Business Model Driven by Human and Intellectual Capital

Human and intellectual capital are the driving forces behind the evolution of the business models of the Daiichi Sankyo Group, leveraging studies that exemplify the importance of maximizing both types of capital.

Science & Technology for sustainable value creation. This section describes our fundamental approach, as well as the themes and case

Enhance Financial and

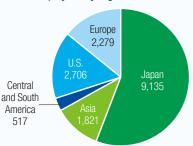
non-Financial Value

Human Capital

- Number of employees (consolidated): 16,458 (26 countries/regions with group presence)
- Diverse range of people who create our competitive advantage
- Corporate culture that enables diverse range of people to be highly engaged

Number of employees (consolidated): 16,458

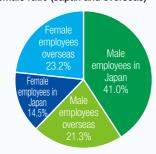
No. of employees by region



No. of new employees worldwide in FY2021

Total no. of new employees:	1,611
Male:	769
Female:	842

Male-female ratio (Japan and overseas)



Inclusion & Diversity

Percentage of female employees in managerial positions
Japan: 8.4%
Global:
Percentage of female in senior managerial employees
Percentage of female in senior managerial employees Japan:4.4%

Achieve our current

5-year Business Plan

Promoting the Success and Development of a Diverse Range of People Who Create Our Competitive Advantages ▶ ₽. 35

Strategic human resources portfolio

 Acquire and internally train talent in line with our current 5-year business plan, to realize our 2030 Vision

Diversity

- Increase percentage of female employees; increase percentage of female in managerial employees; and increase percentage of non-Japanese employees
- Strengthen LGBTQ initiatives

Engagement

- Maintain high global engagement scores
- Hold frequent CEO Town Hall Meetings

Corporate culture that encourages new challenges and promotes growth

- Hiring talent through internal recruitment
- Develop talent through personal growth reports and feedback interviews

Promotion of work-life balance

- Expansion of work styles unrestricted by place or time
- Penetration of work styles that take into account cultural differences and time differences between countries/regions

Basic Approach to Human Capital

- People are the foundation of our business activities. Acquiring diverse talent and effective HR management are major sources of competitiveness in global business.
- "People" are the most important "asset" of the Daiichi Sankyo Group.
 We consider it is essential to respect the differences of each and every employee based on our "HR Management Philosophy." We aim to achieve mutual continuous growth of employees and Group companies by promoting and developing talent in each part of the value chain.

Creating Innovative Pharmaceuticals

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Establish our unique ADC technology platform

- Expand oncology assets by applying our unique ADC technologies (DXd-ADC, next-generation ADCs, etc.)
- Utilizing know-how acquired through the leading DXd-ADC assets for subsequent assets

Expand diverse assets and pipeline by applying new modalities

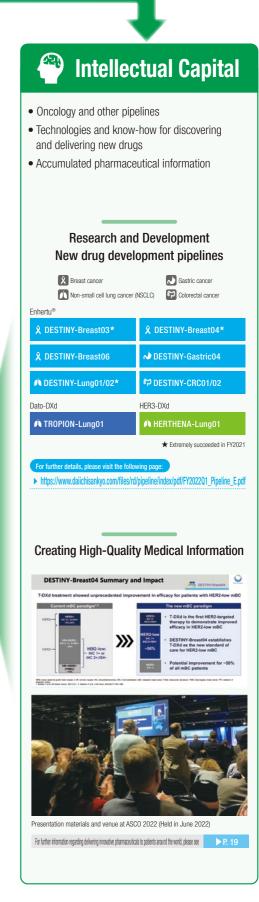
- Advance multi-modalities (ADCs, CAR-T, oncolytic virus therapies, nucleic acid medicines, mRNA vaccines, etc.)
- Strengthen translational research platforms, to support our multimodality drug discovery

Deepen Science & Technology by integrating core technologies in both small molecules and biopharmaceutical drug discoveries

 Enhance capabilities in drug discovery technologies platforms with high-competitive advantages (advanced medicinal chemistry, such as computational science and Al drug discovery, protein engineering, and drug evaluation)

Basic Approach to Intellectual Capital

- High level of scientific assessment capabilities and core technologies rooted in craftspersonship capable of refining our drug candidates
- Organic collaborations linked by science among the researchers who support the strength of our research platforms, the know-how that drives our clinical development, and the ability to accomplish clinical development



Daiichi Sankyo Group Value Report 2022

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