

Sustainability Meeting FY2025

DAIICHI SANKYO COMPANY, LIMITED

28 November 2025

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Overview of Sustainability Meeting FY2025

To discuss Daiichi Sankyo's approach and initiatives in sustainability management with participants, and to reflect their feedback in future management policies and the next 5-year business plan

Value Report 2025

Issued: 13 Sept. 2025 (Japanese edition); 26 Sept. 2025 (English edition)

Contents: **Two-part structure** featuring the value creation story and the disclosure of sustainability information

 Value creation story:

The top message and interview with Outside Directors reveal Daiichi Sankyo's commitment and strategies to enhance our corporate value as well as initiatives to strengthen our human and intellectual capitals.

 Sustainability information disclosure:

Our sustainability information highlights our ESG-focused initiatives in line with the CSRD*.

*Directive (EU) on corporate sustainability reporting

**Key
Message:**

Value Creation Story Built on Our Unique Strengths

While expanding our oncology-driven business globally toward achieving the 2030 Vision, we together will contribute to patients worldwide by leveraging our Science & Technology strengths, enhancing our human capital, and advancing our Patient Centricity initiatives.



01.

**Daiichi Sankyo's Continuous Growth
Driven by Sustainability Management**

02.

**Daiichi Sankyo's Approach to
Patient Centricity**

03.

**Daiichi Sankyo's Present and Future
From an Outside Director's Perspective**

04.

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Q&A

Daiichi Sankyo's Continuous Growth Driven by Sustainability

Focusing on

- Daiichi Sankyo's approach to sustainability management
- Our value creation through the enhancement of pre-financial capital*, including human capital
- Our ambition to achieve under the next 5-year business plan

Hiroyuki Okuzawa
Representative Director, President & CEO



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

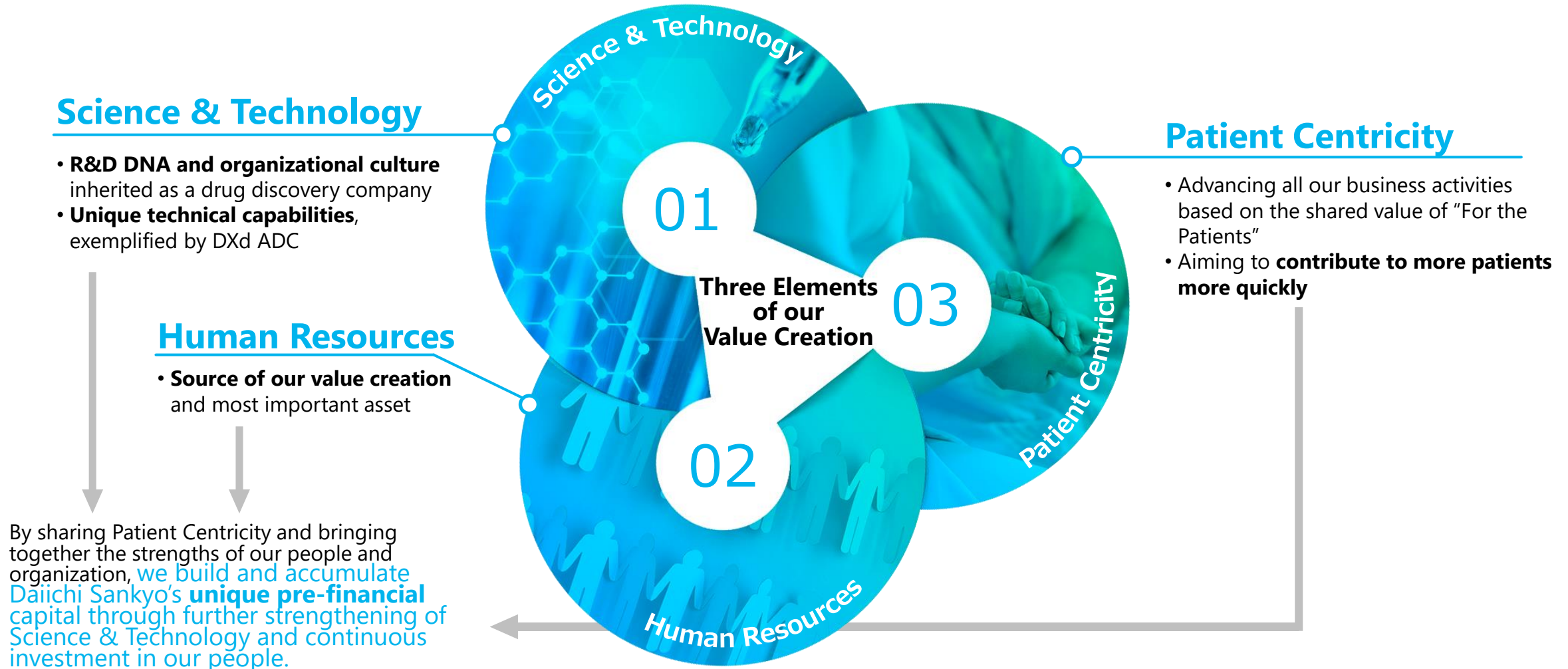
Daiichi Sankyo's Approach to Sustainability Management

- We define **our sustainability management** as **contributing to the sustainable development of society through the creation of innovative pharmaceutical products** to realize our Purpose.
- We have successfully strengthened our pre-financial capital and built a firm foundation for innovation through various initiatives.



Three Elements Driving Daiichi Sankyo's Value Creation

- **Science & Technology, Human Resources, and Patient Centricity:** these three elements characterize our uniqueness and underpin our continuous growth and competitiveness.



