Social

# Society

## Human Rights Respect as the Foundation of All Activities

We advocate for human rights respect in the Daiichi Sankyo Group Corporate Conduct Charter, which serves as the behavioral principles of the Daiichi Sankyo Group, and in the Daiichi Sankyo Group Employee Code of Conduct, which specifies the actions that all officers and employees of our group should take.

### Policy

Our group strongly recognizes that consideration for human rights is necessary in conducting business activities, and we have declared the Daiichi Sankyo Group Human Rights Policy. The CEO bears responsibility for establishing the framework for implementing this policy.

Patients and Healthcare Professionals

As a global pharmaceutical company, our group will advance initiatives toward respecting human rights by complying with relevant laws and regulations and considering stakeholder expectations regarding the following extremely important issues where our corporate activities are deeply connected to human rights.

- Contributing to expanded medical access through “promoting research and development,” “improving access to pharmaceuticals,” and “strengthening regional healthcare infrastructure”
- Flexible responses that limit patent applications and rights enforcement in countries and regions where pharmaceutical access is difficult to the minimum necessary scope that does not impede access
- Conducting research and development activities in compliance with relevant laws and regulations under high ethical standards regarding life
- Working on research and development of formulation and packaging technologies to resolve counterfeit drug issues, while providing appropriate responses tailored to the regulations and risks of each country and region
- Safe management and protection of personal information of patients, healthcare professionals, and all other stakeholders

Employees

We have established a commitment to focus on the following human rights issues in order to respect employee diversity and create a comfortable work environment that considers health and safety.

- Promoting activities aimed at realizing decent work that provides fulfillment for all employees
- Creating a workplace environment free from harassment and discrimination
- We do not tolerate child labor or forced labor
- Promoting appropriate occupational health and safety
- Respecting freedom of association and the right to collective bargaining in accordance with laws and regulations
- Ensuring appropriate working hours and wages in accordance with laws and regulations
- Engaging in fair recruitment activities and supporting employees’ ability to demonstrate their capabilities through attractive talent development and appropriate treatment

Business Partners

Our group promotes sustainable procurement to consider human rights in procurement activities. In addition, in accordance with our Business Partner Code of Conduct, we encourage business partners to respect human rights. We regularly verify the status of business partners’ initiatives and engage in dialogue as necessary.

## Actions

Risk Management to Reduce Human Rights Risks

Implementation of human rights due diligence

- Based on our human rights policy, our group is working to implement risk assessment-based human rights due diligence to prevent human rights violations.
- Specifically, we identify potential human rights risks by conducting human rights risk assessments in 3-year cycles targeting all group companies where we conduct business activities.

Conducting sustainable surveys for business partners

- Our group conducts “Sustainable Surveys” for major business partners on a 3-year cycle, seeking their understanding and cooperation regarding our group’s approach to sustainability and strengthening bidirectional communication.
- In this survey, we ask business partners to respond to questions related to “ethical and honest business activities,” “human rights respect and labor,” “safety and health,” “promotion of environmental management,” “ensuring optimal quality, cost, and stable supply,” “management systems,” and other areas, in accordance with our Business Partner Code of Conduct and the principles of PSCI (Pharmaceutical Supply Chain Initiative), a nonprofit organization composed of global pharmaceutical companies.

Initiatives for Each Stakeholder Based on Human Rights Respect

For details on our initiatives, please refer to the disclosures on each topic that follow.

## Channels to Raise Concerns or Needs and Approaches to Remedy

Our group has established the Global Hotline as an internal reporting system where compliance violations can be reported and consulted upon. This reporting system is operated by our group and is designed to be easily accessible to employees, with a 24/7 available system operating in 19 languages including Japanese and English. We also accept reports and consultations from external parties, including business partners, through each company’s website. Issues raised through the Global Hotline are subject to appropriate monitoring.

Furthermore, the “Daiichi Sankyo Group Individual Code of Conduct” clearly states that whistleblowers will not be punished and prohibits retaliation against them, creating an environment where employees can raise their concerns with confidence.

Through these initiatives, we strive to maintain an environment where employees can report with peace of mind.

# Patients and Healthcare Professionals

Our group places our purpose of “contributing to the quality of life of people around the world ” at the foundation of our corporate activities, and we constantly aim to realize patient-centered healthcare. As indicated by our corporate slogan “Passion for Innovation. Compassion for Patients.®,” “compassion for patients” and “passion for innovation” are the core values that form the foundation of all our activities.

We strive to serve as a source of support for patients to find hope in their treatment, and we are driven by this sentiment to work on creating innovation. We believe that truly meaningful transformation lies beyond the accumulation of exploration and challenges in developing new pharmaceuticals, and we continue our activities daily with this conviction.

Furthermore, to further strengthen our global and cross-functional initiatives, we established a new “Patient Centricity Special Assignment” position in April 2024. Under this new framework, we comprehensively oversee Patient Centricity initiatives across the entire group and promote them in an integrated and strategic manner.

To make innovation more valuable, we always listen sincerely to patients’ voices and place importance on understanding their experiences, challenges and needs, and hopes for the future. We share these patient voices across the company to further promote and establish a Patient Centric Mindset.

