

Here we introduce how we create shared value with patients, business partners, and employees all while respecting the Earth and our global environment. "Creating Shared Value with Stakeholders," is one of the strategic pillars of our current 5-year business plan (FY2021-FY2025).

► For more information on creating shared value with shareholders and investors, see P45

MESSAGE



Head of Global Corporate Strategy  
Takashi Fukuoka

To continue realizing our Purpose to "contribute to the enrichment of quality of life around the world," we must promote ESG management from a long-term perspective. In doing so, we believe it is extremely important to build mutual trust with patients and a variety of other stakeholders.

The Daiichi Sankyo Group views stakeholder expectations as a sustainability issue, and we are committed to integrating this into our corporate strategy and working on it as part of our business activities.

These include promoting patient centricity, driving toward carbon neutrality, fostering our One DS Culture, and leveraging Daiichi Sankyo's strengths. We must understand and fulfill the expectations and needs of our diverse and valued stakeholders - patients, shareholders, investors, society, and employees. We ensure their values and perspectives are woven into our own value chain - transcending organizational boundaries. We will continue to work together with our stakeholders to build a sustainable society through constructive dialogue and further pursuing innovation and overcoming new challenges.



Patient Advocacy

The Group has always put the patient at the center of all of its activities and is continually building on our patient centric initiatives.

The primary goal of Daiichi Sankyo Global Medical Affairs function is to accelerate scientific understanding to improve patients' lives. We work to close existing evidence gaps with information that healthcare providers and payers require, to help them make optimal treatment decisions with their patients. Global Oncology Medical Affairs (GOMA), which sits within the Oncology Business Unit (OBU), develops medical strategies for the collection and dissemination of data and scientific evidence through support for, and execution of, clinical research, observational studies, meta-analyses<sup>\*1</sup>, investigator-initiated clinical trials<sup>\*2</sup>, and expanded access programs, with a vision to be trusted partners contributing to Daiichi Sankyo being recognized as a leader in the treatment of cancer.

The advent of patient-focused drug development (PFDD), a systematic approach to help ensure that patients' experiences, perspectives, needs and priorities are captured and meaningfully incorporated into drug development and evaluation, has underscored the priority of engaging "the voice of the patient" in therapy development. We firmly embrace the patient advocate philosophy "Nothing about us without us." The Daiichi Sankyo Global Patient Advocacy team, which sits within GOMA, has established strong partnerships with advocacy organizations to further deepen our understanding of patients' lived experiences and needs, including their unmet needs. Topics of great importance to the patient community include access to innovative medicines, better understanding of the treatment landscape, how medicines are sequenced in the patient's treatment plans, how side effects can be managed better for a better survivorship experience, the importance of biomarker testing especially with targeted medicines, and how diverse populations are included in clinical trials. Patient feedback and insights directly inform both development of clinical trials and bringing our approved drugs to

market, so that our medicines and services truly add value to the lives of patients living with cancer, giving them more hope for the future to improve their lives. It also allows researchers to proactively inform, educate and explain the requirements of the studies and overarching needs of the research program in language and approaches relevant for patients. The Patient Advocacy team also creates opportunities for all Daiichi Sankyo employees to maintain and strengthen their patient centric mindset by bringing patient and caregiver stories to the Daiichi Sankyo organization. These activities include featured patient speakers at employee events, volunteer activities for employees to support an advocacy organization. Further, GOMA and the Patient Advocacy team explain highly scientific information in lay language so that patients and their caregivers can educate themselves and have more informed discussions with their providers.

<sup>\*1</sup> Method for integrating and analyzing test information collected in a comprehensive manner.  
<sup>\*2</sup> Studies conducted mainly by physicians with the aim of establishing the best method or better combination of drugs from the drugs, treatments and diagnostic methods approved by the Ministry of Health, Labour and Welfare to date.



To connect more closely with patients, the OBU created and disseminated to all employees a set of cards\*, each describing an actual patient's experience and story. Employees are encouraged to select a card and carry it with them throughout the day as a remind of why we do what we do.  
<sup>\*</sup> All individuals featured on our Journey cards are real patients who agreed to share their stories with us.



We welcomed a patient to our booth in order to reinforce our dedication to patients at the 2023 ASCO (American Society of Clinical Oncology) Meeting.

For more information on the patient centricity, please click here

[https://www.daiichisankyo.com/sustainability/our\\_approach/patient\\_centricity/](https://www.daiichisankyo.com/sustainability/our_approach/patient_centricity/)

COMPASS (Compassion for Patients Strategy)

COMPASS was launched in 2014 as a cross-functional activity of the R&D Division in Japan, and we have provided hospital training programs involving our employees and exchanges with patients with the aim of promoting patient-oriented drug discovery. From FY2022, we expanded the scope of activities to include the entire Daiichi Sankyo Group. We launched the "Healthcare Café" together with Takeda Pharmaceutical Company Limited, Santen Pharmaceutical Co., Ltd., and Kyowa Kirin Co., Ltd., and organize

events to hear directly from patients. Through these activities, employees have gained a wealth of insight on the perspectives of patients and the medical practice. We will be contributing to the realization of "life with a smile" for people all over the world across the entire value chain.

