

# Patient Centricity

Our desire to help patients find hope in their treatment journey is the driving force behind all of our corporate activities. We are committed to actively engaging with patients, starting from their voices, and promoting value co-creation across the entire value chain—from drug discovery and development to manufacturing and information provision. To realize true patient centricity, we are strengthening our initiatives globally and across functions.

## Message from the Special Assignment on Patient Centricity



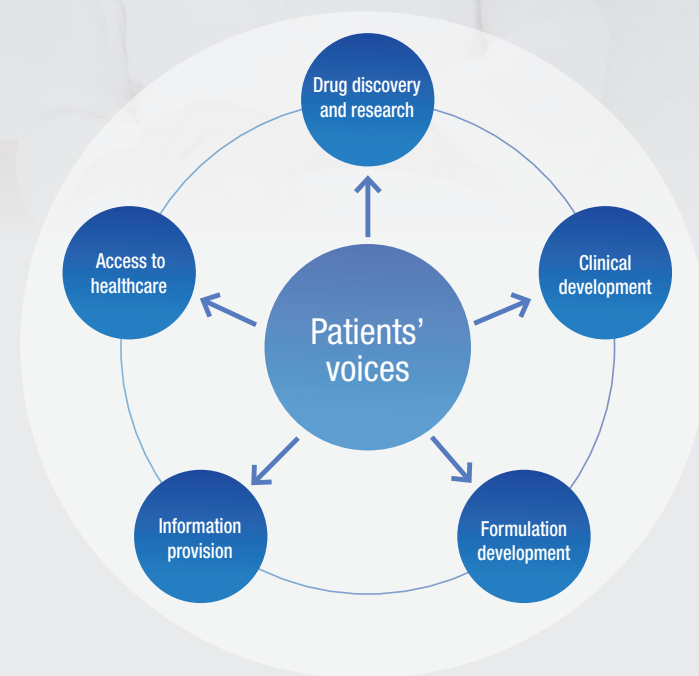
Director, Executive Officer,  
Head of Japan Business Unit  
and Head of Medical Affairs Division, Japan  
Business Unit

**Shizuko Ueno**

It has been a year and a half since I was appointed to the Special Assignment on Patient Centricity. During this time, I have participated in various activities and initiatives both within and outside Daiichi Sankyo. Many talented people with a strong patient centric mindset—the desire to contribute to patients through pharmaceuticals—have joined Daiichi Sankyo, and this commitment has been deeply embedded in our corporate culture since the company's founding.

Many employees come together to discuss patient centricity in their own words, exchange views and strive to contribute to patients through their daily work. Through such efforts, patient centricity has been further promoted and internalized within our organization, and over the past year and a half, we have seen increased collaboration across units and functions throughout the company.

Patient Centricity, the source of our innovation, is spreading both vertically and horizontally throughout the entire organization in alignment with One DS Culture. I am confident that actively engaging with patients, listening to their voices, and continuing our relentless pursuit to overcome challenges will lead us to realize our Purpose.



## Integration of Patient Centricity into One DS Culture

Approximately 150 leaders from Daiichi Sankyo's global organization participated in the Global Culture Initiative Leadership Forum hosted by Global HR. At the forum, leaders from each organization engaged in discussions on our Core Values, Core Behaviors, and patient centricity across regions, units, and functions, while also addressing business challenges faced by both Daiichi Sankyo and their respective units. In particular, there were active discussions around how patient centricity can be woven throughout the fabric of each organization and translated into tangible outcomes. This forum served as a valuable opportunity to reaffirm the organization's future direction and important values. Patient centricity, a key component of the One DS Culture, was positioned as a critical initiative in realizing our Purpose.



## Vertical Integration Within the Organization

# Initiatives for Next-Generation Leaders and New Employees

We are promoting the vertical integration of patient centrality across the organization by encouraging new employees and next-generation leaders -who will lead our global organizations- to think about and discuss keeping patients at the center of our decision making regardless of their career stages and positions.