## Material Impacts, Risks And Opportunities (IROs)

### Meeting Unmet Medical Needs

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P | O | | ● | ● | | ● | ● |

The Daiichi Sankyo Group contributes to creating hope for higher therapeutic efficacy and innovative treatment for patients worldwide through the development of innovative pharmaceuticals that address unmet medical needs. The revenue obtained from creating and providing innovative pharmaceuticals becomes the source for developing the next innovative pharmaceuticals.

### Improving Access to Pharmaceuticals

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P/N | O | ● | ● | ● | | ● | ● |

To enable patients who need our innovative pharmaceuticals to access our medicines at an early stage, we are improving pharmaceutical access through our own efforts or partnerships. By delivering our products to patients in more countries and regions, we contribute to the quality of life of people around the world.

### Stable Supply of Pharmaceuticals

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P/N | O | ● | ● | ● | ● | ● | ● |

Our group develops and manufactures high-quality pharmaceuticals from various perspectives including stable quality, ease of administration, heat resistance, and counterfeit drug countermeasures. We also work on strengthening and diversifying our supply chain and sustainable procurement, contributing to patients’ health by continuously providing high-quality pharmaceuticals in a stable manner according to demand.

# Patients and Healthcare Professionals

## Ethical Marketing Activities

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P/N | R | | ● | ● | ● | ● | ● |

When inappropriate marketing is conducted, it can lead to situations where optimal pharmaceuticals cannot be used. This can impair patients' treatment opportunities, cause side effects, and result in losses to healthcare finances, which can also lead to litigation. To prevent such situations, our group has established policies regarding marketing.

## Provision of High-Quality Medical Information / Patient Safety and Privacy

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P/N | R/O | | ● | ● | ● | ● | ● |

Our group creates high-quality information regarding the efficacy and safety of pharmaceuticals and provides it to healthcare settings, contributing to the promotion of appropriate use. We also collect safety information from healthcare professionals regarding adverse reactions to marketed products and investigational drugs, and utilize this information for safety analysis. Through these efforts, we identify potential needs and create more effective pharmaceuticals and information, leading to contributions to patients' health. We also recognize the growing threat of counterfeit drugs. To prevent negative impacts on patients' health from counterfeit drugs, we are advancing the examination and implementation of counterfeit drug prevention technologies.

In our Group, we handle highly confidential patient data. To prevent inappropriate use, such as use for unintended purposes, and to avoid information leaks, we have established a clear policy on the protection of personal data and are taking measures to mitigate related risks.

# Stakeholders Engagement and Initiatives to Minimize Safety Risks

## Stakeholder Engagement

The Daiichi Sankyo Group is implementing the following activities to deepen engagement with end users, including patients and healthcare professionals.

### Engagement with Patients

We are promoting activities where each employee has a Patient Centric Mindset, understands the lives, concerns, and hopes of patients and their families, and reflects this understanding throughout our entire value chain activities. Through direct dialogue with patients, caregivers, and other related parties, we aim to add new value to pharmaceuticals and services and provide pharmaceuticals that become hope for patients, thereby contributing to lives filled with smiles for patients and their families.

### Global Advocacy Initiatives

The Global Patient Advocacy team in the oncology field works closely with more than 900 patient advocacy organizations worldwide with the purpose of deeply understanding patients' daily lives, treatment-related challenges, and access to pharmaceuticals.

Through these collaborations, we conduct surveys to identify patients' unmet medical needs and awareness surveys regarding treatments and clinical trials. Furthermore, we also provide support for awareness campaigns to reduce social stigma* associated with cancer and public education activities, contributing to improving patients' QOL (quality of life).

* The phenomenon where society assigns negative labels or prejudices to specific individuals or groups, resulting in discrimination or exclusion

# Patients and Healthcare Professionals

COMPASS Activities in Research and Development

COMPASS is a Daiichi Sankyo Group initiative to promote the realization of "patient-oriented drug discovery," which started in 2014 as a cross-organizational activity within the R&D division centered at the Shinagawa R&D Center. Through COMPASS activities, we provide opportunities for Daiichi Sankyo Group employees to get to know patients and consider what they can do through bidirectional communication with patients and healthcare professionals. We implement a variety of initiatives to deepen engagement with patients. These include lectures delivered by patients, co-hosted dialogue events with patients such as the "Healthcare Café" in collaboration with other pharmaceutical companies, and ongoing contact with medical institutions and patient organizations. We also publish the internal newsletter COMPASS News, which shares reports on these activities—along with employees' personal stories of battling illness—with all employees in Japan.

### Initiatives to Minimize Safety Risks

We have established a safety management system and strive to minimize safety risks for patients by objectively analyzing safety management information and providing information to healthcare settings to promote appropriate use of pharmaceuticals. We collect, evaluate, and examine safety management information globally, and as the safety management division of a global pharmaceutical company, we strive to execute safety measures globally. In Japan, we comprehensively collect safety management information (such as adverse reaction information) ourselves and provide appropriate use information to healthcare settings based on objective evaluation and examination.

We also contribute to supporting patients' safe and secure medication use through enhancing support systems that allow patients to receive treatment with peace of mind and through innovations in formulation, labeling, and packaging.

