Environment

The Daiichi Sankyo Group promotes environmental management based on the understanding that environmental issues, such as global warming and extreme weather events, pose a threat to the development of a sustainable society and human health, while also being a risk factor that could affect our long-term business foundation, such as jeopardizing our ability to provide a stable supply of pharmaceuticals.

Promoting Environmental Management

We conduct business activities that contribute to the enrichment of quality of life by providing pharmaceutical products. However, we also understand that our activities can be a burden to the environment, and even cause environmental issues. What underlies our promotion of environmental management based on our Purpose is the belief that our activities necessary to provide pharmaceutical products must not unnecessarily contribute to environmental phenomenon that may threaten people’s health and daily lives. In the current 5-year business plan, we will contribute to the realization of a sustainable society by proactively implementing various initiatives to reduce environmental impact from R&D to sales across the value chain.

Progress on Key Materiality KPIs

We have set materiality targets for reduction of CO₂ emissions, renewable electricity utilization rate, waste plastic utilization rate, renewable electricity utilization rate, and air conditioners energy-efficiency. As set forth in RE100*4 as soon as possible. Furthermore, to achieve a renewable electricity utilization rate of 100% in FY2050, we will continue to further promote the use of renewable energy for electricity and improving the efficiency of energy-consuming equipment such as boilers and air conditioners.

*4 RE100 is a membership program of the International Renewable Energy Agency (IRENA) that promotes the procurement of 100% renewable energy, focused on businesses and organizations, and we will continue our initiatives to contribute to society and the environment by implementing various initiatives to reduce environmental impact.

Circular Economy

We believe that conserving biodiversity and sustainably using ecosystem services are important elements in carrying out our business. To raise awareness and promote understanding of employees, we offered an e-learning program in June 2023. In addition, we are strengthening environmental conservation activities in cooperation with suppliers and private organizations, promoting the procurement of raw materials with low environmental impact, and implementing social contribution measures that help conserve biodiversity.

Contributing to the Realization of a Decarbonized Society

We have set three long-term targets for 2050 to achieve a sustainable society: “carbon neutrality” to achieve decarbonized society, “100% recycling rate” to achieve a circular economy, and “minimization of environmental risks” to fulfill our duties as a society in harmony with nature, and are promoting environmental management throughout the value chain. As part of our efforts towards decarbonization, we completed construction of a new administration building at Daiichi Sankyo Chemical Pharma’s Onahama Plant in March 2023, which became the first building in the Group to receive the Nearly ZEB® certification under the Building-Housing Energy Efficiency Labeling System (BELS®). We aim to achieve a 78% reduction in energy consumption by effectively combining solar power generation with high-efficiency air conditioning, hot water supply, and lighting equipment. The solar power generation is expected to generate approximately 100,000 kWh of electricity annually, resulting in an estimated reduction of approximately 54 tons of CO₂ emission per year.

Following the Onahama Plant in Japan and the Shanghai Plant in China, we will promote initiatives to reduce CO₂ emissions with our business partners.

In order to reach our FY2030 targets and achieve carbon neutrality by 2050, we will continue to further promote the use of renewable energy for electricity and improving the efficiency of energy-consuming equipment such as boilers and air conditioners.

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In 2022, we participated in the 30by30 Alliance for Biodiversity launched by the Ministry of the Environment together with volunteer companies, local governments, and organizations, and we will continue our initiatives to contribute to the conservation of biodiversity.

Selected as ‘A List’ Companies in CDP Climate Change 2022 for Three Consecutive Years

The Daiichi Sankyo Group has been recognized by CDP**, an international environmental non-profit organization, for its leadership in transparency and performance in corporate sustainability related to climate change, receiving the highest rating of ‘A-List’ for three consecutive years. In addition, we have been participating in the CDP Supply Chain Program since FY2023 to achieve the engagement targets set with our business partners as part of our Materiality KPI for environmental management. Through this program, we work to reduce greenhouse gas emissions through our supply chain and promote decarbonization by collaborating with our suppliers.

Initiatives for Biodiversity

In December 2022, the COP15 of the Convention on Biological Diversity was held in Montreal, Canada, where the 30by30 target aiming to conserve at least 30% of both land and ocean by 2030 was adopted. In addition, companies are now expected to assess the impact of their business on biodiversity and promote information disclosure. As the loss of nature leads to a resource risk to companies, while companies burden biodiversity and nature through their business activities, biodiversity conservation initiatives can be seen as a key management priority. In its Basic Environmental Management Policy and Medium-Term Environmental Management Policy, our Group clearly states that it will conduct its business activities with consideration in biodiversity and ecosystem services. Based on these policies, we have formulated the Basic Biodiversity Principles and Action Guidelines.

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Sustainability Activities

TCFD Disclosures

The Daiichi Sankyo Group has been disclosing information in line with the TCFD® disclosure framework, including governance and scenario analysis results, since 2020. We will further reinforce or governance and business strategy with respect to climate change by promoting information disclosure in response to the revisions that were made into the TCFD recommendations in October 2021.