For more information on a dialogue event with patients "Healthcare Café," please click here.

[https://www.daiichisankyo.com/our\\_stories/detail/index\\_4348.html](https://www.daiichisankyo.com/our_stories/detail/index_4348.html)

PFDD (Patient-Focused Drug Development)

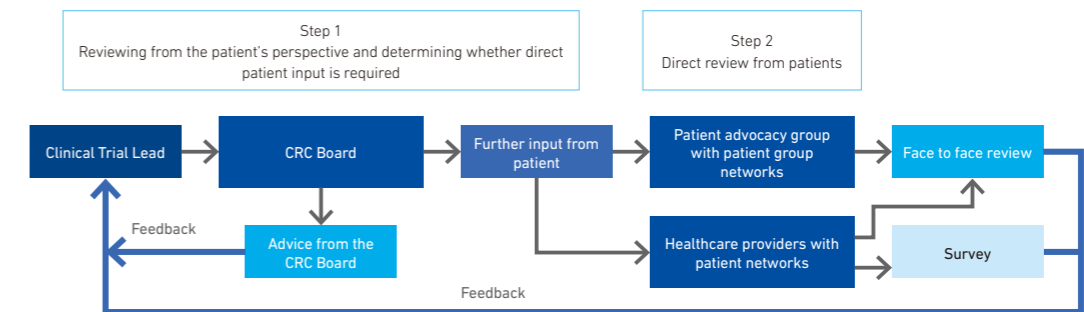
In order to create maximum value for pharmaceuticals, clinical trials should be developed with a clear understanding of how patients experience their disease and what are patients looking for in a new therapy. Conducting high-quality clinical trials not only reduces the burden on patients and therefore supports enrollment so that we can seek to shorten the time between discovery and drug approval.

PFDD is an activity that promotes drug development and builds trust among the patient community by specifically incorporating the experiences, perspectives, needs, and priorities of patients into the process from drafting drug development concepts to submitting applications for approval including planning and conducting clinical trials. We created the PFDD Framework unique to Daiichi Sankyo in Japan that enables the timely exchange and sharing of opinions through alliances with a patient advocacy groups, healthcare providers with patient networks, and the Clinical Research Coordinators (CRC) Board<sup>\*3</sup>.

This framework enables us to incorporate a wide range of patient feedback into clinical trial processes, including the informed consent forms, the clinical trial protocol, Thank You Letter<sup>\*4</sup>, and Plain Language Summaries<sup>\*5</sup> of clinical trial results. In addition, we will collaborate to actively disseminate information at external seminars, academic conferences, and industry associations and help create an environment where patients can actively communicate and provide their opinions to the pharmaceutical industry and other stakeholders, thereby contributing to better medical care.

<sup>\*3</sup> A committee composed of clinical research coordinators reviews patient materials, such as consent documents, to ensure they are patient-friendly and address questions we understand patients have.  
<sup>\*4</sup> Providing letters to clinical trial participants thanking them for their participation and providing information on a website where they can see the results of the clinical trial they participated in.  
<sup>\*5</sup> Documents and websites designed to provide information on clinical trial information and results to the participants, their families, and the general public using easy-to-understand language.

PFDD Framework



VOICE



Development Function,  
Development Strategy &  
Planning Group  
Ryoichi Tanaka

Although we have just gotten started, we will continue to build on our PFDD initiatives. All of reviews from clinical research coordinators and patients participating in the PFDD framework were precise, and we have received a lot of insights. However, there are many areas for improvement, such as the fact that we have only been able to conduct a very limited number of trials and there are few examples of reviews of newly created clinical trial-related materials. Going forward, we will make this PFDD approach a global standard through collaborations in Japan as well as overseas.



## Creating shared value with business partners

### Sustainable procurement initiatives

We conduct a sustainable procurement survey of major business partners in Japan and overseas once every three years, and engage in interactive communication with selected business partners based on the results of the survey. In addition, we apply the knowledge gained from dialogue with our business partners into planning external awareness-raising activities for proactive sustainability throughout the supply chain.

Going forward, we will regularly conduct external awareness-raising activities to further promote the sustainability activities of our business partners, and will aim to create a sustainable society by further enhancing each other's sustainability activities.

▶ For more information about the sustainable procurement survey, please refer to P73

### Business partner management

When a risk is detected during continuous monitoring of our business partners, depending on the severity of the risk, we will conduct interviews with our business partners. Through these interactions, we encourage our business partners to improve and mitigate ESG risks, including those related to corruption, data protection, human rights, and the environment. In addition, we expect our business partners to have a deep understanding of sustainability, including our Business Partner Code of

Conduct (BPCC).