Strengthening Human Capital Globally

Significantly strengthened **Science & Technology (R&D, Technology, and DX) talent** under the current 5-year business plan

Mid-career and New Graduate Recruitment

- Career recruitment of talent with extensive experience and expertise at global leading pharma companies
- New graduate recruitment in Japan of outstanding PhD holders and technical college graduates

Opportunities for Growth and Reskilling

- Providing opportunities for growth and specialized skill development
- Greater internal mobility through reskilling programs such as talent reassignment and internal job posting (in Japan)

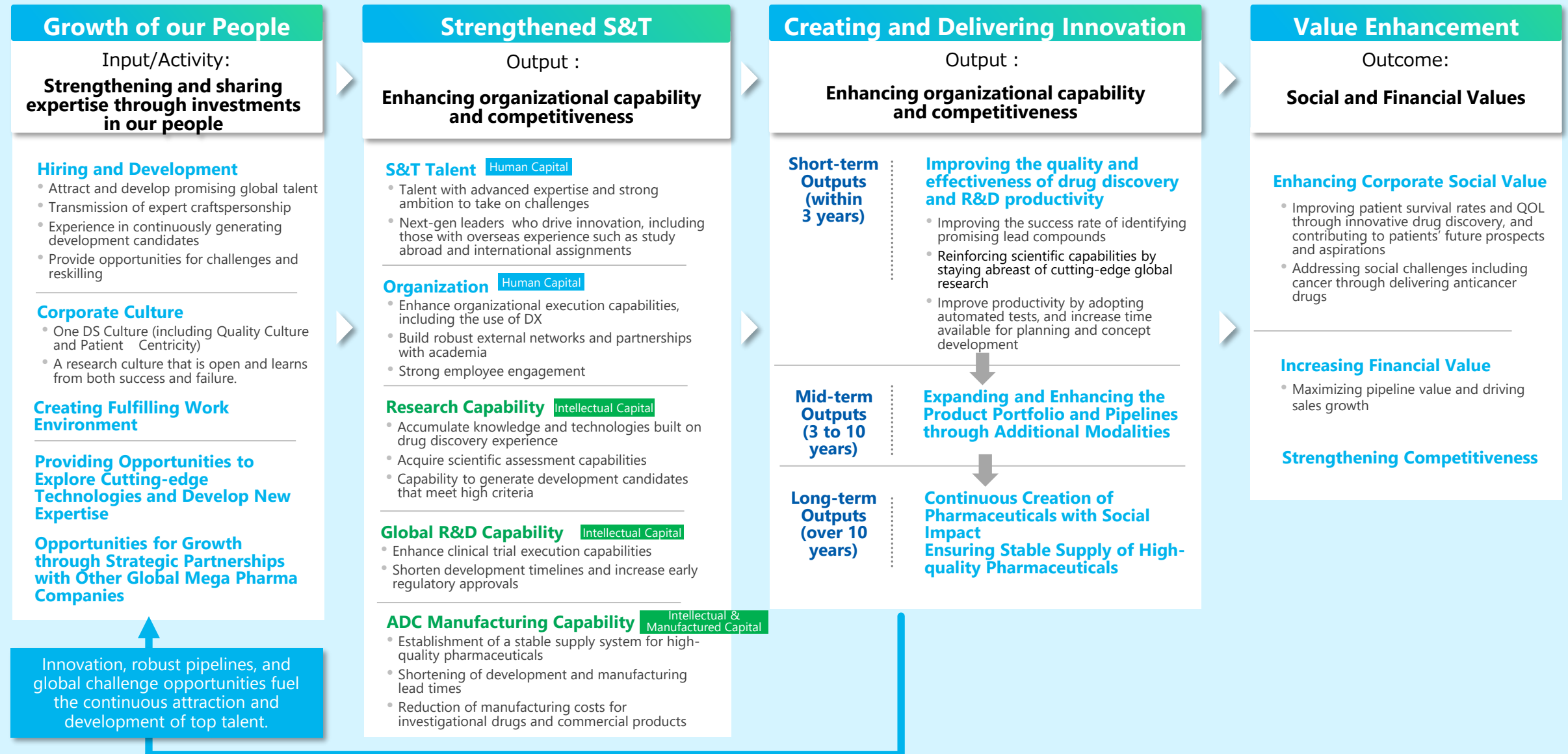
A Wider Range of Opportunities to Explore Cutting-edge Science and Develop New Expertise in line with Business Expansion

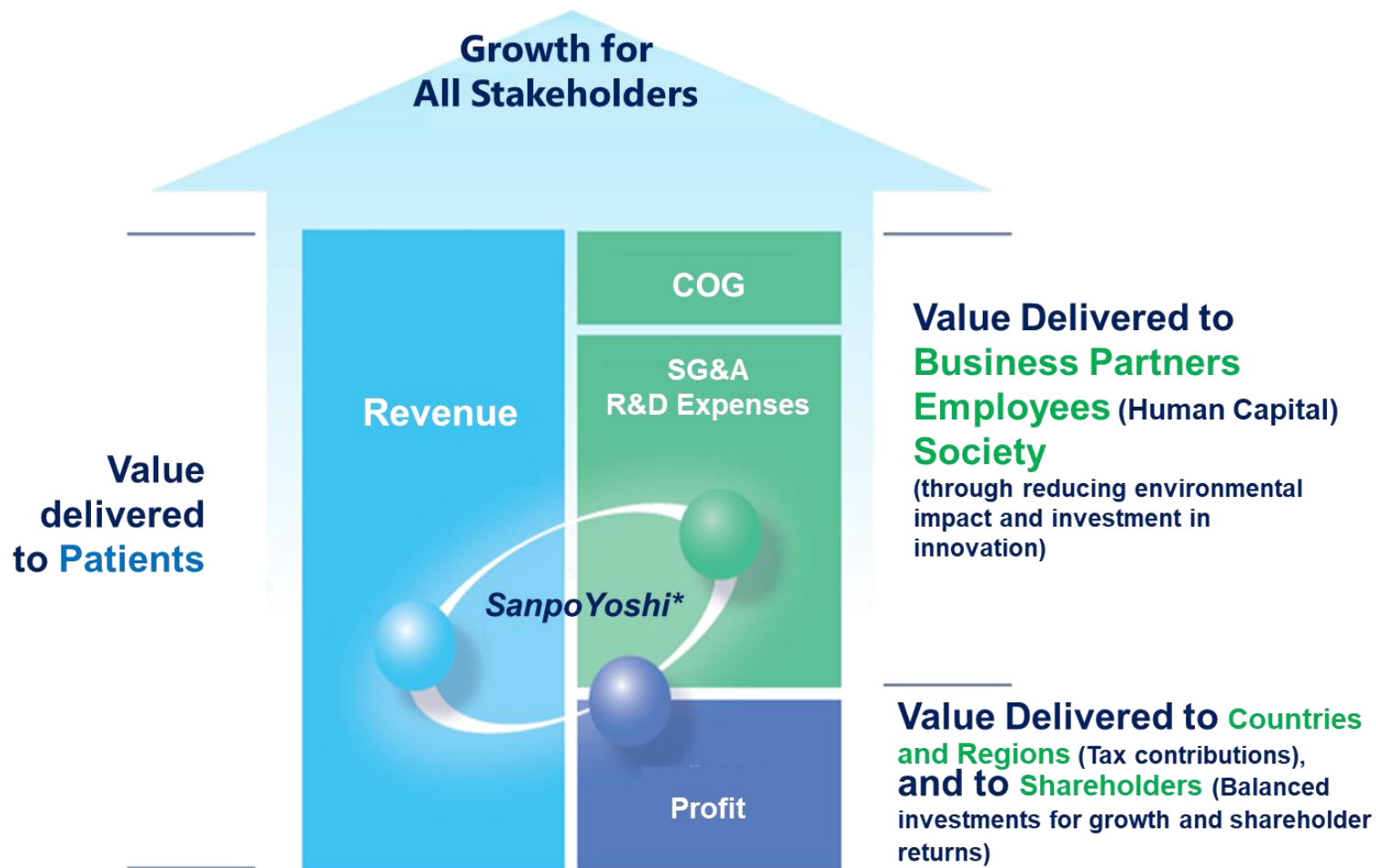
- Driving cutting-edge research through the establishment of research institutes and smart research laboratory
- Increase global development projects as our ADC and oncology business expand
- Launch new biomanufacturing facilities through capital investments
- Promote company-wide transformation through advanced digital technologies with Project 4D