Governance

We established the EHS Management Committee in an effort to protect the environment and ensure the health and safety of employees and to operate and promote management in an integrated manner. The committee is chaired by the Chief Executive Officer of EHS Management and comprises the Heads and Presidents of relevant divisions, including Directors, and the Presidents of Group companies. It meets twice a year to discuss and report on policies, target setting, and activities related to global EHS management, and it reports on the content of its deliberations and reporting to the Board of Directors, which supervises the committee's activities. In FY2022, the committee discussed setting new Scope 3 targets, the use of renewable energy, and internal carbon pricing.

Risk management

The EHS Management Committee plays an important role in determining the risks and opportunities presented by climate change to our business, assessing and managing the financial impact, and enhancing our resilience. We strive to identify and address risks that may require changing our business activities, such as those related to climate change and water-related risks, and to develop strategies for risk management.

Strategy

As the impact of various environmental factors increases, we will need to realize a sustainable society if we are to continue our corporate activities. Particularly for pharmaceuticals, which are life-related products, disruption of the supply chain due to worsening weather-related disasters and a decline in the supply capacity of pharmaceuticals are major risks, both from business and social perspectives. Accordingly, we believe it is important to reduce the environmental impact of our business and promote decarbonization, while working together with our business partners to promote decarbonization throughout our supply chain to achieve carbon neutrality and reduce our physical impact.

Scenario analysis

Our cross-departmental task team, which we formed in FY2021, considered risks and opportunities for our business beyond 2030. The team uses net-zero scenarios published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC) to identify both transition and physical risks and opportunities for the entire value chain, and the risks and opportunities identified in 2020 are further reinforced or integrated into our overall risk management. In FY2022, the committee discussed setting new Scope 3 targets, the use of renewable energy, and internal carbon pricing.

Results of scenario analysis

While we recognize that the direct impact of transition risks on our business activities will be limited, our supply chain may be impacted by future increases in costs such as carbon taxes and transition measures. As for physical risks, there are concerns that intensifying weather disasters may affect stable supply. Based on the results of this analysis, we will address transition risks by avoiding carbon taxes and other burdens to cut costs and create business opportunities through the effective use of renewable energy, introduction of decarbonization technology, and collaboration with business partners, in addition to our ongoing energy conservation measures. With regard to physical risks, we will strengthen our BCP, including flood countermeasures, implement preventive measures to enhance supply chain stability, ensure diversification, support alternative measures to avoid damage to the Group, and aim to significantly increase corporate value. The EHS Management Committee and the Board of Directors will manage the progress of important risk measures that were assessed and identified in the scenario analysis for the entire Group.

<table>
<thead>
<tr>
<th>Indicators and Targets</th>
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<tbody>
<tr>
<td><strong>CO₂ emissions</strong> (Scope 1 + Scope 2)</td>
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<tr>
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<tr>
<td><strong>Business partner engagement (Scope 3, Cat. 1)</strong></td>
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<tr>
<td><strong>Renewable energy utilization rate</strong></td>
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For more information as FY2022 results, please refer to FY21.
Sustainable Procurement

To realize our 2030 Vision to become an “innovative global healthcare company contributing to the sustainable development of society”, we promote sustainable procurement activities with the aim of contributing to a better society, environment, and economic development.

Business Partner Code of Conduct

In today’s world, companies are required to address global social issues across the entire value chain. Based on the belief that not only our Company, but our business partners too, play a very important role in this regard, we revised the Daiichi Sankyo Group Corporate Conduct Charter in April 2019 to clearly specify what we consider to be “responsible procurement” and “encouragement for our business partners to take actions”. At the same time, we also established a new Business Partner Code of Conduct. This Code of Conduct clearly expresses the commitment of the Daiichi Sankyo Group and the expectations we have of our business partners. It comprises of six items which are aligned with the principles of the non-profit organization PSCI*: business integrity based on ethics; labor and respect for human rights; health and safety; promoting environmental management; optimal quality, cost and stable supply; and management system. The code is applicable to all business partners that provide us with products and services.

Sustainable Procurement Survey

In order to gain an understanding of our business partners’ efforts on addressing social issues, we conduct a sustainable procurement survey towards our major business partners in Japan and overseas on a three-year cycle. The survey asks 57 questions across the aforementioned six sections. In the second survey (FY2020–2021), the survey was sent to 403 of our major business partners in Japan and overseas and as of the end of March 2023, we have received responses from 399 companies (99%). We have also engaged in face-to-face communication with 20 partners that were selected based on the results of the survey. In preparation for the third survey in FY2023, we plan to look back on the last survey results and review the survey contents. See here for more information about the results of the sustainable procurement survey.

Establishing a Business Partner Management System

To avoid the risk of damage to our corporate value stemming from problems caused by our business partners, we conduct risk assessments on corruption, privacy and confidentiality, human rights, and reputation when engaging with a business partner for the first time, followed by a process of continuous risk monitoring thereafter. In Japan, we established the Business Partner Management Guideline in September 2021 and then the Daiichi Sankyo Group Business Partner Management Guidelines for our global operations in October 2022. Since then, we have conducted business partner risk assessments globally through the use of an IT system. In addition, risk assessments in each risk area are conducted based on the combination of (1) the attributes of business partners such as countries and industries, and (2) the results of questionnaire responses collected from the business partner. When a business partner alert is detected prior to or during transactions, we consider the impact of the risk on the Group’s business and social credibility and decide whether to do business with them. In addition, when an existing business partner is deemed to be high risk, we take appropriate mitigation measures based on the nature and degree of the identified risk. Through these measures, we will avoid/reduce the impact on our own business through thorough risk management and work together with our business partners to achieve a sustainable society.