## Policies, Actions and Performance for Material IROs

### Meeting Unmet Medical Needs

#### Policies

Healthcare access challenges that pharmaceutical companies should address include unmet medical needs and restrictions to basic healthcare access caused by various social factors such as public health, education, and income disparities.

The Daiichi Sankyo Group has established the "Daiichi Sankyo Group Healthcare Access Policy" as our approach to addressing these healthcare access challenges, and we are promoting initiatives with the Head of Global Corporate Strategy serving as the Healthcare Access Officer.

The "Daiichi Sankyo Group Healthcare Access Policy" stipulates the promotion of research and development, which includes the following content:

- Leveraging our research and development capabilities cultivated over many years, we create innovative treatment and prevention methods and contribute to the transformation of standard care.
- Expand and deepen partnerships through rapid access to diverse external research findings and innovations, thereby broadening the possibilities for drug discovery.
- Leverage our research and development capabilities and partnerships to address unmet medical needs including malaria, tuberculosis, NTDs, NCDs such as cancer, rare diseases, and other conditions.

# Patients and Healthcare Professionals

## Actions

### Innovative Drug Research and Development

Our Group is concentrating resources to maximize the product value of five DXd ADCs[*1], while also focusing on accelerating global clinical development under our “5DXd ADCs and Next Wave” strategy, which aims to create a product portfolio (Next Wave) that will transform the SOC[*2] to achieve sustained growth.

In the medium to long term, we are working to strengthen our drug discovery capabilities through technical research on new modalities[*3] and other approaches, aiming to create therapeutic drugs for various diseases beyond cancer by leveraging our advantages in science & technology.

*1 ADC stands for Antibody Drug Conjugate. It is a pharmaceutical product that combines antibody drugs with drugs (small molecule drugs) through appropriate linkers, delivering drugs directly to cancer cells via antibody drugs that bind to target factors expressed on cancer cells, thereby reducing systemic drug exposure while enhancing the attack power against cancer cells. DXd ADC combines our proprietary drugs and linkers with antibodies.

*2 Abbreviation for Standard of Care. The treatment method that is considered the best in current medicine and is widely used.

*3 Modality refers to therapeutic approaches such as small molecule drugs, antibody drugs, ADCs, nucleic acid drugs, gene therapy, etc.

### Initiatives Against Drug Resistance: Participation in the AMR Action Fund

The emergence and spread of drug-resistant bacteria has become a major global public health challenge. Without appropriate countermeasures, it is estimated that approximately 10 million people worldwide will die annually from antimicrobial resistance (AMR) bacterial infections by 2050. Against this backdrop, the AMR Action Fund was established by IFPMA (International Federation of Pharmaceutical Manufacturers & Associations) in July 2020 to support clinical development of new antimicrobial agents and achieve a sustainable antimicrobial market. Our company is contributing to the early resolution of global AMR issues by promoting the development of innovative antimicrobial agents through a total contribution of 20 million USD to this fund.

## Performance

| KPI and Target as of FY2025 | FY2024 Results |
|---|---|
| 3ADC: 8 indications launched (as new indications during the medium-term plan period) | Enhertu®<br>• Approval for HER2-positive multiple solid tumors (US: April 2024)<br>• Approval for treatment of HER2-low expressing breast cancer without prior chemotherapy (US: January 2025, EU: March 2025)<br>• HER2-positive gastric cancer second-line treatment (Ph3) TLR acquired (February 2025)<br><br>Datopotamab®<br>• Application for non-small cell lung cancer with EGFR gene mutation with prior treatment history, voluntary withdrawal of application for non-small cell lung cancer second/third-line treatment (US: November 2024)<br>• Approval for hormone receptor-positive, HER2-negative breast cancer (Japan: December 2024, US: January 2025)<br><br>HER3-DXd<br>• EGFR-mutant non-small cell lung cancer third-line treatment CRL (Complete Response Letter) received (US: June 2024)<br>• EGFR-mutant non-small cell lung cancer second-line treatment trial data readout (September 2024) |
| Multiple products that will become growth drivers following 3ADC are in late-stage development or beyond | Ezharmia<br>• Approval for relapsed or refractory peripheral T-cell lymphoma (Japan: June 2024)<br>• DS-7300 Small cell lung cancer second-line treatment (Ph3), dosing initiated (July 2024)<br>• DS-6000 Ovarian cancer (Ph2/3), first patient dosing initiated (April 2024)<br>• DS-3939 Multiple solid tumors (Ph1/2) trial ongoing |
| Post-DXd-ADC modalities are in the development stage | • DS-9606 Ph1 trial ongoing<br>• DS-2325 Ph1b/2 trial ongoing |
| Number of priority review designations (cumulative total count) | 12 cases in FY2024, cumulative total of 25 cases from FY2023 |

# Patients and Healthcare Professionals

## Improving Access to Pharmaceuticals

### Policies

The "Daiichi Sankyo Group Medical Access Policy" defines the improvement of access to pharmaceuticals and includes the following:

- In developing countries, patients have limited access to necessary medications due to inadequate supply systems and counterfeit drugs, and even in developed countries, patients face restrictions due to healthcare system structures
- Taking full consideration of each country's circumstances and healthcare system structures, collaborating with various initiatives to deliver pharmaceuticals to patients who need them

The same policy also defines regional healthcare infrastructure strengthening as follows:

- There are challenges that hinder medical access in developing countries and other regions, including inadequate health insurance systems and medical infrastructure, pharmaceutical manufacturing and quality control issues, and shortages of healthcare personnel
- In response to these challenges, we will maximize the use of our Group's resources and engage in activities that can achieve the most desirable impact

### Actions

Expanding Pharmaceutical Access through Strategic Partnerships

We are implementing optimal access strategies, including strategic partnerships, to deliver our innovative pharmaceuticals to more patients more quickly.