Strengthening Science & Technology Talent

Creating Innovation and Enhancing Corporate Value through Investments in our People





SanpoYoshi (Three-Way Good)

This philosophy has guided us to share the value created through our business activities with every stakeholder, striving to be a company that continuously grows with society based on TRUST.

*The purpose of a company is to engage all its stakeholders in shared and sustained value creation. (Davos manifesto 2020)

Agenda

01.



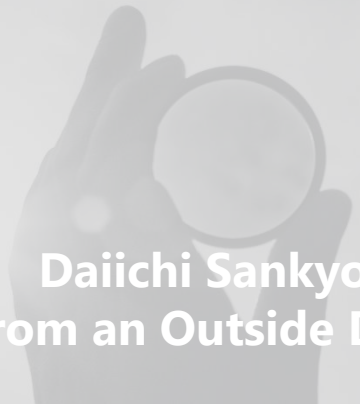
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Q&A

Shizuko Ueno: Career Summary

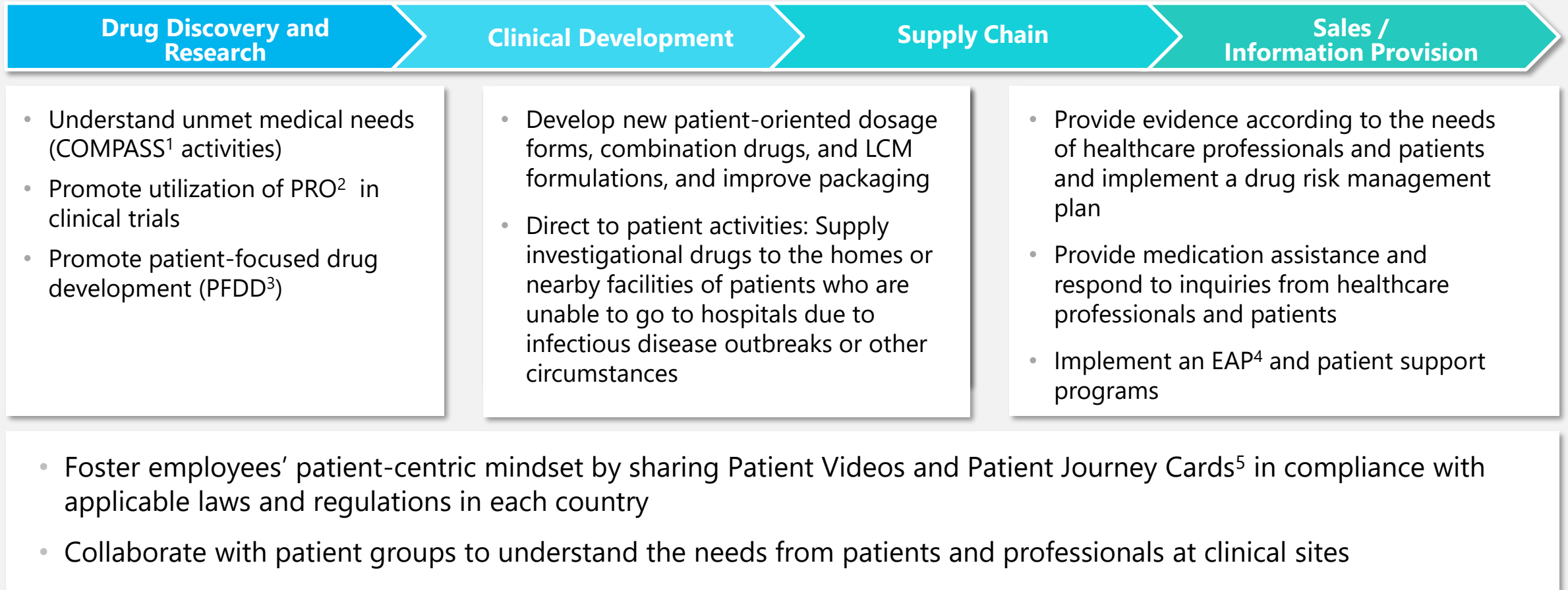


Apr. 1990	Joined Suntory Limited (currently Suntory Holdings Limited)
Dec. 2002	Transferred to Daiichi Suntory Pharma Co., Ltd.*
Apr. 2010	Transferred to Daiichi Sankyo Company, Limited. Temporary Transfer to Daiichi Sankyo RD Associe Co., Ltd.
Apr. 2020	Vice President of Clinical Development Department III, Development Function, R&D Division of the Company
Apr. 2022	Corporate Officer, Head of Medical Affairs Division, Japan Business Unit of the Company
Apr. 2024	Special Assignment on Patient Centricity (to present) Executive Officer, Head of Medical Affairs Division, Japan Business Unit of the Company
Apr. 2025	Head of Japan Business Unit of Daiichi Sankyo Group (to present), Executive Officer, Head of Japan Business Unit, Head of Medical Affairs Division, Japan Business Unit of the Company (to present)
Jun. 2025	Director (to present)

*Daiichi Suntory Pharma was renamed Daiichi Asubio Pharma Co., Ltd. in 2005 and renamed Asubio Pharma Co., Ltd. In 2007 before being merged with Daiichi Sankyo in 2018.

Daiichi Sankyo's Approach to Patient Centricity

Value Creation Driven by the Patient Voice across the Entire Value Chain



¹ Compassion for Patients Strategy: An initiative aimed at understanding patient situations and needs related to diseases and treatments through direct communication between patients and Daiichi Sankyo employees

² Patient-Reported Outcome: Patient-oriented endpoints focusing on QOL and patient experiences

³ Patient-Focused Drug Development

⁴ Expanded Access Program: A system that allows the provision of investigational drugs from a humanitarian perspective

⁵ Patient Video, Patient Journey Cards: Videos and cards featuring patients' personal experiences, viewpoints, and stories with due consideration for personal information protection

1.5-Year Journey in the Special Assignment on Patient Centricity (since April 2024)

Embedding Patient Centricity across our Group

- Interviews with internal unit leaders who play leading roles in the Patient Centricity initiative
- Direct dialogue with employees through Patient Centricity sessions incorporated into training programs such as DS Academy*1

*1 DS Academy provides programs for next-generation leaders who are expected to work globally