Stable Procurement Initiatives

The world has come face to face with various risks of an unpredictable nature in recent years, namely large-scale natural disasters, pandemics, and international conflicts. Maintaining and stabilizing the supply chain, including not only Tier 1 suppliers but also Tier 2 and Tier 3 suppliers, has become an important issue for many companies. Regarding the approximately 1,600 raw material items our Group’s five major plants in Hiratsuka, Odawara, Ohanama, Tatabayashi, and Kitamoto purchase, we strive to understand the geographical information (company names and addresses) of raw material suppliers and major processes beyond Tier 1 in order to quickly gain the initial response to potential risks. We are also committed to strengthening stable procurement by conducting our sustainable procurement survey on particularly important suppliers of raw materials from Tier 2 onwards who do not have a direct contractual relationship with the company.

Declaration of Partnership Building

In endorsing the aims of the Council on Promoting Partnership Building for Cultivating the Future, a government-business initiative spearheaded mainly by the Cabinet Office and the Small and Medium Enterprise Agency, we signed on to the Declaration of Partnership Building framework on January 30, 2023. We are committed to mutually beneficial relationships across the entire supply chain and new collaborations that transcend business scale and affiliation. With an emphasis on complying with the promotion criteria, the general standards for subcontractors and parent companies in Japan, we will put an effort into building new partnerships with businesses in the supply chain and other businesses that contribute to value creation.
### Sustainability Activities

#### Combating Malaria, tuberculosis, and NTDs through GHTF partnerships
We continue to promote partnership-based drug discovery because collaborations with partners that possess networks and cutting-edge scientific knowledge in different global regions can generate synergies in endeavors that we would struggle to accomplish alone. These activities also contribute towards Goal 17 of the SDGs: Partnerships for the goals. Since its establishment in April 2013, we have contributed to the Global Health Innovative Technology (GHTF) Fund, a public-private partnership originating in Japan that aims to enhance research and development of drugs for combating infectious diseases in developing countries. In 2023, the GHTF Fund entered its third phase of operations, and we continue to pledge our support and contribute funds. We are currently capitalizing on partnerships formed through the GHTF Fund to undertake several projects, such as screening for active compounds for drugs to treat both Maralia and Chagas disease, the latter considered to be one of the NTDs, and investigating anti-tuberculosis drug candidates from natural products.

#### Vaccine initiatives
By providing a stable supply of vaccines with a primary focus on influenza HA and the measles-mumps-rubella combination, we aim to enhance Japan’s preventive healthcare environment and improve public health and hygiene, which could even be seen as one form of national security. We will also contribute to safeguarding people’s health by establishing a technology and production supply system for mRNA vaccines so that we can swiftly provide domestically produced vaccines if there is an outbreak of an emerging/re-emerging infectious disease.

### Capacity Building (Improving access to healthcare in developing countries)

#### Capacity-building projects
In developing countries, limited access to healthcare services is attributable to various factors, such as underdeveloped health insurance schemes and medical infrastructure and shortages of medical professionals. We have formed partnerships with NGOs that have a strong local presence to address these healthcare access challenges. In FY2022, we launched new projects in Honduras and Vietnam, bringing the total number of projects to six.

**Availability**

- **Expanded access to investigational drugs**
  In countries and regions where our drugs have not yet been approved, we provide unapproved new drugs through the Expanded Access Program to patients suffering from a serious life-threatening disease or condition who are unable to enroll in an ongoing clinical trial.

- **Participation in Access Accelerated initiative**
  We participate in the Access Accelerated initiative, a partnership launched in 2017 with the goal of improving the prevention, diagnosis, and treatment of NCDs*10 in low- and middle-income countries. Access Accelerated is a collective of more than 20 pharmaceutical companies from Japan, the US, and Europe working in partnership with the World Bank Group and the Union for International Cancer Control. Through the second phase of the initiative that wrapped up at the end of 2022, Access Accelerated leveraged $1.6 billion in investments to help improve access to healthcare for 700 million people across 37 countries. We continue to participate in the third phase of the initiative, primarily in collaboration with the World Bank, and contribute to improving healthcare access. Please visit the Access Accelerated website for more information about the initiative’s projects.

*10 Non-communicable diseases; NCDs include cancer, cardiovascular diseases, chronic respiratory diseases, and diabetes.