### Example from Leadership Level

During the “DS Academy” program, which is designed to foster next-generation global leaders, future leaders from diverse global departments gather to revisit key questions such as “What is patient centrality?” and “Why is it important?” The program served as a platform for participants to explore how these principles can be embedded into the work of their respective departments.

For more information on DS Academy, please see [P34](#)

### Example from Junior Level

Both the Research & Development Division and the Technology Division have incorporated patient centrality-themed sessions into their respective orientation programs for newly employed graduates. As individuals begin their careers at Daiichi Sankyo, these sessions provide an opportunity for them to reflect together with their peers on what they should value as members of a pharmaceutical company and as Daiichi Sankyo employees.



## Horizontal Integration Within the Organization

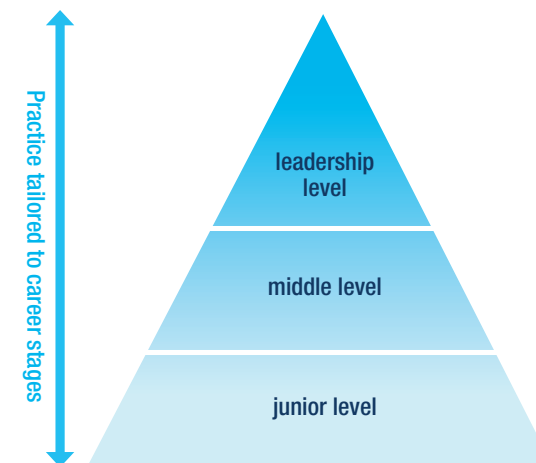
# Value Chain Collaboration Framework in Japan

To organically connect patient centrality activities that had previously been carried out independently across various organizations and value chains in Japan, we established a new cross-functional working group to facilitate collaboration among responsible personnel. This working group aims to strengthen Daiichi Sankyo's collaboration with patients by mutually sharing patient centrality initiative plans, achievements, and best practices. Additionally, the group seeks to create company-wide value by incorporating patient voices horizontally across all value chains.

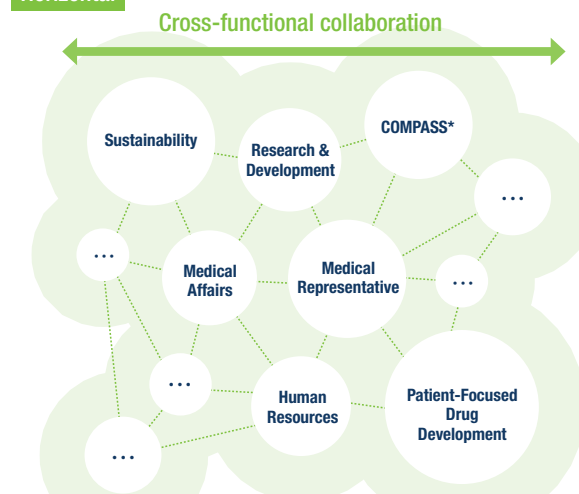
In this way, personnel from functions involved in research, development, manufacturing, and product information provision collaborate to better understand the challenges patients face and work toward solving them. Through this cross-functional effort, we are promoting the horizontal integration of patient centrality across the organization.

## Patient Centrality Spreading Vertically and Horizontally Across the Daiichi Sankyo Group

### Vertical



### Horizontal



\* **Compassion for Patients Strategy:** Initiatives to understand the realities of diseases and treatments, as well as patient needs through communication with patients

## Putting Patient Voices into Action

### Case Study 1

## Value Co-creation Starting from Voices of Japanese Healthcare Professionals

At Daiichi Sankyo, we are advancing initiatives to accurately understand the challenges and needs faced by patients and healthcare professionals who work most closely with them through dialogue with frontline healthcare settings, and to reflect these insights in our products and services. By visiting medical institutions to tour facilities and exchanging opinions with healthcare professionals, our employees deepen their understanding of real-world conditions, challenges, and needs.