Promoting understanding of the Patient Centricity Initiative through communications with external stakeholders

- Engaging directly with patient groups at global scientific conferences such as ASCO*2 and ESMO*3
- Giving presentations at the Ubie Pharma Summit*4 and the Academy of Pharmaceutical Science and Technology, Japan

*2 ASCO : American Society of Clinical Oncology

*3 ESMO: European Society for Medical Oncology

*4 One of the largest pharma-industry events hosted by Ubie, Inc.

Patient Centricity: Recent Model Cases

Act. 01

Technology Unit: enhancing product value through dialogue with healthcare professionals

- Reciprocal site visits by formulation personnel and medical experts to share insights
- Accurate understanding of challenges and needs at medical sites
- Leverage patients' feedback gained through dialogue in the field to improve formulation and packaging

Act. 02

Daiichi Sankyo Brazil (DSBR) and American Regent (ARI): collaborating swiftly through a shared value of patient centricity

- Emergency support for patients with poisoning symptoms: DSBR's joint initiative with ARI at the urgent request from Brazil Ministry of Health
- Immediate collaboration that successfully overcame regulatory and logistical challenges
- Swift delivery of antidotes from ARI's stock to Brazil within four days

For other cases, please refer to pages 39 to 42 of the Value Report 2025.



Future Ambitions – Advancing Patient Centricity Initiative toward Enhanced Corporate Value



Realizing Daiichi Sankyo's patient-centric mindset rooted in our heritage since the foundation

Embedding Patient Centricity through both top-down and bottom-up approaches, shaping our unique corporate culture

Cross-functional integration of the patient voice across the entire value chain through deeper patient engagement

01.



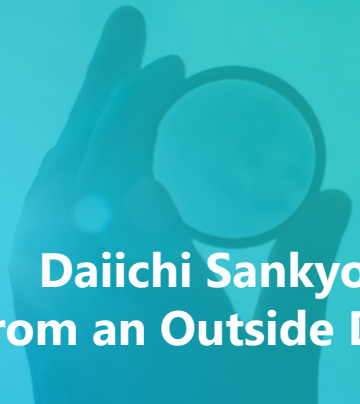
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Q&A

Yasuhiro Komatsu, Outside Director (Independent Director): Career Summary



Aug. 1998	Chief, Department of nephrology, St. Luke's International Hospital
Nov. 2007	Director, Kidney center. St. Luke's International Hospital
Jan. 2011	Vice President, Chief Quality and Safety Officer, St. Luke's International Hospital
Nov. 2017	Chairman and Professor, Department of Healthcare Quality and Safety, Graduate School of Medicine, Gunma University Director, Department of Healthcare Quality and Safety, Gunma University Hospital
Apr. 2018	Vice president (specially appointed), Gunma University Hospital
Jun. 2022	Outside Director of the Company (to present)
Apr. 2023	Professor Emeritus and Professor (Specially appointed for Quality & Safety Science) at Gunma University (to present) Advisory Board Member, Gunma University Hospital (to present) Vice president, Itabashi Chuo Medical Center (to present)