### Expanded access to investigational drugs

- **Mobile health services with mobile clinic vehicles**
  Myanmar
  - Plan International Japan
  - April 2019–March 2022

- **Breast and cervical cancer screening camp**
  Nepal
  - AMDA Multisectoral & Integrated Development Services
  - January 2021–December 2023

- **Improving healthcare infrastructure for SRHR**
  Zimbabwe
  - Plan International Japan
  - April 2021–March 2024

- **Promoting cervical cancer screening for preven-
tive awareness**
  Kenya
  - Japanese Organization for International Cooperation in Family Planning (JOCFP)
  - July 2022–June 2025

- **Promoting breast/cervical cancer screening for preventive awareness**
  Honduras
  - AMDA Multisectoral & Integrated Development Services
  - December 2022–November 2025

- **Adolescent sexual and reproductive health services for safeguarding maternal and child health**
  Vietnam
  - Save the Children Japan
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#### Providing accurate knowledge of breast and cervical cancer to live a healthy life

The project in Zimbabwe, which is focused on raising awareness of SRHR and improving medical services for breast and cervical cancer, is making steady progress. At middle schools, churches, community meetings, shopping centers, and on various other occasions in ward 6 of Mwenezi in Masvingo Province, we have organized awareness campaigns for adolescents and parents concerning the importance of gender equality, as well as the early detection of cervical and breast cancer. Also, through this project, we were able to provide a cervical cancer screening service to HIV-negative individuals in a non-hospital setting in the previously challenging Neshuro area. The collaboration with Daiichi Sankyo on this project has been a catalyst for strengthening partnerships with various stakeholders, including the Zimbabwean government, the Ministry of Health and Child Care, the Ministry of Women Affairs, local councils, and communities. It is enabling us to advance awareness campaigns for SRHR, breast cancer, and cervical cancer in the region to help local residents lead healthier lives.
Human Rights
We believe that respect for human rights is the foundation for our corporate activities to put our Mission into practice. To this end, we promote human rights initiatives in accordance with the Daiichi Sankyo Group Human Rights Policy.

Human Rights Due Diligence
After establishing the Daiichi Sankyo Group Human Rights Policy in FY2020, we established the Human Rights Issues Response Team, with the Sustainability Promotion Department as its administrative office, as an internal cross-functional organization to handle human rights due diligence. In Japan. We will strive to identify human rights issues through human rights risk assessments and communication with stakeholders, and make efforts to avoid any negative impacts on human rights.

Human Rights Due Diligence
- **Human rights risk assessment**
  In FY2019, prior to the establishment of the Human Rights Policy, we conducted a desktop survey to examine the status of human rights management in five areas (wages, discrimination and inhumane treatment, human rights issues of business partners, human rights of clinical trial participants, and access to healthcare) related to our businesses. In FY2020, we conducted a human rights risk assessment using a questionnaire for all Group companies that operate businesses. We checked the status of each company’s initiatives with regard to the items in the table below and confirmed that there were no significant issues in the items related to the ILO* Core Labor Standards, including risks of forced labor of foreign workers and child labor, prevention of discrimination, and respect for collective bargaining rights. The results of the assessment are provided as feedback to each Group company to help them improve their initiatives. Based on the results of the questionnaire, in FY2022, we also examined the human rights due diligence system within the Group and made preparations for establishing a human rights due diligence procedure manual. We plan to conduct the assessment every three years, with the second assessment to be conducted in FY2023.

<table>
<thead>
<tr>
<th>Contents of the Questionnaire</th>
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<tr>
<td>Forced labor and human trafficking Child labor, Discrimination, Freedom of association and collective bargaining rights, Working hours, Wage and employment contract, Inhumane treatment, Privacy, Negative impact on local communities, Health and safety, Considerations for human rights in research and development</td>
<td></td>
</tr>
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<td>Stakeholder engagement, Operation of reporting channels, Status of responsible procurement</td>
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- **Human rights in clinical trials**
  Daiichi Sankyo has established the “Global Policy of Clinical Trials Standards,” and conducts clinical trials in accordance with global standards taking into consideration human rights and safety of participants in clinical trials, and applying high ethical and scientific standards. Clinical trials are conducted in compliance with applicable regulations, the Declaration of Helsinki*4, and ICH*5 Good Clinical Practice (GCP)*6, upon obtaining individuals’ voluntary consent after providing detailed information (informed consent). Furthermore, clinical trials are conducted after external independent committee (Institutional Review Board / Independent Ethics Committee) reviews the ethics (human rights of trial participant, etc.) and scientific validity, and approves the conduct of clinical trials. We ensure the training of standard operating procedures aimed for the ICH-GCP and clinical trial ethics to all individuals who are engaged in clinical trials. An independent department of the Company conducts the audits of clinical trial activities and drives remedial actions and preventative measures.

- **Employee health and safety initiatives**
  We have adopted the Employee Health and Safety Declaration, which states, “The Daiichi Sankyo Group of companies recognizes that the mental and physical health and safety of employees is essential for employees and the company to achieve mutual growth toward the realization of the company’s Purpose and Vision. The Daiichi Sankyo Group of companies hereby declares commitment to proactively create an environment in which all employees can work safely and maintain and improve their health.” Based on this declaration, we have developed a global health and occupational safety strategy and are working to promote the health and safety of our employees. Group companies in Japan are also promoting health and safety measures based on the Health and Occupational Safety Strategy Map, which illustrates measures to address management issues and their expected results.

Awareness-Raising Activities on Human Rights
We believe that in order to fulfill our responsibilities to respect human rights, it is important for executives and employees to deepen their understanding of the relationship between human rights and corporate activities, and we are providing various education and training programs related to human rights. In addition, as an opportunity to reaffirm the importance of addressing human rights issues, the CEO message is delivered to all employees every year on December 10, the World Human Rights Day. In FY2022, we conducted the following educational and training programs.