- We entered into strategic partnerships for our ADC products with AstraZeneca in March 2019 and with Merck & Co., Inc., Rahway, NJ, USA in October 2023.

Early Access Program

In countries and regions where our products are not yet approved, we provide pre-approval investigational drugs in accordance with each country's regulations for patients suffering from life-threatening serious diseases or conditions who cannot participate in ongoing clinical trials. In programs to deliver Enhertu® to patients early in countries and regions where it is not yet approved, we have established special risk management systems to ensure patient safety.

### Performance

| KPI and Target as of FY2025 | FY2024 Results |
|---|---|
| **Expansion of the number of countries and regions where cancer products are launched through collaboration with partners and other initiatives (40 or more countries launched)** | Enhertu launched countries/regions: 69 countries and regions, 17 new countries/regions in fiscal year 2024 (Approximately 94,650 patients treated*) |
| **As our contribution to addressing new risks through collaboration with regulatory authorities in various countries and other companies:**<br>**• DS-5670 (Daichirona) development progressing as planned** | Daichirona<br>• Launched Omicron JN.1-adapted mRNA vaccine in Japan (Sep. 2024) |

* Estimated based on the formula dividing "total sales volume" by the "amount of use required by one patient per year"

# Patients and Healthcare Professionals

## Stable Supply of Pharmaceuticals

### Policies

We view the stable supply of pharmaceuticals as our corporate social responsibility itself. The Daiichi Sankyo Group is building a supply system with high risk resilience by promoting diversification of manufacturing sites, diversification of raw material procurement, and supply chain risk management. We have also established a system that can flexibly respond to risks such as natural disasters and pandemics through business continuity planning (BCP).

### Actions

Building a Stable Production and Supply System

Our Group is building a flexible and efficient production and supply system by integrating the function to stably procure reliable raw materials for users and produce pharmaceuticals according to plan and logistics function to deliver products quickly and reliably after receiving orders, while centralizing information to ensure stable supply of high-quality pharmaceuticals. We have also established a stable supply system for global markets through collaboration with overseas production sites.

Pharmaceuticals are designed to deliver their efficacy effectively and safely. To reproduce the quality of developed pharmaceuticals as designed in production and provide stable supply of reliable products, it is necessary to establish a production management system that is scientifically verified from both hardware and software perspectives. Our Group has independently established world-class high-level standards through our quality and safety management system, building a global supply system for reliable pharmaceuticals.

Strengthening Quality Assurance Systems

We thoroughly comply with GMP (Good Manufacturing Practice) standards and conduct regular internal and external audits.

### Performance

| KPI and Target as of FY2025 | FY2024 Results |
|---|---|
| **Capital investment in our own facilities and CMO investment for establishing ADC production systems and stable supply of high-quality pharmaceuticals to patients: up to 300 billion yen** | Implemented supply capacity expansion to respond to demand forecasts (approximately 226 billion yen, cumulative investment decision of approximately 522 billion yen from fiscal year 2021) Secured stable inventory |

# Patients and Healthcare Professionals

## Ethical Marketing Activities

### Policies

Our Group has established the “Group Healthcare Professional and Healthcare Institution Interaction Policy” to maintain high standards in interactions with healthcare professionals, healthcare institutions, and patient organizations, as well as in pharmaceutical promotion, in addition to establishing codes at our company and each subsidiary that comply with industry codes in each country and region based on the IFPMA Code of Practice (International Federation of Pharmaceutical Manufacturers & Associations Code, hereinafter “IFPMA Code”).

This policy clearly states that the relationship between our company and Group companies with healthcare professionals is aimed at improving the quality of medical care, and must focus on providing information about pharmaceuticals to healthcare professionals, providing scientific and educational information, and supporting medical research and education.

In January 2019, we revised this policy in line with the revision of the IFPMA Code to include provisions prohibiting the provision of gifts and promotional materials to healthcare professionals. Our Group prohibits the provision of entertainment and cash and personal gifts, and stipulates strict contractual requirements and appropriateness of compensation when paying healthcare professionals.

### Actions

Strengthening Review System for Promotional Materials

Our Group conducts rigorous review of pharmaceutical promotional materials in compliance with laws and industry codes in each country. Globally, we have established the Product Material Review Process (PMRP) for creating globally common product-related materials and disease awareness materials, primarily in the oncology field, with reviews conducted by reviewers from Japan, the US, and Europe. When approved globally common materials are used as country-specific versions, they must be separately reviewed and approved in the respective country to comply with that country’s laws, regulations, and industry codes. We strictly operate the creation of global materials in this manner.