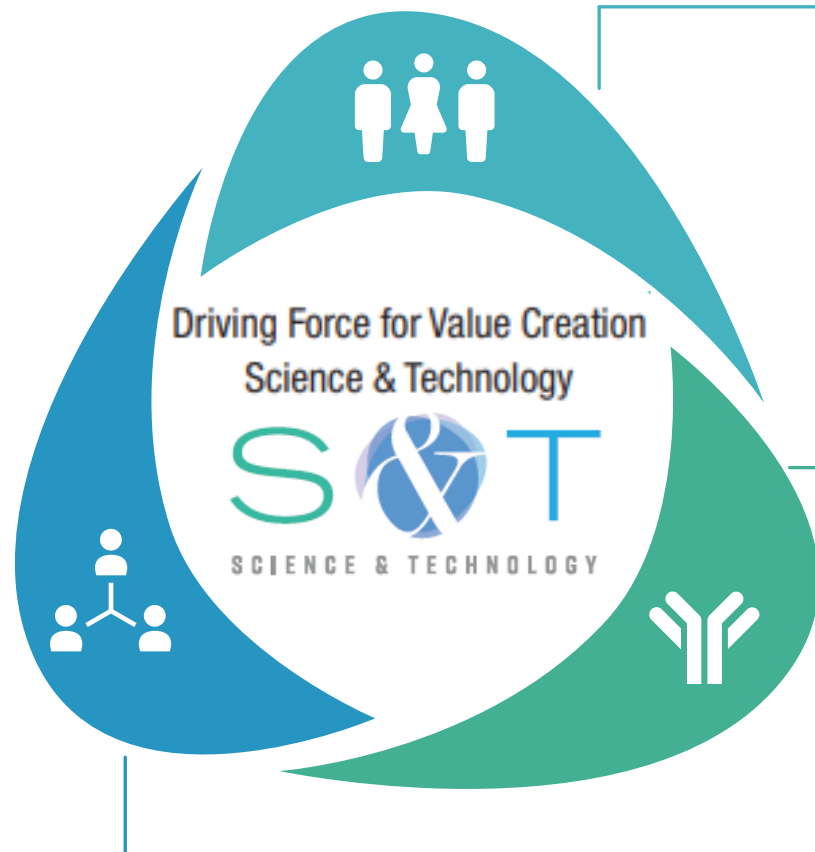
(Material Concurrent Positions)

- Professor Emeritus and Professor (Specially appointed for Quality & Safety Science) at Gunma University
- Vice president of Itabashi Chuo Medical Center
- Advisory Board Member of Gunma University Hospital

Dr. Komatsu graduated from the School of Medicine, Chiba University in 1984, and the Gillings School of Global Public Health, University of North Carolina at Chapel Hill in 2010. He is widely recognized as an expert in the field of chronic kidney disease treatment advocating the philosophy of "team-based treatment" and "patient engagement", and as an expert in Healthcare Quality and Safety management saw well.

Expectations on Daiichi Sankyo's Science & Technology

- Daiichi Sankyo has a long-standing corporate culture and a strong R&D foundation
- Expecting broader application of unrivaled innovative capability demonstrated in ADC to other areas



Human Capital

- Diverse human capital with advanced expertise
- Capability for scientific foresight
- Technical capability with craftsmanship
- High engagement
- Strong commitment to innovation

Core Technology

- Daiichi Sankyo's proprietary ADC technology platform
- Strengths in protein engineering and medicinal chemistry
- Foundations in pharmacology, translational research, and research DX that underpin the above strengths

Corporate Culture

- Open discussions with mutual respect as scientific experts, regardless of position or title
- Inherited experience and technologies in drug discovery
- Embedding Core Behaviors to foster One DS Culture

Patient Centricity Expected in the Medical Field

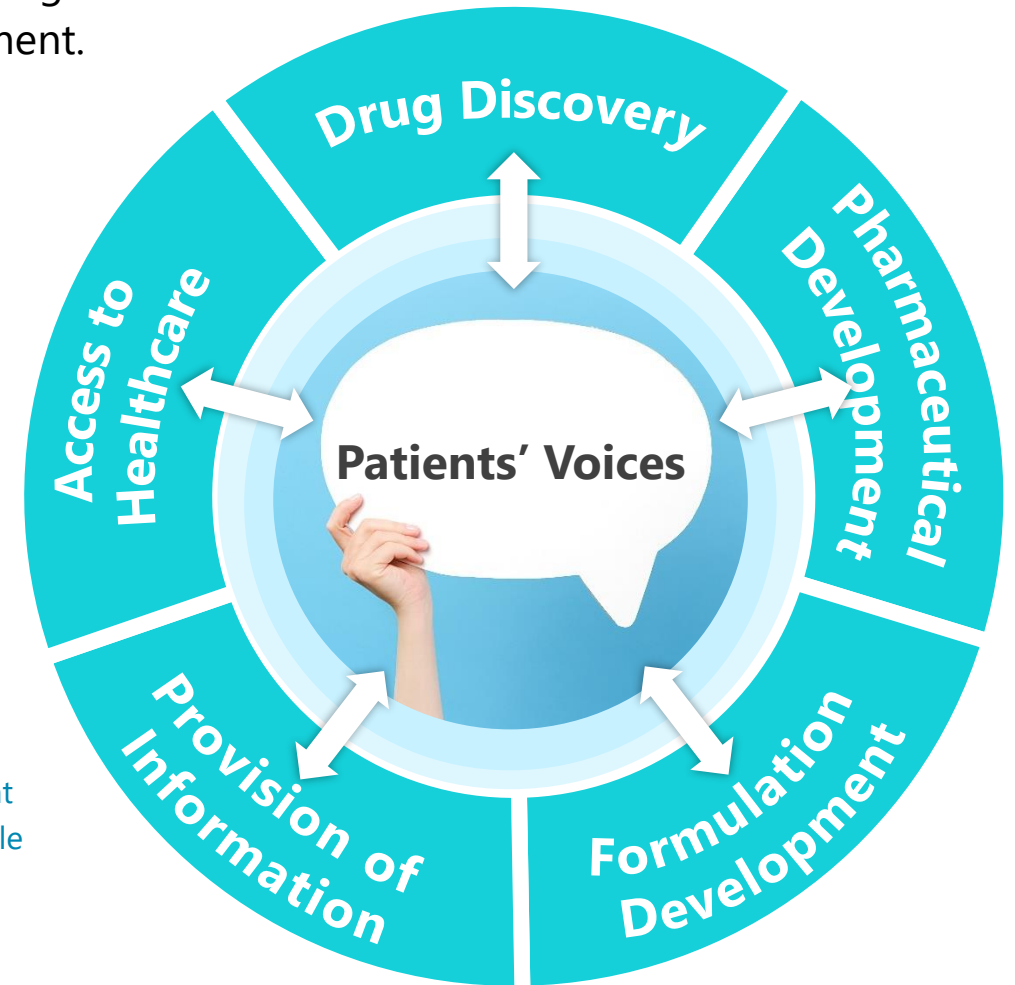
Patient Centricity initiatives contribute to comprehensive healthcare, covering diagnosis, prevention, and monitoring as well as pharmaceutical development.