- **E-learning or training on human rights at all Group companies**
- **Training on business partner management systems at ASCA (Asia, South & Central America)**
- **Training sessions for domestic procurement staff to ensure procurement compliance**
- **Training on business and human rights for management in Japan**

Collaboration and Dialogue with Stakeholders
In advancing our human rights initiatives, we believe it is important to seek opinions from external parties and gain insight into the excellent initiatives of other companies. In FY2022, we participated in the BiHR Academy organized by UNDP*, where we deepened our knowledge of how to identify key human rights issues and how to perform human rights due diligence through dialogue with domestic and foreign experts at the individual guidance sessions.

Human Rights Issues related to Daiichi Sankyo Group’s Business Activities
- **Human rights in clinical trials**
  Daiichi Sankyo has established the “Global Policy of Clinical Trials Standards,” and conducts clinical trials in accordance with global standards taking into consideration human rights and safety of participants in clinical trials, and applying high ethical and scientific standards. Clinical trials are conducted in compliance with applicable regulations, the Declaration of Helsinki*4, and ICH*5 Good Clinical Practice (GCP)*6, upon obtaining individuals’ voluntary consent after providing detailed information (informed consent). Furthermore, clinical trials are conducted after external independent committee (Institutional Review Board / Independent Ethics Committee) reviews the ethics (human rights of trial participant, etc.) and scientific validity, and approves the conduct of clinical trials. We ensure the training of standard operating procedures aimed for the ICH-GCP and clinical trial ethics to all individuals who are engaged in clinical trials. An independent department of the Company conducts the audits of clinical trial activities and drives remedial actions and preventative measures.

- **Employee health and safety initiatives**
  We have adopted the Employee Health and Safety Declaration, which states, “The Daiichi Sankyo Group of companies recognizes that the mental and physical health and safety of employees is essential for employees and the company to achieve mutual growth toward the realization of the company’s Purpose and Vision. The Daiichi Sankyo Group of companies hereby declares commitment to proactively create an environment in which all employees can work safely and maintain and improve their health.” Based on this declaration, we have developed a global health and occupational safety strategy and are working to promote the health and safety of our employees. Group companies in Japan are also promoting health and safety measures based on the Health and Occupational Safety Strategy Map, which illustrates measures to address management issues and their expected results.

For further information regarding workplace health and safety, please refer to P82
https://www.daiichisankyo.com/sustainability/our_workplace/employee_health/
Sustainability Activities

Safety of Pharmaceuticals
To deliver safe pharmaceuticals to patients, we have established a system to ensure product quality by managing all processes based on scientific evidence, from importing raw materials to shipping products, and to fulfill our responsibility to the market.

Initiatives to Achieve Quality
To deliver safe, high-quality products to patients and ensure safe use, we have established a management system that complies with GMP (Good Manufacturing Practice) and GDP (Good Distribution Practice). We strive for consistency in quality assurance throughout our whole process, from raw material procurement and storage to pharmaceutical manufacturing, and distribution.

We also regularly conduct audits of both Group companies and business partners in an effort to maintain and strengthen the suitable quality management system and reduce risks. The audits are conducted on all the organizations implementing GMP or GDP within the Group. In FY2022, we continued to conduct both document-based and remote audits. In FY2022, our Group companies underwent 29 regulatory inspections, and 0 significant finding were identified.

Safety Management Structure
We have established internal systems to take every possible safety management measure while also striving to raise employee awareness of safety measures. In Japan, our marketing supervisor-general, quality assurance executive, and safety management supervisor (three key players in manufacturing/marketing) report regularly to the management on the status of quality management and safety management of pharmaceuticals, and the management confirms that quality management and safety management are being properly implemented. In terms of our global operations, in addition to reports on the status of regulatory inspections and quality events related to pharmaceuticals, as well as the status of initiatives to address quality issues, reports are also made to the management on a regular basis regarding the handling of Company-wide/cross-departmental quality risks and issues as well as proposals for continuous improvements and other ideas.

We have established a system to promptly inform government organizations, wholesalers, medical institutions, and other related parties of any problems connected with the quality, efficacy, or safety of pharmaceuticals and to voluntarily recall such products.

Measures for Combating Counterfeit Pharmaceuticals
In response to the growing threat of counterfeit pharmaceuticals, Daiichi Sankyo Co., Ltd. is reviewing the sealing of pharmaceuticals, Daiichi Sankyo Co., Ltd. is reviewing the sealing of pharmaceuticals, and business partners in an effort to maintain and strengthen the suitable quality management system and reduce risks. The audits are conducted on all the organizations implementing GMP or GDP within the Group. In FY2022, we continued to conduct both document-based and remote audits. In FY2022, our Group companies underwent 29 regulatory inspections, and 0 significant finding were identified.

In Japan, for products shipped beginning in April 2021, the labeling of GS1 codes incorporating data on expiration dates and manufacturing numbers became obligatory. As a pharmaceutical supplier, we continue to strengthen anti-counterfeit measures and traceability of our products in accordance with the respective risks in collaboration with the pharmaceutical industry and related bodies. We are actively promoting compliance with GDP to ensure the quality and integrity of our products during the storage and transportation of pharmaceuticals. We are also striving to precisely respond in accordance with the regulations and risks in all countries and regions where we operate, in order to combat the global issue of counterfeit pharmaceuticals and are engaging in diligent study to ensure we can safely deliver pharmaceuticals to patients.