## Providing High-Quality Medical Information/Patient Safety and Privacy

### Policies and Actions

Our Group collaborates across related units to identify necessary and missing information for patients and healthcare professionals, creating and providing information through clinical studies and post-marketing surveillance. The Daiichi Sankyo Group has established the “Daiichi Sankyo Group Quality Policy” to promote the cultivation of a quality culture for providing safe and effective pharmaceuticals and high-quality medical information.

Medical Affairs Activities

Based on medical and scientific expertise, we interact with healthcare professionals while ensuring fairness, independence, and transparency, identify clinical questions (questions that arise for patients and in medical settings regarding drug use), and plan and promote clinical studies to clarify these questions, thereby engaging in new evidence generation activities. We actively conduct information dissemination activities for clinical study results, including presentations at Japanese and international conferences and publication in medical journals.

Medical Information Provision Activities

Medical Representatives (MRs) play a role in providing, collecting, and communicating information related to our pharmaceuticals to various healthcare professionals. Through our comprehensive training system, they deepen their knowledge of diseases and pathophysiology and engage in bidirectional communication with healthcare professionals. They strive to accurately and promptly convey specialized information on safety and efficacy, as well as information to help patients and their families lead healthy and fulfilling lives, in response to various needs of patients and families. Through these MR medical information provision activities, including proper use of our pharmaceuticals, promotion of post-marketing surveillance, and disease awareness, we strive to understand the voices of healthcare professionals and the patients and families they serve, thereby contributing to medical care.

# Patients and Healthcare Professionals

Handling Inquiries from Patients and Healthcare Professionals

Our Product Information Center receives approximately 6,000 inquiries per month and about 70,000 inquiries annually regarding our pharmaceutical products from healthcare professionals and patients. To understand the background of inquiries, investigate pharmaceutical information, and provide accurate and easy-to-understand explanations, we conduct daily training in medical and pharmaceutical knowledge as well as questioning and explanation skills. We have introduced and utilize many systems for handling inquiries, including artificial intelligence (AI). These include systems that instantly present optimal Q&As to operators and voice recognition systems that connect inquiries to operators in charge of specific product areas.

Integration and Management of Internal and External Data

With the global launch of oncology products, timely management and monitoring of vast amounts of safety information has become increasingly important. Our company utilizes an Integrated Data Analysis Platform (IDAP) to streamline data aggregation and monitoring of proper use compliance. For interstitial lung disease, which is one of the particularly important safety concerns, we have achieved timely monitoring and information provision aimed at early detection and prevention of severe cases.

Counterfeit Drug Countermeasures

Our Group is addressing the growing threat of counterfeit drugs by reviewing sealing materials and changing box specifications for our manufactured and marketed products, while advancing technical studies and implementation to prevent counterfeit drugs. To strengthen traceability of prescription pharmaceuticals, GS1 code labeling incorporating expiration date and lot number information on sales packaging units and original packaging units has been mandated for products shipped from April 2021 onwards. For controlled narcotic pharmaceutical products, GS1 code labeling incorporating expiration date and lot number information on sales packaging units and original packaging units has also been mandated for products shipped from December 1, 2022 onwards. Our company has completed implementation for all applicable products.

We will continue to collaborate with the pharmaceutical industry and related organizations to consider the roles required of marketing authorization holders and strengthening measures according to product risks.

We are also actively promoting compliance with GDP[*1] to enhance reliability assurance during pharmaceutical storage and transportation.

*1 Abbreviation for Good Distribution Practice. Standards for proper distribution of pharmaceuticals.

Personal Information Protection Initiatives

Our Group has established internal regulations compliant with laws and regulations in each country and region based on global unified standards for personal information protection (Daiichi Sankyo Group Privacy Policy), thoroughly implementing safe management of personal information while conducting regular training to ensure proper handling of personal information. Furthermore, personal information regulations are being strengthened in countries around the world, including Europe's GDPR (General Data Protection Regulation). Our Group is working to comply with personal information protection legislation enacted in relevant countries and regions.

## Performance

| KPI | FY2024 Results |
|---|---|
| **Improvement in stakeholder evaluation of our information provision approach, particularly from healthcare professionals** | Japan Business Unit MR: Overall 1st place, Product Information Center: 1st place in pharmacist evaluation* |

* MR: Aug. 2024, INTAGE Healthcare Inc. , Product Information Center: Nov. 2024, transcosmos inc. and The Japan Research Institute, Limited

# Our Company's Employees

We empower our people as they are the most important asset. To achieve our Purpose and Mission, we aim to maximize human capital through the promotion and development of talent across various areas of the value chain, striving for mutual sustainable growth for both our employees and the company. All business activities are supported by talent, and we believe that attracting diverse talent and implementing effective human capital management in our global business expansion are sources of competitiveness.

## Material Impacts, Risks And Opportunities (IROs)

### A Workplace That Attracts Competitive Talent

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| Impact (P/N) | Risk/ Opportunity | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P | O | | ● | | ● | ● | ● |

To continuously create innovative pharmaceuticals with high quality, it is necessary to attract and retain competitive talent.

