

Human Capital

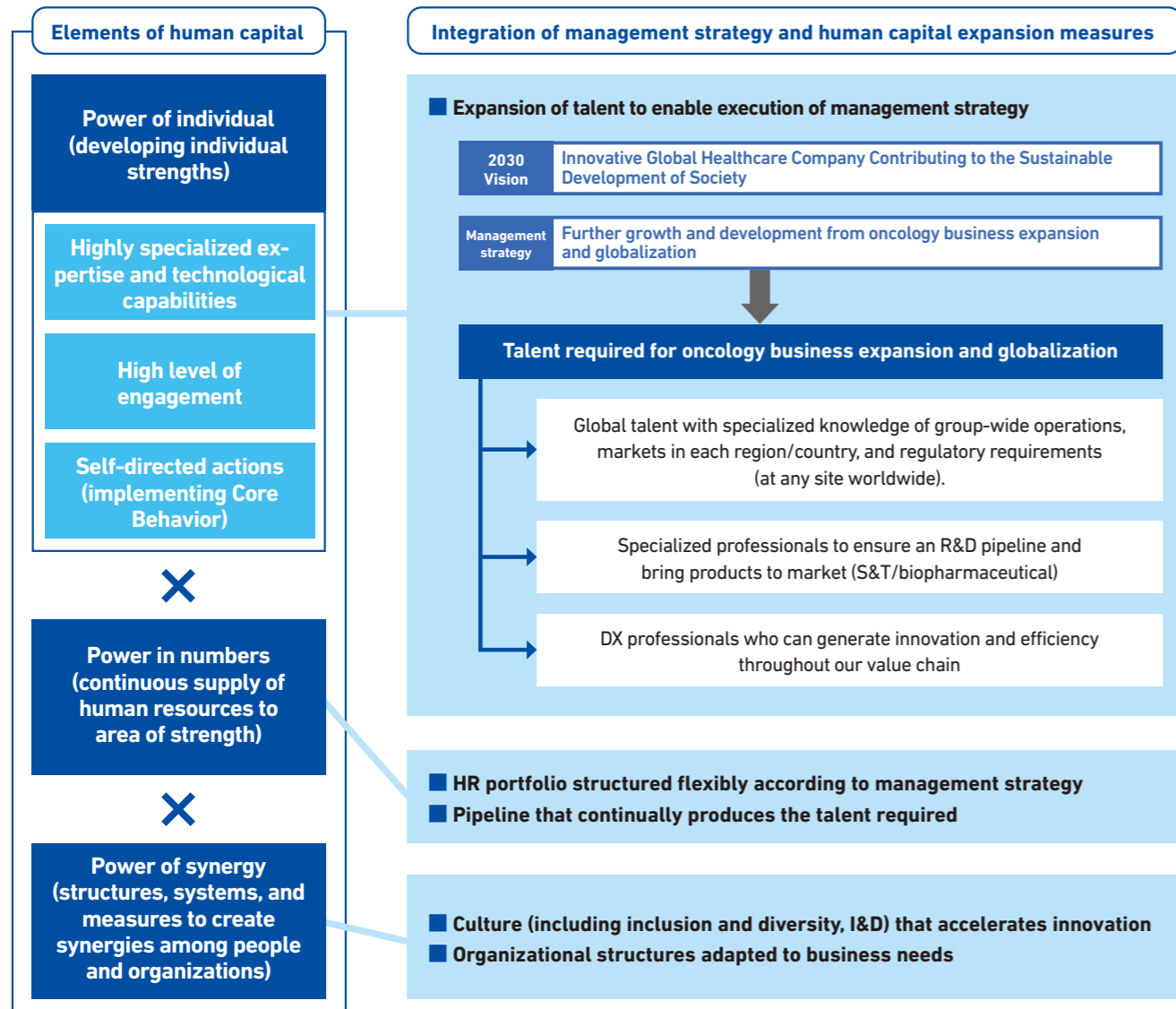
— the most important capital in Daiichi Sankyo Group's value creation model

The human capital of the Daiichi Sankyo Group is the driving force behind the evolution of our business model that leverages Science and Technology (S&T) for sustainable value creation. Here, we discuss how the Group's human capital management makes the best use of human resources (HR) initiatives to enhance the value of human capital and the viability of our management strategy.