Clinical Trial Design that Reflects Patients' Voices

Activities	■ Adopting key outcome measures important to patients ■ Patient-friendly and easy-to-engage clinical trial plan ■ Easy-to-understand informed consent forms
Expected results	Higher patient consent rate for clinical trials, shorter trial duration by reducing cases of withdrawal of informed consent and discontinuation of participation, improved quality of clinical trial data, lower overall cost, etc.

Providing Information in a Patient-friendly Manner

Activities	■ Easy-to-understand leaflets on adverse events (AEs) ■ Feedback on clinical trial outcome to patients using patient-friendly and plain language to improve understanding of the importance of drug development ■ Enhancing patients' health literacy through activities that inspire society as a whole
Expected results	Enhanced early identification and response to AEs, improved treatment continuation rate and outcomes, etc.



Pharma Companies' Patient Centricity Activity Examples

Pre-trial Phase

- Prioritize patient-centered outcomes and endpoint setting in drug research and discovery
- Gather feedback on clinical trial plans and informed consent documents through meetings with patients (collaborative development)
- Collect patient feedback on clinical trial endpoints through external vendors

During the Clinical Trial

- Explain clinical trial details to patients using digital explanatory materials and informed consent documents
- Prepare supplementary informational materials on clinical trials for patients
- Establish a clinical trial execution framework in collaboration with patient groups and disclose the names of clinical trial sites
- Provide a supportive app for clinical trial participants and assist them in preventing withdrawal from the trial

Post-trial Phase

- Disclose clinical trial outcomes (streamlining internal processes)
- Disclose clinical trial outcomes in a patient-friendly manner
- Release video messages from clinical trial participants
- Collect safety information
- Share information on initiatives to improve patient adherence in clinical trials

Throughout the Study Period

- Hold lecture sessions where patients share their experiences
- Enhance patient awareness of clinical trials through training session
- Receive reviews of explanatory materials and informed consent templates from patients and other stakeholders
- Launch online community platforms for clinical trial participants

Daiichi Sankyo's Patient Centricity Initiative

The Patient Centricity initiative, a core corporate activity of Daiichi Sankyo, is promoted across the value chain and embedded companywide through various internal events and training sessions.

Global Collaboration with over 900 patient advocacy groups annually

Patient-Focused Drug Development (PFDD) to incorporate patient voices into the drug development

Patient Centricity sessions in DS Academy and other training programs and events



▲ Examples of advocacy groups we engage with

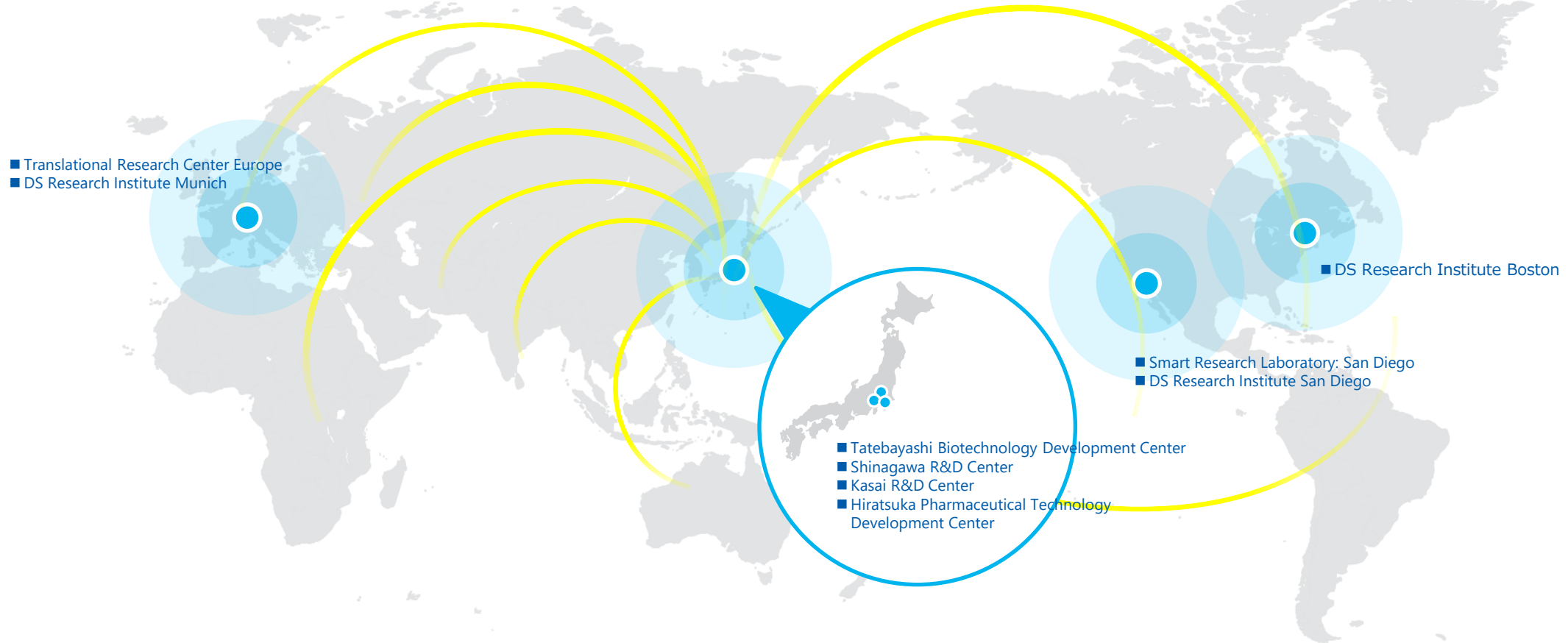


◀ Gave a speech at an internal event on World Patient Safety Day.