Looking ahead, we will establish more optimal business partner selection criteria, methods, and processes, and plan to strengthen collaboration with our business partners.

▶ For more information on the Business Partner Code of Conduct, please refer to P73



## Creating shared value for the environment

### Medicine packet recycling program

In October 2022, Daiichi Sankyo Healthcare and TerraCycle Japan, in cooperation with Yokohama City, launched the pilot program of Medicine Packet Recycling Program, Japan's first\*6 consumer participation program to collect and recycle medicine blister packs (PTP sheets\*7).

In this program, participants drop off their empty medicine blister packs in boxes located at collection points. The collected blister packs are separated into plastic and aluminum, each of which is recycled into a new resource.

Because blister packs are the most efficient and safest way to deliver many medicines to patients, they are likely to remain the best standard packaging for many pharmaceuticals. In addition, usage is expected to grow as the population ages. We are proud that our program aims to raise awareness among consumers that medicine packs are a recyclable resource, and to establish a system for recycling them.

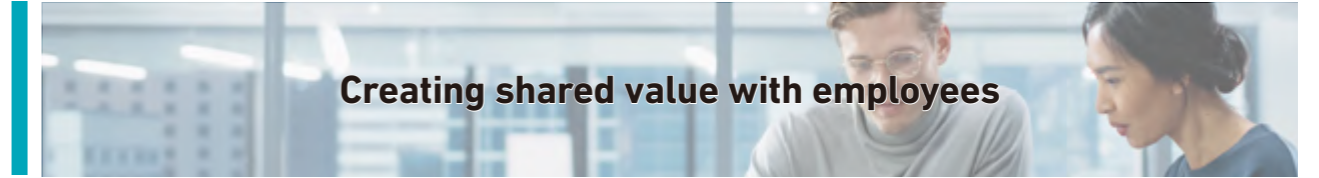
In April 2023, about halfway through the pilot program, we had

already substantially exceeded our initial collection volume target, so we raised our new target to 500,000 packs, or five times the initial target, and doubled the number of collection sites to 60 locations, and will continue to advance our initiatives.

\*6 Consumer participation recycling program (as of October 20, 2022, according to Terracycle Japan).

\*7 The Press Through Package (PTP) sheet is a method of packaging drugs, in which a tablet or capsule is placed between plastic and aluminum.

▶ For more information about environmental initiatives, please refer to P69



## Creating shared value with employees

### Global Culture Initiative

To realize our 2030 Vision of becoming an "Innovative Global Healthcare Company Contributing to the Sustainable Development of Society," we need to become a truly global organization.

Our Global Culture Initiative (GCI) aims to foster the One DS Culture across corporate culture that is essential for thinking, acting, creating energy and engagement, and operating globally and contributing more broadly to patients and society at large.

At the center of our One DS Culture are our three Core Behaviors.

Through these efforts, we will build relationships with each other that enable employees across the Group globally to cooperate with each other based on trust. Trust will allow us to share not only successes but also failures without hesitation, thereby enhancing employee growth and engagement. This culture will

be a competitive advantage in our efforts to creating innovative pharmaceuticals the benefit of people around the world. Although there are challenges such as language and time zone differences, we will encourage the mutual continuous growth of both our employees and our Group through creating shared value with employees in order to truly embed this culture into the organization.



### Core Behavior

#### Be Inclusive & Embrace Diversity

We value people for who they are as individuals, and welcome diverse perspectives in our work, which enables us to achieve more as Daiichi Sankyo

#### Collaborate & Trust

We treat each other with respect and build trust through transparency and willingness to listen, which enables us to collaborate simply and productively

#### Develop & Grow

We learn, experiment, and take initiative, which enables us to grow together every day and strengthen Daiichi Sankyo's capability

### Examples of activities

#### Support of GCI activities by Culture Ambassadors

Culture Ambassadors are selected by the Global Leaders who are responsible for fostering the One DS Culture in their respective organization and promote the GCI activities as a team.

Culture Ambassadors implements activities that are highly convincing through measures arranged according to the employees' opinions and situations. In addition, by sharing issues, initiatives, and success stories of each organization, we are fostering a more effective and efficient One DS Culture globally.

To overcome challenges such as differences in understanding and execution of GCI among Culture Ambassadors, we will continue to foster the One DS Culture in FY2023 with a strong cooperation among Global Leaders, Culture Ambassadors, and the GCI Office.

#### Establishment of the Core Behavior Awards

In FY2022, we held the first Core Behavior Awards event globally. We nominated, selected, and awarded employees who embody Core Behaviors well, and three people were awarded for the year.

This initiative is aimed at encouraging employees to practice Core Behavior by not only boosting the motivation of award winners but also by disseminating model examples of Core Behavior practices to further foster the One DS Culture.

As we learned that there are differences in the penetration and implementation of Core Behavior among regions, we will work to boost our employees to naturally practice Core Behavior.