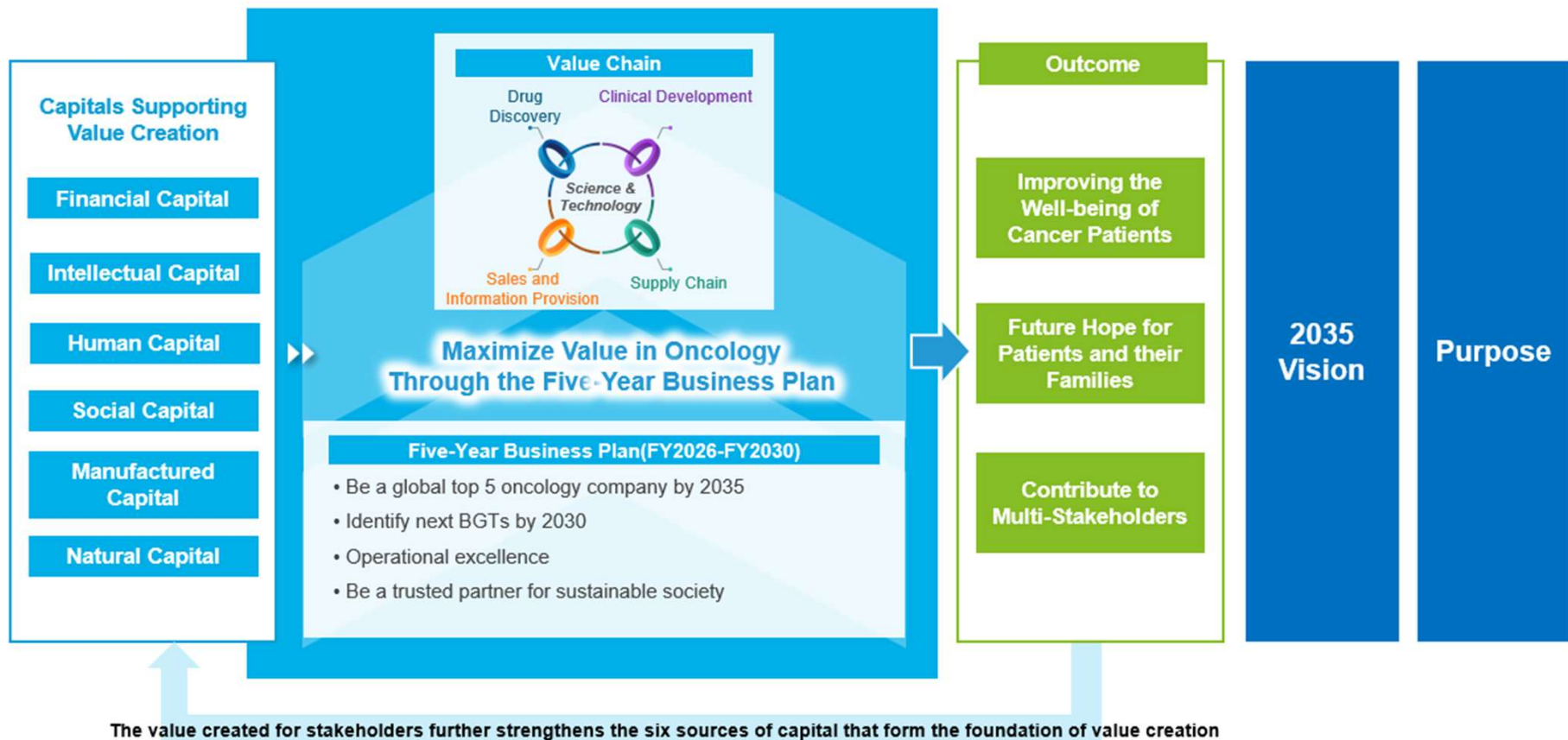


Value Creation Cycle

The Group has structured the value to be created through the 5-Year Business Plan (FY2026-FY2030) into three social value outcomes. The Group has also established indicators to measure progress toward each outcome. Using these metrics, the Group aims to visualize the social value outcomes created through its business.



Outcome Indicators

Outcome	Stakeholder	Indicator	FY2030 Targets	FY2025 results
Improving the well-being of cancer patients	Patients and their Families	Patient QOL-related indicator* ¹	-	To be disclosed from FY2026
		Extension of patient life* ²	-	
		Number of patients treated with Daiichi Sankyo products* ³	-	
Future hope of patients and their family	Healthcare Professionals	Obtain Clinical Proof of Concept* ⁴ of Breakthrough Generating Technologies (BGT)	Obtain Clinical POC of BGT	
Contribute to multi-stakeholders	Shareholders and Investors	5-Year Business Plan (FY2026-2030) Financial KPIs For more information, please click here	Achieve the Financial KPIs under the 5-Year Business Plan (FY2026-2030)	Achieved All Financial Targets under the 5-Year Business Plan (FY2021-2025)
	Employees	“patient centricity” score in Global Engagement Survey	Comparable to global benchmark score	75
		“Engagement” score in Global Engagement Survey	Improve or maintain scores vs FY2025	77
		“Growth” score in Global Engagement Survey		77
		Successor fulfillment rate for identified critical roles* ⁵	85%	-
	Social Business Partners	Significant compliance violations * ⁶	0	0
		Significant legal or regulatory violations on human rights	0	0
	Natural Environment	Scope1+2* ⁷ CO ₂ emission reduction	63% (vs FY2015)	48.5%(vs FY2015) * ⁸
		Renewable electricity rate	100%	79.7%
		Ratio of supplier with 1.5°C target	70.6%	58.5%
		Build a data collection/disclosure system for substances of concern/very high concern	Build a data collection/disclosure system and disclose the information	-

*¹ Calculated by aggregating QALY (Quality-Adjusted Life Year) improvement scores based on results from multiple published clinical trials.

*² Calculated by aggregating the number of days by which survival was extended, based on results from multiple published clinical trials.

*³ Number of patients treated following the launch of 5DXd ADCs

*⁴ Proof of Concept : Demonstration, using appropriate endpoints, that an investigational drug in development produces an actual therapeutic effect in patients.

*⁵ Critical roles will be identified by FY2027, with monitoring planned to begin in and after FY2028.

*⁶ Compliance violations that cause significant negative impacts on the financial, legal, and/or public relations and/or require external disclosure by the DS Group under applicable laws and regulations

*⁷ Scope1: Direct emissions from the reporting company's factories, offices, vehicles, Combustion of fuels etc. Scope2: Indirect energy-derived emissions from electric power and other energy consumed by the reporting company

*⁸ Subject to third-party assurance