Working in a workplace where the corporate culture "One DS Culture" is deeply embedded and work-life balance is well-established contributes to improving employee engagement, enabling competitive talent to maximize their value contribution. This ultimately leads to the creation of more innovations and the delivery of innovative pharmaceuticals to more patients.

### A Workplace Environment Where Employees Can Work with Peace of Mind

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| Impact (P/N) | Risk/ Opportunity | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| N | R | | ● | | ● | ● | ● |

In workplaces such as factories and research facilities, inadequate occupational health and safety can lead to accidents, resulting in operational shutdowns, reviews of safety and health management systems, and loss of sales and profits due to damaged credibility. Currently, even as our business expands, we are implementing measures and environmental improvements to minimize risks and the impact of accidents when they occur.

### Development and Career Advancement of Specialized Personnel

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| Impact (P/N) | Risk/ Opportunity | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P | O | | ● | | | | ● |

Implementation of specialized training necessary for business operations and support for self-development enhances employees' expertise and promotes individual capability improvement. Additionally, career development aligned with both business needs and each employee's aspirations and abilities improves employee motivation and encourages their active contribution.

The optimal placement and active contribution of these specialized personnel will drive the expansion of innovative pharmaceutical development.

For example, strengthening S&T and bio talent will contribute not only to increasing the number of R&D pipeline projects but also to improving antibody drug manufacturing capabilities.

# Our Company's Employees

## A Diverse Workplace That Promotes Innovation

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| Impact (P/N) | Risk/ Opportunity | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| P | O | | ● | | ● | ● | ● |

Our Group aims to actively embrace employee diversity through Inclusion & Diversity (I&D) initiatives, enabling each employee to maximize their potential value. Additionally, enhanced mutual understanding among employees improves their sense of fulfillment at work. By leveraging diverse values and working together with purpose, employees and teams will drive the creation of innovative pharmaceuticals that transform the Standard of Care (SOC) and foster innovation across the entire value chain, supporting the company's sustainable growth.

## Stakeholders Engagement and Channels to Raise Concerns or Needs

### Stakeholder Engagement Process

The Daiichi Sankyo Group determines and implements employee-related initiatives based on employee engagement surveys and feedback.

The primary method for obtaining direct feedback from employees is the "Global Engagement Survey" conducted for all employees worldwide. Through this annual survey, we assess employee satisfaction with working at our Group and measure the penetration and identify challenges related to our unique corporate culture, "One DS Culture." Survey results are communicated to all employees under the CEO's name. Additionally, the EMC discusses workplace issues and initiatives identified through the results and analysis, leading to actions for creating a better workplace.

Furthermore, we maintain ongoing communication with labor unions in regions where they are organized. In Japan, which accounts for approximately half of all Group employees, we value our trust-based relationship with labor unions and emphasize labor-management dialogue to achieve constructive discussions aimed at resolving issues and transparent information disclosure to employees. For matters related to working conditions, we primarily use a consultation-based approach, conducting discussions and reports through respective meeting bodies for "the entire Daiichi Sankyo Group," "Japanese Group companies," and "individual business sites" according to Group-wide commonalities and the nature of consultation and reporting content. Where applicable, labor unions agreements have been concluded between each company and labor unions. For example, regarding organizational changes, as a labor-management reporting matter, we inform employees of the purpose of changes through our internal portal site.

Additionally, based on our "Global I&D Statement," our Group promotes the theme "Be Inclusive & Embrace Diversity" through regional BERGs (Business Employee Resource Groups) that proactively drive dialogue sessions and networking opportunities, reflecting the unique characteristics and challenges of each region. Through these initiatives, we aim to help employees learn the importance of recognizing and respecting each individual's differences and commonalities, thereby promoting deeper understanding and establishment of I&D (Inclusivity & Diversity).

### Channels To Raise Concerns or Needs

We have established a Global Hotline as a Group-wide external whistleblowing channel.
(For details, please refer to P.15 Global Hotline.)

# Our Company's Employees

## Policies, Actions and Performance for material IROs

### A Workplace That Attracts Competitive Talent

#### Policies

Our Group has established in the Daiichi Sankyo Group Corporate Conduct Charter that "We respect the diversity of our employees, and seek to include a diversity of thought in our daily work. We are committed to ensuring a healthy and safe working environment and do not tolerate harassment and discrimination" and "We provide employees the opportunity to develop their skills and abilities for the mutual growth of the individual employee and the corporation."

We have also established a People Philosophy, which commits to treating, developing, and supporting the performance of employees worldwide across our Group who share our "Core Values" in a fair manner. Employee-related policies and initiatives at each Group company are formulated in accordance with the following principles defined in this Philosophy.

1. Attraction
2. Inclusion & Diversity
3. Workforce Planning
4. Well-being
5. Engagement
6. Performance Management
7. Learning & Career Development
8. Rewards
9. Leadership & Succession

These policies are published on our Group's internal portal site, where all employees can access them. Global Compliance & Risk Management and Global HR are respectively responsible for overseeing these policies.

#### Actions

Implementation And Operation of Global HR Systems

- Our Group has introduced and operates global evaluation and grading system since FY2024 and new compensation frameworks since FY2025.
- The grade and compensation system focuses on achieving differentiated treatment based on job value and contribution level, aiming to enhance employee motivation and productivity while securing and retaining excellent talent.
- The evaluation system emphasizes coaching and feedback through daily one-on-one meetings, with talent development as its primary focus.

