Human Capital

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

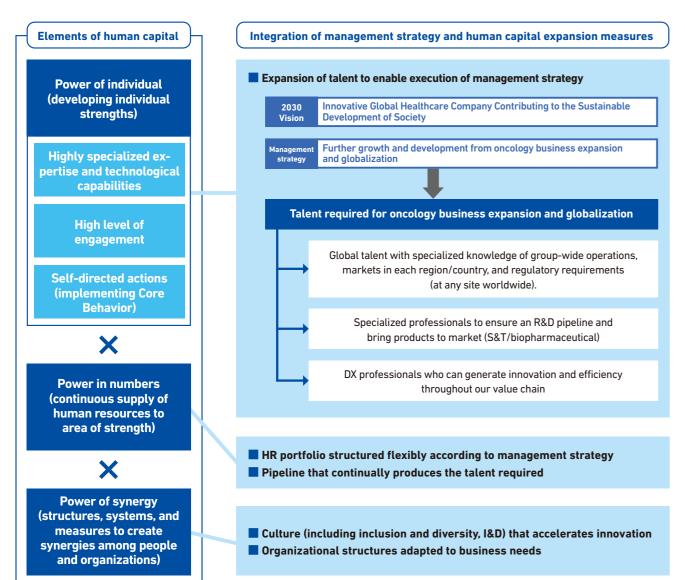
The human capital of the Daiichi Sankyo Group is the driving force behind the evolution of our business model that leverages Science and Technology (S&T) for sustainable value creation. Here, we discuss how the Group's human capital management makes the best use of human resources (HR) initiatives to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

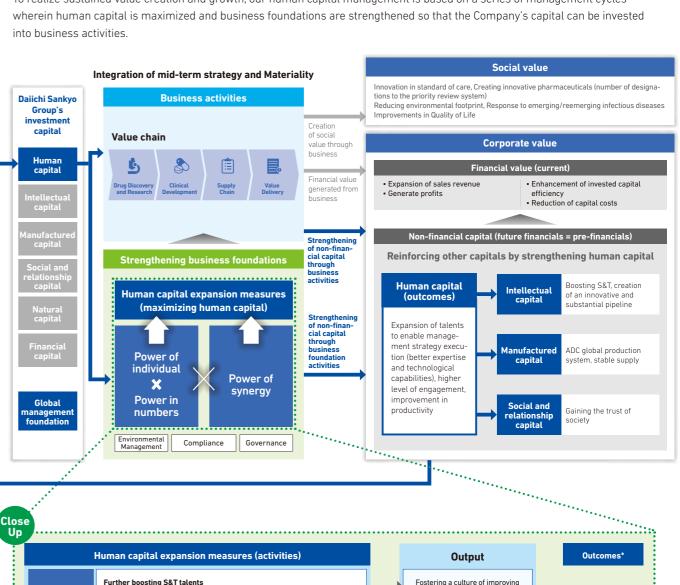
We define human capital as a combination of three elements: (1) the power of the individual, who is constantly growing; (2) the continuous supply of human resources to areas to be strengthened, structured in line with strategies; and (3) the structures, systems, and measures to synergize individuals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



Cycle of human capital management

Cyclical

To realize sustained value creation and growth, our human capital management is based on a series of management cycles into business activities.



Hiring and training of S&T talents

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Power of

individua

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Power in

numbers

1

Power of

synergy

Reorganization of talents best suited to meet expanding business needs Hiring and developing specialized professionals (non-S&T) and global leaders Reassigning employees based on business strategies

Supporting growth of individuals Changing jobs to take on new challenges Developing learning environments helping realize career paths irrespective of region or job description and fostering a culture of learning

mprovements in employee health and workplace environments Formulating an occupational health and safety strategy and implementing measures Instill global work style

Raising awareness of One DS Culture and I&D

ertaking activities for the Global Culture Initiative and promoting global I&D activities

Adoption of organizational structures and HR infrastructure which fits the business needs ransitioning to a global structure Rolling out a new global HR program and HR information system

* 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.

