To achieve a proper balance between growth Global environmenta Accumulated pharmaceutical investments and shareholder returns (DOE\*: 8% or more) Research and information \* DOE stands for "dividend on equity," and is calculated by Development To the same Society and the Manufactured capital Corporate management natural environment SNT Supply Chain with the high ethical Value Deliver **Reducing Environmental** standards as a life · Respond to climate change 12 production sites globally science company Respond to emerging and re-emerging **Footprint**  Utilization of our collaboration with CMOs (Contract Manufacturing Carbon neutrality Organizations) Current 5-year Business Plan Targets To reduce the environmental footprint of our entire **Materiality on Business Foundations** N. value chain, and to respond to pandemic risks Work environments • Promoting Environmental Management where a diverse range Safety Management Reliability and Quality • Promoting Compliance Management of people can maximize Assurance • Corporate Governance Aimed at Fulfilling Our their potential **Employees** Social and relationship capital · Promoting the Success and Development of To encourage the mutual continuous a Diverse Range of People Who Create Our Firm relationship with stakeholders Competitive Advantages growth of both our employees and our **Diverse Range of People** · Compliance ensuring trust Higher percentage of female employees ESG initiatives, and other requirements To implement Core Behaviors with the aim of

Sustainable enhancement of corporate

value through the value creation cycle

fostering One DS Culture