"One DS Culture" Penetration Activities (GCI: Global Culture Initiative)

- Implementation of GCI Leadership Forum: Conducted workshops on best practices for culture embedding and other topics with approximately 200 global leaders from our Group.
- Implementation of Culture Ambassador Workshops: Held workshops with nearly 300 Culture Ambassadors responsible for culture penetration within each organization to discuss the current status of GCI activities and activity plans.

#### Performance

| KPI and Target as of FY2025 | FY2024 Results |
|---|---|
| Positive response rate for engagement survey on corporate culture and workplace environment; 80% or higher | Positive response rate: 76% |

# Our Company's Employees

## A Workplace Environment Where Employees Can Work with Peace of Mind

### Policies

Daiichi Sankyo Group considers environmental conservation and the assurance of health and safety as important responsibilities in our corporate activities, and has established an EHS (Environment, Health & Safety) Policy. We prioritize these issues in all corporate activities, comply with relevant laws and international agreements, and set higher goals to strive for their achievement.

Additionally, we achieve continuous improvement by clarifying organizational roles and responsibilities and establishing an EHS management system. Furthermore, we enhance EHS-related knowledge and awareness through education and awareness-raising activities.

### Actions

The Head of Global Corporate Strategy oversees EHS management across the entire Group as the Global EHS Management Officer, while the Head of Global HR promotes EHS management as the Global Health & Safety Officer. Additionally, we have established an EHS management structure that considers regions and units, designating EHS management sites as needed and conducting target management.

In the Sustainability Committee, the Head of Global Corporate Strategy serves as the chairperson, deliberating on EHS management policies, annual plans, implementation reports, and other matters, and reports the results to the EMC.

### Performance

Indicators regarding Health and Safety

| Classification | Boundary | FY2022 | FY2023 | FY2024 |
|---|---|---|---|---|
| Lost time injuries frequency rate* (Full-time employees, contract employees, temporary employees, etc.) | Global | 1.05 | - | - |
| | Japan | 0.17 | - | - |
| | Outside Japan | 2.03 | - | - |
| Lost time injuries frequency rate (Full-time employees, contract employees) | Global | - | 1.42 | 1.62 |
| | Japan | - | 0.23 | 0.58 |
| | Outside Japan | - | 2.69 | 2.60 |
| Lost time injuries frequency rate (Temporary employees) | Global | - | 1.59 | 1.90 |
| Occupational accident fatalities | Global | 0 | 0 | 0 |

* Number of work-related deaths and injuries/Total hours worked × 1,000,000
The number of work-related deaths and injuries counts cases that involved at least a day of leave.
Please refer to the ESG Data page for further details on the scope.

## Development and Career Advancement of Specialized Personnel

### Policies

We have established policies regarding "Learning & Career Development" within our People Philosophy, which applies to the entire Daiichi Sankyo Group. Our Group commits to providing employees with learning opportunities, personal innovation, and environments that lead to career growth, while developing talent that creates competitiveness and competitive advantage.

### Actions

We provide initiatives from the perspectives of "Business Skill Enhancement" and "Career Development."

# Our Company's Employees

Business Skill Enhancement Support

- Joint Daiichi Sankyo Group training according to one's career stage
  - » Tier-based training, global leader training for future management personnel, and manager development training
- Specialized capability training by each department to enhance expertise for each job function
  - » Training for each job function at each company, training to acquire specialized skills and knowledge, tier-based training for junior employees, etc.
- Systems to support individual employee self-development
  - » Voluntary enrollment training and provision of online learning tools

Support for Self-Actualization (Career Development)

- Self-development declaration system
  - » Every year, all employees declare their current status and future self-actualization vision to the company
- Deployment of role changes, inter-organizational transfers, and job function changes
  - » Support for strengthening broad perspectives and ability to handle diverse tasks
- Utilization of training and consultation services
  - » Implementation of career development support training and establishment of career support services

## Performance

| KPI and Target as of FY2025 | FY2024 Results |
|---|---|
| Positive response rate through engagement surveys on development and growth opportunities: 80% or higher, | Positive response rate: 77% |
| 1. Publication of actual education investment amount per employee | Education investment per employee: ¥207,430 |

# A Diverse Workplace That Promotes Innovation

## Policies

Our Group believes that by valuing each individual person and actively embracing diverse perspectives in our work, we can achieve greater goals as a Group. Our Group focuses on accepting diversity and fostering an organizational culture where everyone can thrive. This is because we believe that employees with diverse perspectives can maximize their abilities and skills, promote innovation, and contribute to patients worldwide by continuously creating innovative pharmaceuticals.

## Actions

Daiichi Sankyo Group-wide Initiatives

- Membership in the Healthcare Businesswomen's Association, a nonprofit organization for all employees working in the healthcare industry
- We share and discuss challenges and improvement activities related to women's advancement (Gender Parity), centered around BERG activity members in each region.

