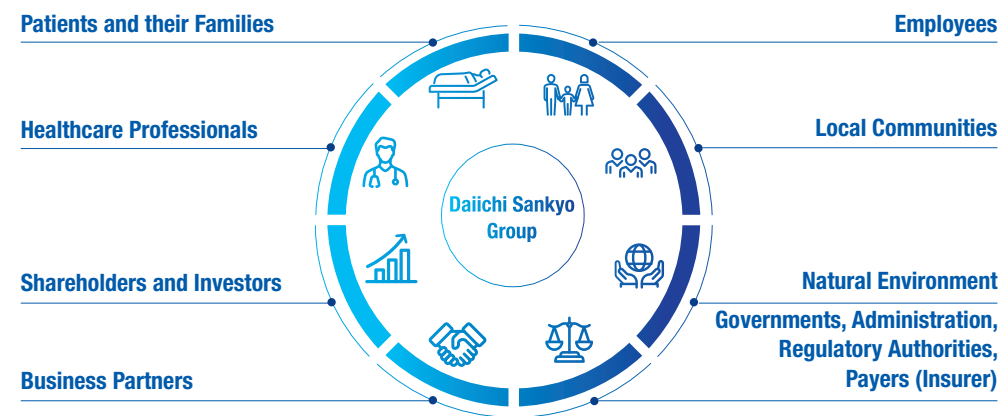


Creating Shared Value with Stakeholders

To achieve our Group's Purpose to "contribute to the enrichment of quality of life around the world," and continuously enhance corporate value, it is essential to understand and respond to various demands, including unmet medical needs from a constantly changing society, and to reflect these in our corporate activities. In our current 5-year business plan, we have positioned "creating shared value with stakeholders" as one of our strategies. We actively engage in dialogue with all stakeholders, including patients, shareholders/investors, society, and employees. We will integrate the expectations and needs

based on diverse values identified through dialogue, into our management strategy as sustainability challenges that we should address. By aligning with our business activities, we will create unique value that only our company can provide. Through constructive dialogue with our stakeholders, we will continue to build and maintain healthy and productive relationships with those who are significantly impacted by our Group's activities and decisions, or who influence our Group's business. We aim to become a company that earns even greater trust from society.

Daiichi Sankyo Group Stakeholders



Purpose of Stakeholder Engagement

Patients and their Families	Understand the daily lives, needs, and hopes of patients and their families, through analyzing feedback and quality of life data from patients and healthcare professionals. Aim to improve the quality of life of patients and help them have an enjoyable life with their families with smiles on their faces by incorporating the results of this analysis into our initiatives.
Healthcare Professionals	Enhance therapeutic options and transform the standard of care by creating innovative pharmaceuticals and providing useful information to healthcare professionals to improve treatment satisfaction levels and understand the needs of healthcare professionals.
Shareholders and Investors	Further enhance mutual understanding and growth by providing disclosures based on the principles of transparency, fairness and continuity, including actively sharing mid-to-long-term strategies, initiatives for sustainable growth, and other management information that will help shareholders and investors understand the Company, while reflecting their opinions in corporate management through constructive dialogue from a mid- to-long-term perspective.
Business Partners	Grow together and enhance mutual value over the long term as trusted business partners by seeking their understanding of the Group's approach to sustainability based on the Business Partner Code of Conduct (BPC) and promoting initiatives to create a sustainable society that takes human rights and the environment into consideration.
Employees	Create an environment in which employees are highly engaged, grow as individuals, and thrive by respecting the diversity of each employee and promoting and developing human resources in each area of the value chain. Promote the mutual sustainable growth of our employees and the Company.
Local Communities	Enrich the quality of life around the world by collecting information on local needs, including local diseases and healthcare delivery systems, and using this information to provide the necessary human resource development and medical services in each region to advance and strengthen the healthcare infrastructure.
Natural Environment	Accurately grasp environmental conditions and social needs, reduce the environmental impact of our activities throughout the value chain, including by conserving resources and recycling resources, and reduce mutual risks between our business and the natural environment.
Governments, Administration, Regulatory Authorities, Payers (Insurer)	Contribute to ensure and expand access to drugs for patients around the world by building appropriate relationships of trust with national governments, administrations, regulatory authorities, and payers (insurer), and by ensuring appropriate evaluation of drug innovations, which will lead to a sustainable R&D investment cycle for creating innovative pharmaceuticals to address unmet medical needs.