Future Expectations for Daiichi Sankyo

- Bidirectional growth: Delivering Daiichi Sankyo's innovative pharmaceuticals to patients around the world, while gaining global expertise in R&D and cutting-edge Science & Technology for the company
- Enhancing the global mindset of each employee across the organization

Global Research and Innovation Sites



Takaaki Nishii, Outside Director (Independent Director): Career Summary



Career Summary, Positions, and Assignments

Apr. 1982	Joined Ajinomoto Co., Inc.
Jul. 2004	Member of the Board, Ajinomoto Frozen Foods Co., Inc
Jun. 2007	Corporate Vice President, Ajinomoto Frozen Foods Co., Inc.
Jun. 2011	Corporate Executive Officer, Ajinomoto Co., Inc.
Jun. 2013	Member of the Board & Corporate Vice President, Ajinomoto Co., Inc.
Aug. 2013	President, Ajinomoto do Brasil Indústria e Comércio de Alimentos Ltda.
Jun. 2015	Representative Director, President & Chief Executive Officer, Ajinomoto Co., Inc.
Jun. 2021	Director, Representative Executive Officer, President & CEO, Ajinomoto Co., Inc.
Apr. 2022	Director, Executive Officer, Ajinomoto Co., Inc.
Jun. 2022	Senior Corporate Advisor, Ajinomoto Co., Inc.
Jun. 2023	Outside Director of the Company (to present)
Jun. 2025	Chairperson of the Board of the Company (to present)

(Material Concurrent Positions)

·Outside Director of Kao Corporation

Leadership Team after Jun. 2025

Inside Directors



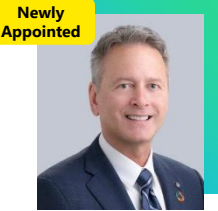
Executive Chairperson
Sunao Manabe



President & CEO
Hiroyuki Okuzawa



Takashi Matsumoto
Head of Global HR, CHRO



Ken Keller
(Joseph Kenneth Keller)
Head of Oncology
Business Unit



Shizuko Ueno
Head of Japan Business Unit
Special Assignment on Patient Centricity
Head of Medical Affairs Division, Japan Business Unit

Outside Directors



Medical Doctor

- healthcare
- clinical governance
- public health
- pharma safety,
- risk management, etc.

Yasuhiro Komatsu

Prof. Emeritus and Specially Appointed for Q&S Science at Gunma Univ.; Vice president, Itabashi Chuo Medical Center



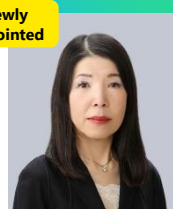
Corporate Management

- business management
- IT, digital technologies, etc.

Chairperson of the Compensation Committee

Yo Honma

Chief Corporate Advisor of NTT DATA Group Corporation



Corporate Management

- investment and fund management, founder, CEO, etc.

Reiko Kinoshita

Representative Director of Admiral Capital Co., Ltd



Corporate Management

- business management
- overseas business
- HR strategy, etc.

Chairperson of the Board

Takaaki Nishii

Former President & CEO, Ajinomoto Co., Inc.



Corporate Management

- Global M&A advisory, founder, CEO etc.

Chairperson of the Nomination Committee

Akihiro Watanabe

Chairperson of Asia Corporate Finance, Houlihan Lokey

Full-time Audit & Supervisory Board



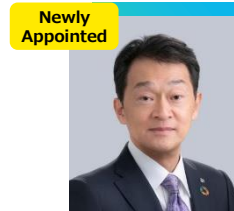
Miyuki Arai

Outside Audit & Supervisory Board



Yukiko Imazu

Partner, Attorney-at-Law, Anderson Mōri & Tomotsune



Terumichi Yokoyama



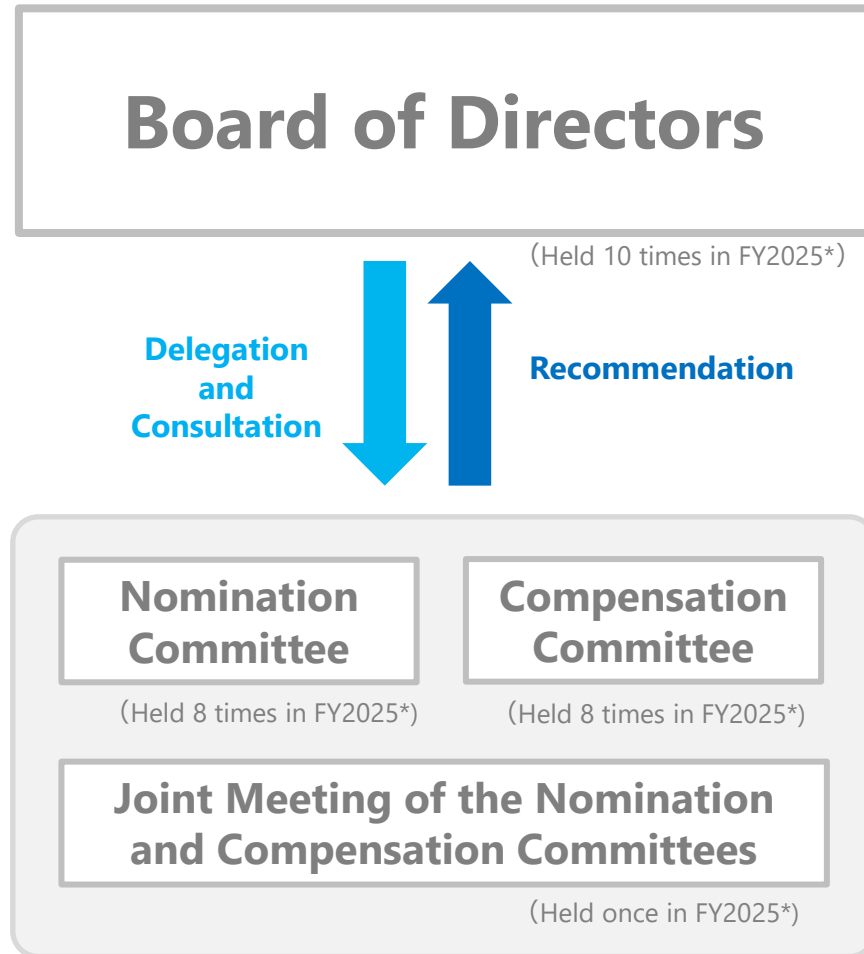
Masako Watanabe

Representative of Masako Watanabe Certified Public Accountant Office



Mitsuhiro Matsumoto

Former Commissioner General, National Police Agency



*As of November 2025

Discussion on the Realization of Value Creation Story

Mid- and Long-term Strategy

1. Strategic guidance for the 6th mid-term business plan (BP)
2. Quantitative plan for the 6th mid-term BP (Interim report)
3. 2035 Vision