Action in Japan

- Senior management personally conducts annual meetings with all division heads at Daiichi Sankyo Co., Ltd. to identify challenges in women's advancement within each organization and promote solutions.
- We have established a network of women in management positions and are working on mutual support, development of the next generation, and building relationships with similar organizations globally.

# Workers In the value chain

## Material Impacts, Risks and Opportunities (IROs)

### Working Conditions

| IRO | | Value chain | | | Time horizon | | |
|---|---|---|---|---|---|---|---|
| I (P/N) | RO | Upstream | Internal | Downstream | Short-term | Mid-term | Long-term |
| N | R | ● | ● | ● | ● | ● | ● |

When business partners have inadequate workplace safety environments, Such situations may have negative implications for the physical and mental health of business partner employees, and could potentially increase the risk of occupational accidents. As a result, there is a possibility of negative financial impact on our company due to quality deterioration of products and services provided to us or manufacturing stoppages.

## Stakeholders Engagement and Channels to Raise Concerns or Needs

### Processes for Engagement

The Daiichi Sankyo Group clearly stipulates in Article 2 of its Corporate Code of Conduct to “conduct responsible procurement,” and has established “sustainable procurement” as an important policy in its procurement policy. Based on this procurement policy, we have developed a “Business Partner Code of Conduct” that systematically outlines our expectations for business partners who provide products and services toward the realization of a sustainable society.

This code is compliant with the principles of PSCI, a nonprofit organization comprised of global pharmaceutical companies, and includes specific provisions regarding important aspects such as “ethical and honest business conduct,” “respect for human rights and labor,” “occupational health and safety,” and “promotion of environmental management.” The Daiichi Sankyo Group aims to jointly fulfill social responsibility through proactive communication with business partners who understand and empathize with the spirit of this code. Particularly regarding respect for human rights, we established the “Daiichi Sankyo Group Human Rights Policy” in 2020 and are focusing on realizing respect for human rights and sustainable business activities throughout our entire supply chain.

### Channels to Raise Concerns or Needs

We have established a Global Hotline as a group-wide external whistleblowing system.
(For details, please refer to P.15 Global Hotline.)

# Workers In the value chain

## Policies, Actions and Performance for Material IROs

### Working Conditions

#### Policies

The concept of respect for human rights is the foundation of the Daiichi Sankyo Group's sustainability activities and is defined in the following charters, policies, and codes regarding business partners.

- Daiichi Sankyo Group Corporate Conduct Charter: Article 2 stipulates "responsible procurement," Article 4 addresses "respect for human rights," Article 5 covers respect for employee diversity and the establishment of workplace environments that prioritize health and safety, and Article 10 mandates promoting actions based on the charter's principles among business partners.
- Daiichi Sankyo Group Employee Code of Conduct: Establishes "respecting the human rights of all people and complying with labor standards" as a behavioral standard.
- Daiichi Sankyo Group Human Rights Policy: Established in June 2020 with approval from the Board of Directors. Respects international norms and fundamental principles including the Universal Declaration of Human Rights, International Covenant on Human Rights, ILO Declaration, and the UN "Guiding Principles on Business and Human Rights," and as a signatory to the UN Global Compact, expresses support for the 10 principles across four areas: human rights, labor, environment, and anti-corruption. Also addresses "prohibition of child labor" and "protection of young workers." Expects all business partners, including suppliers, to support this policy.

Our Group has compiled expectations for business partners who provide products and services to comply with and respect various international standards including human rights in our "Business Partner Code of Conduct."

Furthermore, we established the Business Partner Management Guidelines for Japan in September 2021 and the global version in October 2022, working to strengthen our management framework throughout the supply chain.

#### Actions

The Daiichi Sankyo Group has established a business partner management system based on risk assessment covering "corruption," "confidential information and personal information," "human rights," and "environment" at the commencement of transactions with suppliers, followed by continuous monitoring, in order to avoid risks of corporate value damage caused by business partner-related issues. For suppliers judged to be high-risk before or during transactions, we implement risk mitigation measures such as making decisions on whether to proceed with transactions considering the impact on the Daiichi Sankyo Group's business and social credibility, or conducting individual interviews and requiring submission of improvement plans according to the content and degree of risk. In addition, based on the Business Partner Code of Conduct, we conduct a Sustainable Survey on a 3-year cycle to assess how domestic and international suppliers address human rights in their business activities. We have also established an internal framework to respond to supplier-related issues and ensure that appropriate measures are taken promptly when risks are identified.

#### Performance

Based on risk assessments, when suppliers under contract are judged to be high-risk, we implement risk mitigation measures such as conducting individual interviews and requiring submission of improvement plans according to the content and degree of risk. In fiscal year 2023, we conducted 3 cases of interviews and requests for improvement plan submissions. Additionally, we held online training sessions for business partners with 'occupational health and safety' as the theme.

We regularly conduct training for employees engaged in procurement operations and hold annual seminars on the Act against Delay in Payment of Subcontract Proceeds, Etc. (Subcontract Act). In January 2023, we participated in the "Partnership Building Declaration" and are working on co-existence, co-prosperity, and strengthened collaboration throughout the entire supply chain. Additionally, in response to the UK Modern Slavery Act and Germany's LkSG, we continuously report on specific initiatives to prevent modern slavery and human trafficking in our business operations and supply chain.