Mutual Growth of Employees and the Company
We consider "people" to be our most important "asset" as we work towards achieving our Mission and Vision. We are committed to encouraging high levels of engagement and contribution among employees with a view to realizing mutual long-term growth of employees and the Company.

Our Approach to Human Resource Recruitment & Development
When we recruit and employ personnel, we look for people who can get excited about our Purpose of “contributing to the enrichment of quality of life around the world” and can carry out the following three actions: (1) valuing people for who they are as individuals, and welcoming diverse perspectives in their work; (2) treating each other with respect and building trust through transparency and willingness to listen; and (3) learning, experimenting, and taking initiative, which enables us to grow together every day.

Based on the principle of growth through work, we utilize every possible measure related to human resource development. To that end, we support individuals who are willing to challenge and improve themselves on their own accord through self-driven actions to achieve ambitious goals. In proactively implementing the experiential learning cycle shown below, appropriate guidance through feedback and coaching from management and also assigned roles that lead to personal growth can be provided, thereby achieving solid growth.

Human resource recruitment initiatives
Through the Global Talent Acquisition project, those in charge of hiring at our global sites (Daiichi Sankyo, Inc. American Regent, Inc., Daiichi Sankyo Europe GmbH, and ASCA*1) exchange opinions and share information with each other about their respective recruitment activities, thereby leveraging each other’s knowhow. As an example, global onboarding materials have been produced and are provided to candidates for employment so they can learn about and deepen their understanding of the Company. This also contributes to a higher level of engagement after joining the company. As another initiative, we run an onboarding program at our global sites with the aim of ensuring the successful integration of mid-career recruits.

*1 Ascot & Genta America

Human resource development initiatives
We have designed and implemented numerous training programs that cater to different purposes. They include role-based training to understand their responsibilities, selection-based training to nurture next-generation leaders, recommendation-based training for enhancing global skills, voluntary training to facilitate self-improvement, a variety of e-learning modules accessible anytime, anywhere, and as many times as needed, transition training to support self-driven career building, and specialized training for different occupations.

Moreover, as part of our efforts to digitally transform the Company, we provide support to employees wishing to take the so-called “IT Passport” exam. More than 2,000 employees have applied to sit the examination. Through these opportunities, both the Company and employees are putting into practice the Core Behavior “Develop & Grow.”

Career support initiatives
In FY2022, after a hiatus of roughly 10 years, we restarted the Career Challenge Program to provide employees with opportunities to challenge themselves to further their careers through self-determined efforts. The broadest aim of the program is to effectively encourage an ambitious mindset among employees and foster a new corporate culture.

Employees that want to grow can voluntarily apply for positions available within the Company and secure a transfer if they pass the selection process. In FY2022, there were 34 openings under this program and 95 applications were received for 17 of them. As a result, 18 employees were selected after the selection process. In FY2022, there were 34 openings under this program and 95 applications were received for 17 of them. As a result, 18 employees were selected if they pass the selection process. In FY2022, there were 34 openings under this program and 95 applications were received for 17 of them. As a result, 18 employees were selected if they pass the selection process. In FY2022, there were 34 openings under this program and 95 applications were received for 17 of them. As a result, 18 employees were selected if they pass the selection process.
Our Approach and Initiatives to Inclusion and Diversity (I&D)

We define diversity as encompassing a wide range of differences, including nationality, race, gender, age, disabilities, as well as professional expertise and ways of thinking in different occupations, values, religion, and lifestyle. And by actively embracing the individual diversity of all our employees, we believe each person can fully demonstrate their true potential, which can lead to the expansion of global business and the creation of innovation.

Together with our Group companies in the ASCA region, in FY2022, we joined the Healthcare Businesswomen’s Association (HBA) with the aim of empowering women on a global scale (Daiichi Sankyo, Inc. joined in 2010, followed by Daiichi Sankyo Europe GmbH in 2021). The Daiichi Sankyo Group attended the awards ceremony of the HBA, which recognizes employees who have made significant contributions to the healthcare industry. This time, there were 68 nominations in the Group and two employees were selected for the Rising Star Award and one person for the Luminary Award.

Promoting Occupational Health and Safety

It is imperative that our employees maintain good physical and mental health if we are to realize our Purpose. We consider the health of employees to be a key management resource and we therefore promote health management practices based on an occupational health and safety strategy.

The EHS management promotion structure

The EHS (Environment, Health, and Safety) Management Committee has established a medium-term global occupational health and safety policy as well as annual measures and the like, in order to promote health and safety initiatives in each country and at each Group company. The committee evaluates activities with two KPIs: (1) lost time injuries frequency rate and (2) the number of employees who took 30 days or more of sick leave for at least 30 days.

Initiatives related to health and safety

At all of our global sites we utilize health promotion plans tailored to certain focus areas, such as measures to prevent the onset of lifestyle diseases, mental health measures, and providing opportunities for employees to undergo health checkups. Also, as a safety measure since April 2021, we have implemented an occupational health and safety management system (OHSMS) based on ISO 45001. In FY2022 we called on employees to submit posters and slogans aimed at raising awareness of health and safety and the best entries were then put on display at all of our sites.