Sustainability

Incorporating sustainability management into the 6th mid-term BP

1. Double materiality assessment
2. Pathway from pre-financial impact to financial outcomes
3. Patient Centricity

Risk Management

US policy on tariffs and Most Favored Nation treatment

Global Management Structure

Nomination and Compensation Governance

Nomination Committee

- Deliberation on the appointment, dismissal and reappointment of the CEO and making recommendations to the Board
- The Board structure for FY2026
- Global management structure (Reported from Executive Management)

Compensation Committee

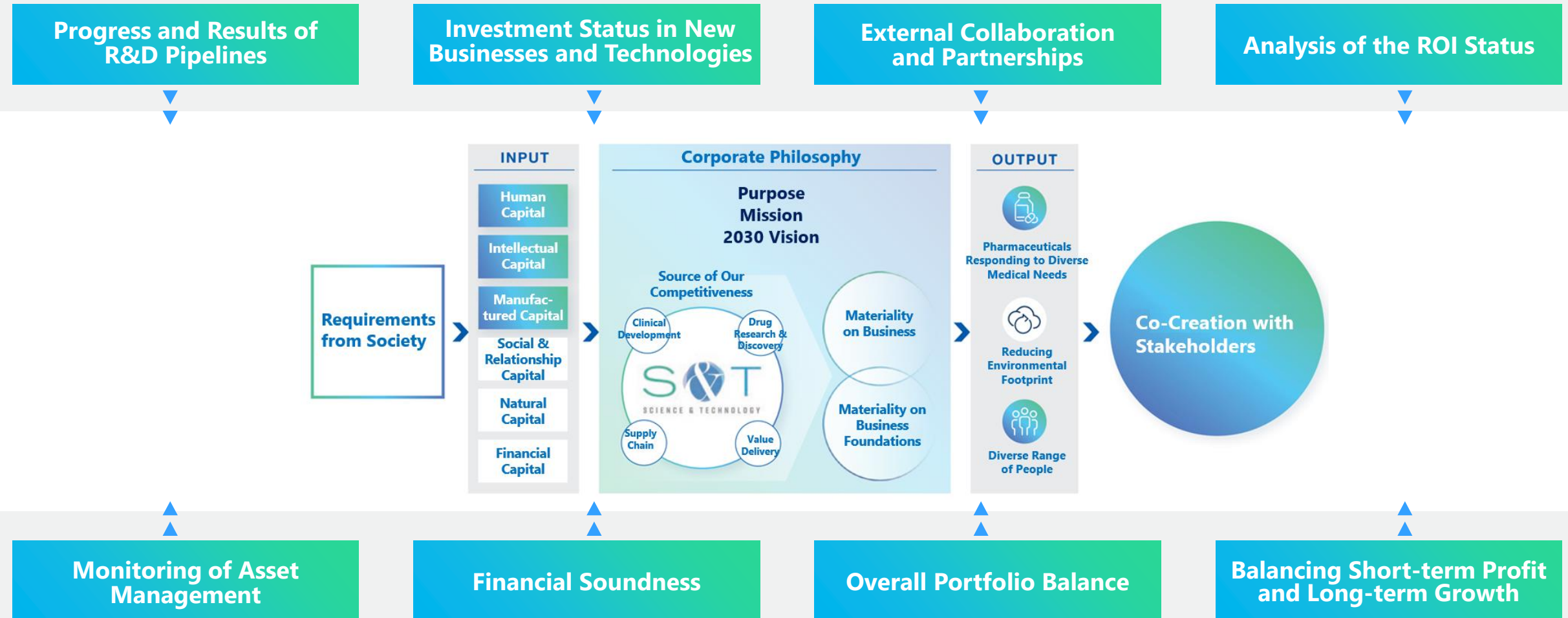
- CEO performance evaluation (Scheduled for March 2026)
- Discussion on Executive Compensation Levels and Long-Term Incentive (Equity-Based Compensation)

Joint Meeting of the Nomination and Compensation Committees

- An interim report on the CEO goals for FY2025 was conducted to review progress and challenges. Annual report on CEO goals (scheduled for March 2026)

Eight Key Aspects of Management Monitoring

Monitoring Corporate Management as an Outside Director with a Focus on Eight Key Aspects



Daiichi Sankyo's Sustainability Management: Present and Future

From an Outside Director's Perspective

Current Performance Review and Approach

- Evaluated as a company with a **high level of disclosure based on ESRS** and **strong risk resilience**.
- Discussions are underway to **integrate sustainability initiatives based on double materiality into the 6th Medium-Term Business Plan**.
 - ✓ **Daiichi Sankyo has enhanced investments in pre-financial capitals as sources of innovation (including S&T, HR, corporate culture, DX etc.).**
 - ✓ **Daiichi Sankyo has been actively discussing the path, in which investments in pre-financial capitals lead to innovation and ultimately social and corporate financial value creation.**

Future Expectation for Sustainability and Information Disclosure

- **Stronger employee engagement** as an important KPI under double materiality
- **Initiatives to develop the One DS Culture** across overseas group
- **Patient Centricity initiative** that engages patients, their families, and other relevant stakeholders
- **Sustainability effort in collaboration with Daiichi Sankyo's multi-stakeholders across the value chain**



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Q&A

Contact for inquiring regarding this material

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