Our view of human capital

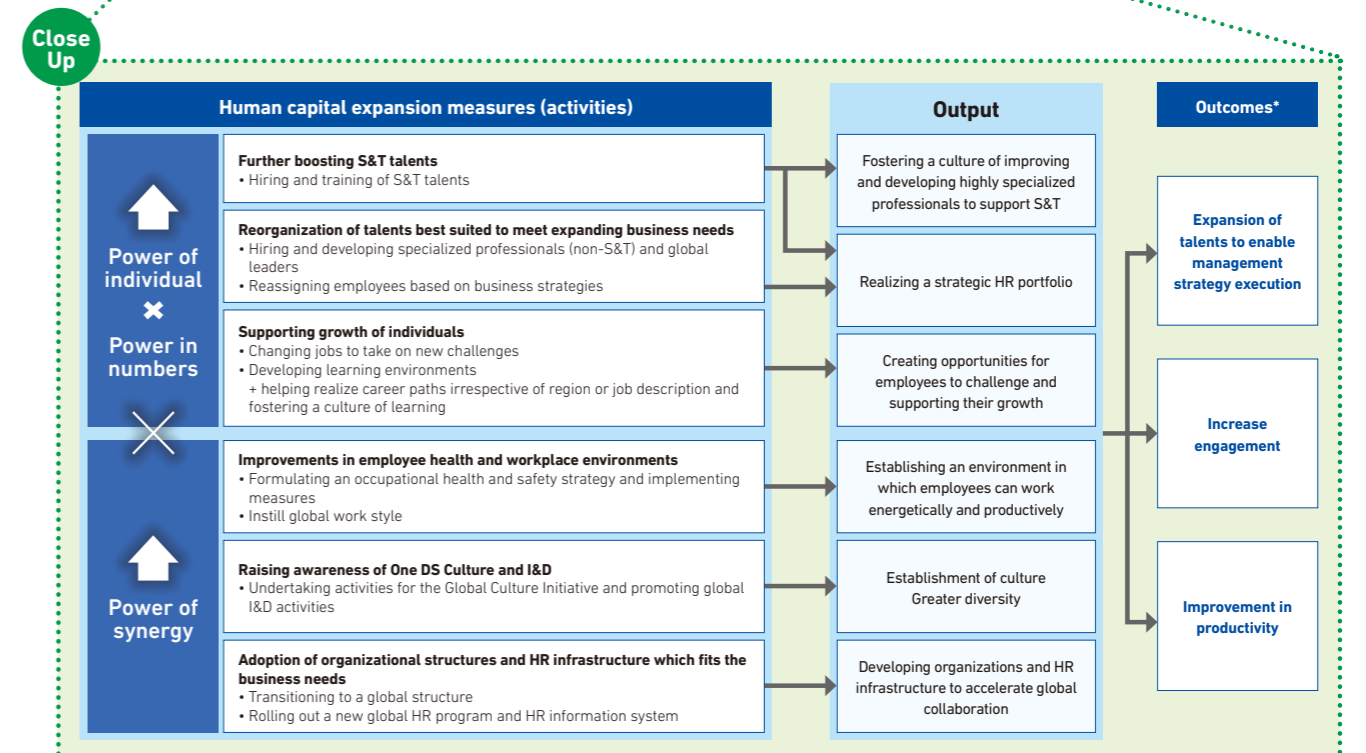
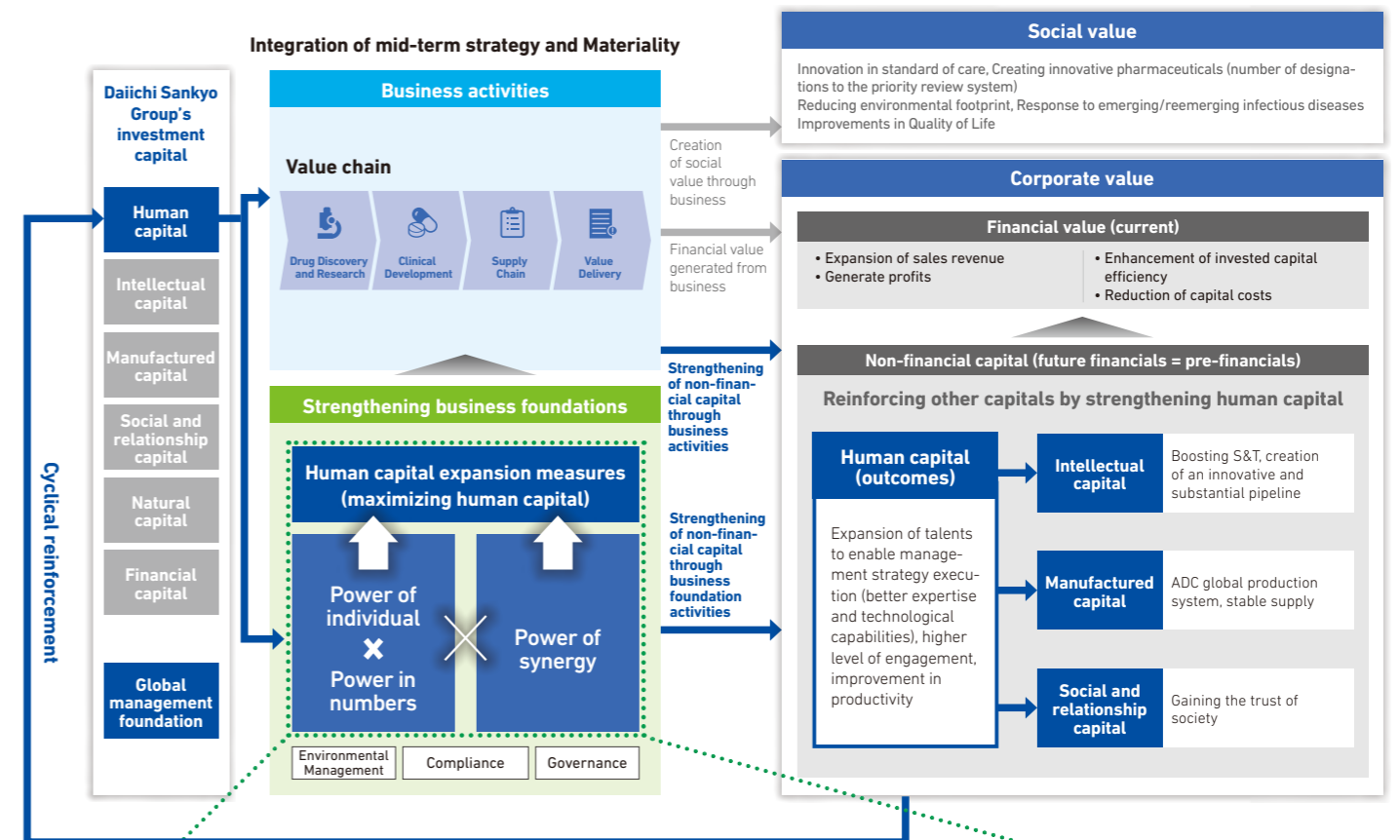
We position "our people" as the most important asset. We respect the differences of each employee and aim to achieve mutually sustainable growth in both employees and the Company by encouraging and developing talents in all areas of the value chain. All of our business activities are supported by employees and we believe that for the global expansion of our business, acquiring diverse talent and implementing effective HR management are the sources of

our competitiveness. We define human capital as a combination of three elements: (1) the power of the individual, who is constantly growing; (2) the continuous supply of human resources to areas to be strengthened, structured in line with strategies; and (3) the structures, systems, and measures to synergize individuals and organization.



Cycle of human capital management

To realize sustained value creation and growth, our human capital management is based on a series of management cycles wherein human capital is maximized and business foundations are strengthened so that the Company's capital can be invested into business activities.



* The human capital outcomes contribute to the augmentation of other non-financial capitals. Financial value is created as a result of corporate activities that make use of those capitals.