

Achieving Sustainable Value Creation through Value Co-Creation with Stakeholders

The Daiichi Sankyo Group, as a global pharmaceutical company, is addressing various demands from society, including responding to unmet medical needs. To meet these demands, we invest various forms of capital, including human and intellectual capital, and leverage our strength in Science & Technology—our source of competitive advantage—across the entire value chain. Through the development of pharmaceuticals that address diverse medical needs, the reduction of environmental impact, and the active participation of diverse talents, we provide social and economic value to a wide range of stakeholders, including patients and society at large. We aim to enhance our Group's sustainable corporate value and contribute to the sustainable development of society by co-creating value with stakeholders and continuously circulating the value creation.

Requirements from Society	INPUT	Our Mission	ОИТРИТ	Value Created for Stakeholders
Work environments where a diverse range of people can maximize their potential	Human capital	Purpose Contribute to the enrichment of quality of life around the world Mission	Pharmaceuticals	Patients Reform standard of care Improve Quality of Life Shareholders and investors
Unmet medical needs	Intellectual capital	Create innovative pharmaceuticals addressing diverse medical needs 2030 Vision Innovative Global Healthcare Company Contributing to the Sustainable Development of Society	Responding to Diverse Medical Needs Innovative pharmaceuticals Vaccines Consumer healthcare products	
Improved access to pharmaceuticals	Manufactured capital	Sources of Competitive Materiality on Business)	Enhance corporate value Improve total shareholder return
Corporate management with high ethical standards as a life science company	Social and relationship capital	Drug Discovery and Research Value Delivery Providing Access to Healthcare • Creating Innovative Pharmaceuticals • Providing a Stable Supply of Top-Quality Pharmaceutical Products • Providing the Highest Quality Medical Information • Improving Access to Healthcare	Reducing Environmental Footprint (Carbon neutrality)	Society and the natural environment Respond to climate change Respond to emerging and
Global environmental issues	Natural capital	Clinical Development SCIENCE & TECHNOLOGY Materiality on Business Foundations Promoting Environmental Management Promoting Compliance Management Corporate Governance Aimed at Fulfilling Our Mission	○○○ 「∏〕 Diverse Range of People	re-emerging infectious diseases of the future
ESG initiatives, and other requirements	Financial capital	Promoting the Success and Development of a Diverse Range of People Who Create Our Competitive Advantages	от гоорго	Employees Encourage the mutual continuous growth of both our employees and our Group
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Approach to Pre-financial Capital*

Investment in Pre-financial Capital	
Investment in R&D	
Investment in Manufactured Capital	
Investment in Human Capital	
Investment in DX (Digital Transformation)	
Strengthening of S&T	-

Capital linked to materiality initiatives
 Among the capital marked with a circle, those that represent the strengths of our Group within the value creation model, align with our Vision and 5-year Business Plan strategies, and have a significant impact on corporate value

	Human Capital	Intellectual Capital	Manufactured Capital	Social and Relationship Capital	Natural Capital				
Definition	Human resources as driving force of value creations, including employee skills, knowledge, experience, ethical values, corporate culture, and health	Intellectual property, technology platforms, research outcomes, and organizational know-how that the company owns, manages, and leverages	Tangible infrastructure such as global plants, facilities, and logistics networks, including those of the company and its contractors, underpinned by operational systems and mechanisms that support the research, development, and production of pharmaceuticals and enable their stable supply	Social assets built on trust relationships and collaborative partnerships with stakeholders (patients, healthcare professionals, customers, business partners, and regulatory authorities, etc.)	Natural environmental resources on which our business activities have an impact or depend (air, water, soil, minerals, animals, and plants, etc.)				
Why it is important for Daiichi Sankyo	The quality and performance of human resources serves as direct drivers of competitive advantage Despite being intangible assets, their quantitative management is of high importance	Intellectual property serves as the foundation for sustained competitive advantage Research outcomes generate spillover effects on other capital assets	A stable supply system forms the foundation of social trust for pharmaceutical companies Earning stakeholder trust and support through robust quality assurance and reliability	A strong sense of ethics and thorough compliance are essential for building trust with society Trust-based relationships form the foundation for a company's long-term sustainability and growth	Not only addresses regulations and social demands, but also directly connects to improved resource efficiency, competitiveness, and resilience Foundation for managing medium- to long-term risks such as climate change				
Capitals enhanced through Materiality initiatives									
Creating Innovative Pharmaceuticals	©	©	0	0					
Providing a Stable Supply of Top-Quality Pharmaceutical Products	©	©	©	©					
Providing the Highest Quality Medical Information	©	0		©					
Improving Access to Healthcare	0	0	©	©					
Promoting Environmental Management			0	0	0				
Promoting Compliance Management	0		0	0					
Corporate Governance Aimed at Fulfilling Our Mission	0	0	0	0	0				
Promoting the Success and Development of a Diverse Range of People Who Create our Competitive Advantages	©	0		0					

^{*} This term is used to illustrate the enhancement of capital that will generate cash flow and contribute to future financial performance as our company strengthens its investments, aiming to more clearly demonstrate the connectivity to financial outcomes