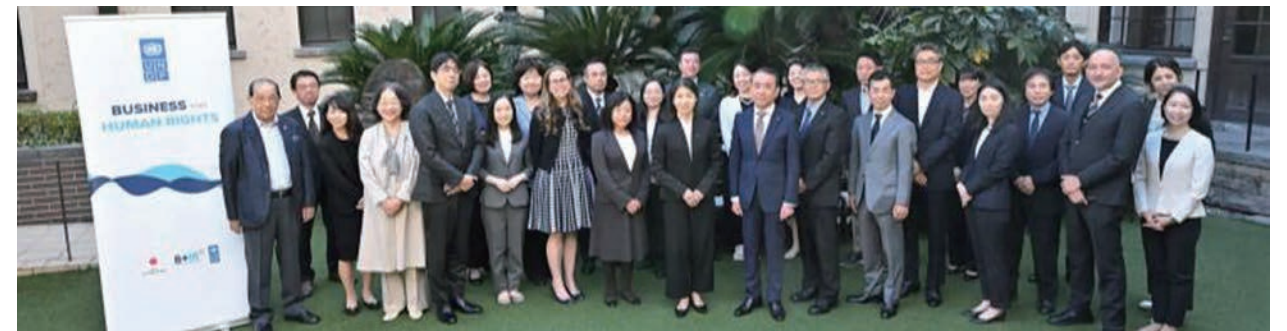
Case Study 1 Dialogue for Promoting Human Rights Due Diligence

On October 16, 2023, Takashi Fukuoka, Head of Global Corporate Strategy overseeing our company's human rights initiatives, participated in the Round Table on Business and Human Rights for senior executives hosted by the UNDP. Mr. Fukuoka exchanged views on promoting human rights due diligence (Human Rights DD) with domestic and international experts, institutional investors, and CEOs and related executives from seven leading Japanese companies with global operations. He shared initiatives and challenges related to human

rights in business and reaffirmed the importance of top-level commitment to promoting human rights. By deepening our understanding of external opinions and the excellent initiatives of other companies, we will further accelerate the implementation of Human Rights DD within our group.

*The UNDP (United Nations Development Programme), with support from the Japanese government, held this roundtable session as part of the "Business and Human Rights Project" aimed at corporate management.

For more information on our human rights initiatives, click [P90](#)



Business and Human Rights Roundtable Attendees (October 16, 2023)

Case Study 2 Dialogue with Access to Medicine Foundation

Our Group has established Daiichi Sankyo Policy on Access to Healthcare and is working on "expanding access to healthcare" to deliver innovative pharmaceuticals to more patients around the world. Given the nature of our business, which has a strong focus on oncology, we recognize the challenges in reaching low- and middle-income countries. Therefore, we are engaging with the Access to Medicine Foundation and leading investors to improve access to healthcare. We are engaging in the initiative jointly with the Foundation in collaboration with our lead investor, Nomura Asset Management. On behalf of the investors, Nomura Asset Management communicated our requests and activities to the Foundation. At the same time, we received a great deal of feedback on the current status and challenges of our Group, which reaffirmed the importance of our information disclosure regarding access to healthcare. Additionally, through this engagement, the Foundation gained the opportunity to consider the significance of our efforts for expanding access to healthcare.

This initiative was featured in Nomura Asset Management's Responsible Investment Report. <https://www.nomura-am.co.jp/special/esg/library/ri-report.html>

For more information on our access to healthcare initiatives, click [P91](#)



Dr. Iyer, CEO of the Access to Medicine Foundation, and Dr. Manabe, our CEO, held discussions on the challenges related to access to healthcare for Daiichi Sankyo products (October 15, 2023)

Message from the Lead Investor, Nomura Asset Management

Our company participates in many international initiatives that address social issues, and we place significant importance on the activities of the Access to Medicine Foundation. Since 2023, we have been responsible for collaborative engagement with Daiichi Sankyo as the lead investor. It is not easy for Japanese pharmaceutical companies to enhance access to healthcare due to limited infrastructure such as distribution networks in low- and middle-income countries, to enhance access to healthcare. In this context, Daiichi Sankyo's efforts to improve access through its partnership with AstraZeneca are an excellent initiative. We are very pleased that through engagement, we were able to convey the significance and initiatives of the alliance model to the Access to Medicine Foundation, leading to a reconsideration of their evaluation of Daiichi Sankyo.



Nomura Asset Management Engagement Dept., Inagaki (left) Responsible Investment Dept., Takeuchi (right)