In Japan, we have created a Chief Health Officer position to oversee health management. The president has assumed this role to spearhead measures geared towards developing an environment in which employees can stay healthy and safe at work. Evaluation metrics that seek to boost the productivity of employees have been established (see below) and various measures are being carried out centering on the improvement of lifestyle habits, cancer, exercise, and mental health. In FY2022 we developed our own original physical exercise program with the aim of maintaining and improving mobility, and we also produced a promotional video for the program featuring the participation of some 1,000 Group employees in Japan and overseas.

We have also been selected in the White 500 for 2023 as an organization having outstanding health and productivity management.

Evaluation metrics and targets for maintaining and improving health (Japan domestic Group companies)

<table>
<thead>
<tr>
<th>Evaluation metrics</th>
<th>Work-related Health Committee</th>
<th>Overseas Group Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstentions (Number of employees who took sick leave for 35 days or longer, persons on personal sick leave for less than 35 days)</td>
<td>19 persons (2019)</td>
<td>120 persons</td>
</tr>
<tr>
<td>Rate of sick leave for 30 days or longer, persons on personal sick leave for at least 30 days</td>
<td>18.3% (2020)</td>
<td>16.8%</td>
</tr>
<tr>
<td>Percentage of sick leave from Preventatives</td>
<td>46.4% (2019)</td>
<td>31.8%</td>
</tr>
<tr>
<td>Percentage of employees with abnormal findings in health checkups</td>
<td>21.9% (2019)</td>
<td>23.9%</td>
</tr>
<tr>
<td>Percentage of employees dealing with high stress</td>
<td>27.3% (2019)</td>
<td>20.3%</td>
</tr>
<tr>
<td>Percentage of employees with loss from Presenteeism</td>
<td>18.3% (2020)</td>
<td>16.8%</td>
</tr>
<tr>
<td>Incidence of accidental falls at work</td>
<td>26 cases (2018)</td>
<td>20 cases</td>
</tr>
<tr>
<td>Rate of participation in health events</td>
<td>45.4% (2018)</td>
<td>52%</td>
</tr>
<tr>
<td>Rate of participation in health events</td>
<td>8.1% (2020)</td>
<td>37.0%</td>
</tr>
<tr>
<td>Rate of participation in health events</td>
<td>9.4% (2019)</td>
<td>43%</td>
</tr>
<tr>
<td>Number of participants in events</td>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>Number of participants in events</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>Number of participants in events</td>
<td>65%</td>
<td></td>
</tr>
<tr>
<td>Smoking rate</td>
<td>14.9% (2011)</td>
<td>10.8%</td>
</tr>
</tbody>
</table>

Support for diverse work styles

Given that opportunities for communication and meetings that straddle multiple countries and regions have increased in recent years, in the fourth quarter of FY2021, we launched a project called Global Work Style in a bid to resolve the issues that have arisen as a result of this global working style; the main issues being culture, language, differences in work practices, and time differences. Together with a message from the CEO, in April 2022, we globally rolled out a Global Meeting Guideline to serve as the basic concept of the Global Work Style, and then later in September we announced a set of Global Meeting Measures to be adopted by all countries, regions, and units.

Furthermore, at our Group companies in Japan, we are committed to supporting a work-life cycle (WLC) conducive to the creation of a positive cycle between work and personal life based on the belief that not only work experiences but also the sense of fulfillment and satisfaction synergistically generated from time spent outside of work, as well as various experiences and perspectives, knowledge, and way of thinking, are all important sources that contribute to the mutual growth of individuals and organizations and continuous value creation. So that every employee can realize this kind of WLC, we are promoting the use of flexible work styles not bound by time or location—i.e., systems that offer varied working hours and the option of teleworking. We are also supporting the work-life balance of employees so they can easily juggle childcare or nursing care obligations, or receive medical treatment. In addition, we provide career development support by offering special leave and side job opportunities and we hold different types of seminars and information sessions for the benefit of employees.

Global Structure

Japan Domestic Structure

External Evaluations in Japan

• 2023 Certified Health and Productivity Management Organizations Recognition Program (Large Enterprise Category)—White 500
• "Gold" at PRIDE Index 2022
• Kurumit / Platinum Kurumit certification
• Erobuchi Certification (Three stars)
Compliance

Compliance is essential for the sustainable growth of a company. In addition to complying with applicable laws, regulations, and rules, the Daiichi Sankyo Group promotes compliance management, acting with high ethical standards and social decency appropriate for a healthcare company.

Basic Approach

As a pharmaceutical company with global operations, we consider compliance as a way to “continue to earn the trust of a diverse range of stakeholders” and have adopted “Integrity” as one of our core values, making compliance the basis for decision-making and value judgment. In addition to compliance with laws, regulations, and industry rules, we are committed to maintaining high ethical standards that take into consideration not only internal company norms, but also social decency, philosophy, and social contribution.

Accordingly, we established the Daiichi Sankyo Group Corporate Conduct Charter and Daiichi Sankyo Group Employee Code of Conduct. Furthermore, the Company and its Group companies both in Japan and overseas have established their own compliance code of practice that reflects the social spirit of the two charters above, and are thoroughly disseminating these rules among all executives and employees.

