

# We aim for remarkable growth as a truly global company by steadily achieving the targets of the current 5-year business plan to realize our 2030 Vision



**Hiroyuki Okuzawa**

Representative Director  
President and COO



**Please tell us about your current state of mind and aspirations upon assuming the position of President and COO, as well as your experience and accomplishments to date.**

I am very excited to take on the important responsibility of serving as President and COO of Daiichi Sankyo, a company built upon so many people's hearts and minds, and to work with Dr. Manabe, Executive Chairperson and CEO, to manage the Company from April 1, 2023. Daiichi Sankyo Group has raised its revenue expectation from ¥1.6 trillion to ¥2 trillion for FY2025, the final fiscal year of the current 5-year business plan, in light of the rapid growth of the oncology business, which we entered in earnest by launching *Enhertu*<sup>®</sup> in FY2020. Furthermore, I place high expectations on the ADCs that are under development. I find it extremely rewarding to be appointed President at this juncture, and we will make a concerted effort to achieve the targets of the current 5-year business plan and realize our 2030 Vision.

I joined Sankyo Company, Limited in 1986 and was subsequently involved in the negotiation of the business integration between Daiichi Pharmaceutical and Sankyo. I also worked on the acquisition of India-based Ranbaxy as well as the work that followed that acquisition and as the head of the Asia and Latin America region I focused on strengthening our business operations in China. I was also in charge of corporate strategy, human resources, and served as CFO. My favorite quote from Mahatma Gandhi, which I learned when I was in charge of the India business, is "Live as if you were to die tomorrow. Learn as if you were to live forever."

I believe that my specialty is in providing "coaching leadership." Rather than giving out answers, I am a leader who supports employees by helping them come up with their own answers through dialogue. I would like to lead the Group by leveraging this specialty to fully harness the inherent strengths



and potential of our employees. In addition, I will continue to actively engage with our stakeholders and manage the Company together as a team.

**Please tell us about what you would like to focus on to ensure the sustainable growth of the Group, based on your view of the current challenges and status of initiatives.**

We are actively strengthening our global business by expanding oncology business, which is driving new growth, and we are becoming known as a Global Pharma Innovator with Competitive Advantage in Oncology with the growth of *Enhertu*. We are attracting talent from within the pharmaceutical industry, both in Japan and outside of Japan, thanks to our superior products, rich R&D pipeline and unique culture. I saw this as an excellent opportunity to strengthen our global business structure, and began to develop a shared global human resource (HR) framework that would enable our talented employees, including those from outside of Japan, to utilize their expertise, sustain motivation and achieve results. To this end, we have initiated a global project team that collaborates across different units, local subsidiaries and workplaces, and will proceed with establishing a globally unified target performance management process, global job grading, and HR information system, while benchmarking the systems of mega-pharmaceutical companies in Europe and the US.

We are also working to globalize our corporate functions. In April 2023, we shifted to the structure in which a global head linking each function to each region leads the corporate functions in Japan, the US, and Europe. Personnel for high-level positions in each corporate function will be assigned without regard to age or nationality through a highly transparent selection process.

Furthermore, as we globalize our HR system, we will renew our ERP (Enterprise Resources Planning) system and complete "Project 4D (Daiichi Sankyo Data-Driven Decision Making)" to implement data-driven management that will enable prompt and accurate decision making on a global scale.

What is important is to enhance our strengths in Science & Technology with our human resources, core technologies and corporate culture as we expand our value chain globally in order to pursue Daiichi Sankyo's distinct characteristics. We will

continue spreading the One DS Culture and be a company where employees want to continue to work. I would like to carry on the senior management's exceptionally strong trust in the R&D organization, which has been present in every generation of our company to date.

▶ For more information on globalization initiatives, please refer to P21

**Please tell us about the Group's growth strategy and initiatives aimed at achieving the goals of the current 5-year business plan, with a focus on the particularly important initiatives to take on in the current fiscal year.**

● **Maximize 3ADCs**

First and foremost, our most important theme is to maximize 3ADCs, and I would like to make FY2023 a year to help healthcare professionals and patients around the world better understand and experience the value provided by *Enhertu* by expanding the indications and the marketed countries and regions. For *Dato-DXd* and *HER3-DXd*, we will execute their respective development plans under a global structure with strong functional collaboration.

*Enhertu* is expanding at a faster pace than originally planned thanks to the approval for new indications such as for the second-line treatment of HER2 positive metastatic breast cancer and HER2 low metastatic breast cancer (post-chemotherapy treatment). We need to make a firm commitment to ensure a stable supply of the product. For patients who need our products, including *Enhertu*, we will improve the accuracy of our demand forecasting and efficiently and gradually expand our supply capacity and personnel in line with product potential.

In addition, with a view to 2030 and beyond, we will constantly update and optimize our development plans and flexibly reallocate resources. I believe that now is the perfect time to create a sustainable growth cycle for the next 15 to 20 years, and we will use the cash flow generated by *Enhertu* to reinvest in R&D and capital investment for new ADCs to achieve exponential growth.

● **Profit growth for current business and products**

Although the oncology business is growing rapidly thanks to *Enhertu*, the current growth of the Group is fundamentally supported by existing businesses and products, including the anticoagulant *Lixiana*® and the pain treatment *Tarlige*®. We will ensure further profit growth in these existing businesses and products. In particular, the product value of *Lixiana* has improved with the addition of new dosage and administration, and we will strive to further expand our market share in each market. In addition, we will take on the challenge of expanding the number of countries and regions where our cholesterol-lowering treatment *Nilemdo*®/*Nustendi*® is available in Europe, increasing sales of our iron injection business in the US, and growing our business in China and other ASCA countries and regions, while also continuing to enhance transformation into a profit structure focused on patented drugs that are advancing steadily.