Dialogue sessions with healthcare professionals serve as valuable opportunities to explore specific initiatives. For example, in the case of injectable drugs, we ask healthcare professionals to demonstrate reconstitution procedures for lyophilized formulations based on actual preparation techniques used in clinical settings. These demonstrations help deepen our understanding of real-world usage conditions. In addition, we hold two-way discussions in which drug product designers ask healthcare professionals questions related to product design and gather feedback from the field, including specific challenges and burdens faced during use.

The insights gained are incorporated into formulation design and device specifications that better reflect frontline needs, with the goal of contributing to patient safety and improving the working environment in healthcare settings.

These initiatives extend beyond new products under development to the continuous improvement of products already on the market.



### Case Study 2

## Patient Centricity at Onahama Plant

-Fostering Shared Awareness Through Dialogue with Global Leaders-

Leaders from our US and European Oncology Business Units (OBU) visited the Onahama Plant, one of our key ADC manufacturing sites.

Onahama Plant has been responsible for active pharmaceutical ingredient (API) manufacturing of our core products for over 30 years. Currently, the facility is accelerating its transformation to a biopharmaceutical manufacturing system, evolving its role as a critical production site for delivering more effective products that meet patient needs.

During this visit, the leaders shared comments and expressions of gratitude from cancer patients with plant employees. Since manufacturing sites have limited opportunities for direct patient interaction in daily operations, sharing these perspectives served as a powerful reminder for heightening each employee's awareness that they are deeply connected to the frontlines of healthcare. The experience enabled staff to reaffirm the significance of their work, while also elevating plant-wide consciousness toward production activities that consider the patient perspective.



## Case Study 3

## The Spread of Patient Advocacy Driven from Germany

### -Establishment of the O-MAMORI Award-

The O-MAMORI Award is an inspiring initiative primarily orchestrated by the Cardiovascular and Oncology departments of Daiichi Sankyo Deutschland GmbH. It was conceived by dedicated employees who envisioned a way to extend support to individuals and small local organizations dedicated to aiding patients battling cardiovascular disease and cancer, while also strengthening cross-divisional collaboration in line with our Purpose.

This initiative was driven by the strong passion of employees engaged in the cardiovascular or oncology fields. It was launched based on a shared commitment to Patient Centricity transcending departmental boundaries and fostering collaboration among diverse teams. Fueled by this collective mindset, the initiative has promoted cross-functional collaboration and teamwork across departments, while also serving as a catalyst for generating new perspectives and solutions in patient care. In fact, communities that received support through the award have seen numerous outcomes that have meaningfully contributed to improving the quality of life of patients.

The O-MAMORI Award functions not merely as an internal company activity, but also as a platform to foster dialogue about Patient Centricity within the healthcare industry.



The Photo below: Publication permission granted \*Christoph Jackschies

## Case Study 4

## Self-Care Initiatives Supporting Cancer Patients as “Whole Person”

### -Efforts to Improve Quality of Life-

Daiichi Sankyo Healthcare operates the skin care information website “Hada (Skin) College” to support patients who struggle with skin problems during and after cancer treatment. This website provides information on proper understanding and management of skin changes or other issues associated with cancer treatment, aiming to empower them to face daily life during and after treatment with greater confidence and peace of mind. Additionally, we regularly hold “Skin Care Seminars” that focus on post-treatment skincare and mental health. By providing information on appearance care and psychological self-management—areas that trouble many people during treatment—we aim to foster the ability to view life during and after treatment more positively.

We also organize roundtable discussions with cancer patients and conduct interviews with healthcare professionals such as nurses, creating opportunities to incorporate the voices of those directly affected into our activities. This enables us to gain deeper understanding of the challenges and needs patients face, generating a positive cycle that leads to improvements in our products and services. These initiatives contribute not only to supporting patients themselves, but also to forming patient-centered support networks that include the people around them and healthcare settings.