Compliance System

We have stipulated the establishment of a compliance system as one of our basic policies for the establishment of an internal control structure, and in accordance with this policy, the Head of Global Compliance & Risk serves as the Compliance Officer and oversees the Group’s compliance programs. At Group companies both in Japan and overseas, we promote compliance at each company by having a compliance officer responsible for overseeing the compliance programs at each company. In addition, we promote compliance globally by establishing the Corporate Ethics Committee, which is a deliberative and decision-making body that includes external experts, and the Global Compliance Advisory Committee, which is an advisory body to the Corporate Ethics Committee, chaired by the Vice President of the Compliance & Risk Management Department and composed of compliance officers from Group companies in Europe and the US.

Global Policy

In recent years, companies with global operations have been expected to develop broad policies regarding the Employee Code of Conduct in their respective organizations. We have established and implemented the Daiichi Sankyo Group Code of Conduct, and conduct periodic training sessions to ensure that all employees fully understand this policy. In addition, regulations regarding protection of personal information and bribery and corruption prevention are becoming stricter in many countries around the world, and this is becoming increasingly important for companies with global operations. Therefore, in order to clearly define our global uniform standards and to further ensure their thorough implementation, we have established and implemented the Daiichi Sankyo Group Privacy Policy and the Daiichi Sankyo Group Anti-Bribery & Anti-Corruption Policy, in addition to setting forth provisions in the Daiichi Sankyo Group Employee Code of Conduct. We will continue striving to further comply with and implement these policies.

Compliance Training and Awareness Activities

Promoting compliance requires ongoing compliance awareness training, education, and communication. We regularly conduct training sessions inviting external lecturers for the Company’s executives, the presidents and compliance officers of Group companies in Japan. At overseas Group companies, we conduct case studies, e-learning training, and other training programs every year, as appropriate to the circumstances in each region. We provide annual training by job level for new employees and newly appointed managers. In addition, we regularly conduct training sessions involving external lecturers for the Company’s executives, the presidents and compliance officers of Group companies in Japan. At overseas Group companies, we conduct case studies, e-learning training, and other training programs every year, as appropriate to the circumstances in each region.

Sustainability Activities

Introducing a Global Hotline and Utilizing the Compliance Reporting System

We introduced a global hotline that can be used anonymously by employees and outsiders, and each Group company appropriately handles reported cases. In addition, Daiichi Sankyo and its domestic Group companies have established hotlines within each company with dedicated telephone lines and e-mails, as well as harassment reporting and consultation contact points at the Daiichi Sankyo Group Human Resources Department and at each business site to make it easier to report and consult on compliance issues. Furthermore, in response to the revision of the Whistleblower Protection Act in Japan, which took effect in June 2022, we are revising the policies for handling whistleblowing and related matters at each company in Japan. Moreover, we put in place a system for reporting and consulting on misconduct by officers of overseas Group companies. To foster an open workplace environment, we will continue to inform employees of the significance and importance of the hotline as well as the protection of whistleblowers and consultants, and strive to ensure the effective operation of the hotline.

Ethical Marketing

In addition to establishing codes at Daiichi Sankyo and its Group companies in accordance with industry codes in each country and region based on the IFPMA Code of Practice (International Federation of Pharmaceutical Manufacturers and Associations Code), we have established the Daiichi Sankyo Group Global Marketing Code of Conduct as a global policy for the purpose of maintaining high standards of interaction with medical professionals, medical institutions, and patient groups, and in promoting pharmaceutical products. This policy states that we must focus on providing pharmaceutical information to medical professionals, offering scientific and educational information, and supporting medical research and education. We promote appropriate marketing activities in accordance with the Code by prohibiting the provision of entertainment, cash, or personal gifts, and by stipulating stricter contractual requirements for compensation to medical professionals and the appropriateness of compensation.

Conducting Compliance Awareness Surveys

As part of the initiatives for “Promoting Compliance Management,” one of our Materiality on business foundations, we conduct global awareness surveys on corporate culture among executives and employees, and are tracking the results as a KPI until FY2025. Furthermore, in Japan, we conduct a compliance awareness survey of executives and employees once every three years. The most recent survey was conducted in FY2022, and approximately 9,500 people participated.

Speak Up Campaign: Promoting Compliance at Daiichi Sankyo Brasil (DSBR)

In my role as Compliance Officer at DSBR, I sincerely hope to foster a culture of mutual respect where employees can freely think and speak their minds.

While culture-building measures have always been an important part of our compliance promotion activities, last year our Compliance Department globally rolled out the Speak Up Campaign to foster a better culture. DSBR installed “Speak up totems” in its Sao Paulo office and Alphaville plant to listen to the voices of its employees and resolved various questions and concerns of employees. In addition, when we featured an episode about Speak Up in a comic strip on the theme of compliance, which we have been using for some time in our compliance awareness activities, it was well received with many employees showing interest.

By continuing these initiatives, I look forward to working with all of you to raise awareness of compliance, and will continue making the right decisions one by one with high ethical standards going forward, taking all laws and regulations related to our daily operations and the policies that are important to us in the Daiichi Sankyo Group seriously.