

# 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

> Work where a diverse range of people can maximize their potential

Unmet medica

Improved access to harmaceuticals

Corporate management with high ethica standards as a life science company

Global issues

**ESG** initiatives and other requirements

# Input

Number of global employees: 17,435 Janan: 9 263 North America: 3 062 Europe: 2,554, Asia, and Central and South America: 2,556 Number of new employees (global): 2.351

**!!!** Human capital

Training/development investments: 2.5 billion yen (FY2022)

### Intellectual capital

- Technologies and know-how for discovering and delivering new drugs
- Accumulated pharmaceutical information
- Research and development investments: 336.7 billion yen (FY2022)

## **A** Manufactured capital

- 13 production sites globally Utilization of our collaboration with CMOs
- (Contract Manufacturing Organizations)
  Capital investments: 103.6 billion yen including CMO investments (FY2022)

### in Social and relationship capital

- Footprint in 26 countries/regions around the Firm relationship with stakeholders
- Ensuring trust through compliance

### **★★** Natural capital

- Total energy used: 680,723MWh
- Water consumed: 8,261,000 m<sup>3</sup> (FY2022)

## ■ Financial capital

- Equity capital (total equity): 1.4459 trillion yen (as of March 31, 2023)

  Borrowed capital (total liabilities): 1.0630
- trillion yen (as of March 31, 2023)

## **Our Mission**

Purpose Contribute to the enrichment of quality of

MISSION Create innovative pharmaceuticals address-

2030 Vision Innovative Global Healthcare Company Con-

Mid-term strategy (FY2021 to FY2025)

Clinical

Our greatest strength Science & Technology

**Foundations** 

Maximize 3ADCs

**Value Chain** 

Profit growth for current business and products

**Materiality on Business** 

• Promoting Environmental Management

Core Value /

• Promoting Compliance Management

· Identify and build pillars for further growth

life around the world

ing diverse medical needs

Create shared value with stakeholders

tributing to the Sustainable Development of Society

## Materiality on Business

- · Creating Innovative Pharma-
- Providing a Stable Supply of Top-Quality Pharmaceutical Products
- · Providing the Highest Quality Medical Information
- · Improving Access to Healthcare
- Corporate Governance Aimed at Fulfilling Our Mission
- Promoting the Success and Development of a Diverse Range of People Who Create Our Competitive Advantages

Core Behavior



Output

## **Pharmaceuticals** Responding to **Diverse Medical** Needs

Innovative pharmaceuticals Generic pharmaceuticals

Consumer healthcare products



Reducing **Environmental Footprint** 

(Carbon neutrality)



**Diverse Range** of People

Value Created for Stakeholders



## Patients

 Reform standard of care Improve Quality of Life

- Expand Enhertu® indications as well as launched
- Achieve early launch and expansion of indica-
- Create pharmaceutical information in line with



# Shareholders and

 Enhance corporate value Improve total shareholder return

• Achieve DOE\* exceeding the cost of equity

\* DOE: Dividend on Equity = Total dividend amount /



### Society and the natural environment

- Respond to climate change
- •Respond to emerging and

### Example Outcomes

- Decrease CO<sub>2</sub> emissions
- · Decrease water consumption

## **Employees**

•Encourage the mutual continuous growth of both our employees and our Group

- Diverse range of people who create our compet-
- Improve engagement

Sustainable enhancement of

corporate value through the value creation cycle

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