● **Identify and build pillars for further growth**

It is important to make effective investments in subsequent ADC products as well as to develop growth strategies in disease areas where there are no effective treatments, such as rare diseases, or where existing therapeutic drugs are not sufficiently effective, in order to ensure future sustainable growth. Looking ahead to 2030 and beyond, we will fully leverage our strengths in Science & Technology and continue making investments to continually produce pharmaceuticals that will fulfill new modalities and unmet medical needs. With the progress in the development of *DS-7300* (anti-B7-H3 ADC) and *DS-6000* (anti-CDH6 ADC), which are DXd-ADCs featuring the same linker and drug as *Enhertu* and are expected to be the next growth driver following 3ADCs, we advanced from our previous R&D strategy, "3ADCs and Alpha" to "5DXd-ADCs and Next Wave." In addition, we are also making progress in selecting post DXd-ADC modalities, including 2nd generation/new-concept ADCs.

**Finally, please tell us your thoughts on creating shared value with the Group's stakeholders.**

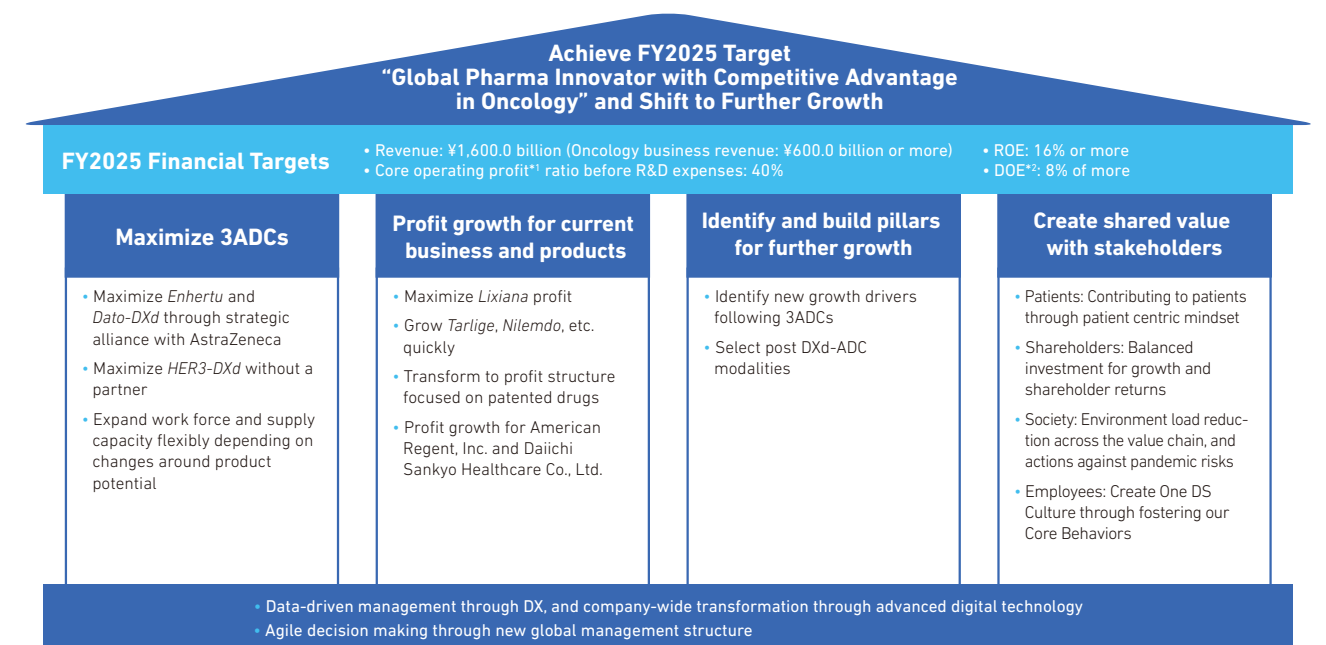
In addition to patients and their families, who are the most important stakeholders of the Group, we are working on creating shared value with our shareholders/investors, society, and employees as a pillar of our current 5-year business plan to promote ESG management, while also ensuring alignment with our Purpose.

Last year, we invited a person who had returned to their work after overcoming cancer treatment to our in-house lecture in order to foster a patient centric mindset among our



employees. After hearing the guest saying, "I want to live as long as possible, because I believe that a better treatment will be discovered in the process," I reaffirmed the fact that we are creating hope, while also further strengthening our commitment to our Purpose of "Contribute to the enrichment of quality of life around the world."

I tell our employees that I want them to find the overlap between the Group's Purpose and their own personal purpose and vision. Furthermore, shareholders and investors who agree with our Purpose and support us with a long-term perspective will always be essential to the Group as we create innovative pharmaceuticals, and I sincerely hope that they will continue to support our initiatives to enhance our corporate value. Finally, we would like to continue our efforts to become a company that is recognized as an indispensable presence in society.



\*1 Excluding temporary income and expenses (gains/losses related to sales of fixed assets etc.) from operating income  
 \*2 DOE: Dividend on Equity = Total dividend amount / Equity attributable to owners of the company