Passion for Innovation.
Compassion for Patients.™

Daiichi-Sankyo





Sustainability Meeting FY2026

DAIICHI SANKYO COMPANY, LIMITED
25 November 2026

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Today's Agenda

01. Evolution of Sustainability Management and Value Creation

02. Governance Supporting Sustainable Value Creation

03. Q&A

04. Appendix

Review of the 5-Year Business Plan (FY2021-FY2025)

Under the 5-Year Business Plan (FY2021-FY2025), we addressed both Materiality on Business and Materiality on Business Foundations to create social and economic value toward realizing our Purpose.

Yellow text: targets not achieved

Materiality on Business

Creating Innovative Pharmaceuticals

- 3ADC: launched in 10 indications
- Cumulative 51 designations to the priority review system (FY2023-FY2025)

Providing a Stable Supply of Top-Quality Pharmaceutical Products

- Expansion of supply capacity in response to ADC demand forecast (Decision made to invest cumulative total of approx. 463 billion yen)

Providing the Highest Quality Medical Information

- Japan Business Unit MR: 1st in overall physician evaluation
- Product Information Center: 2nd in pharmacist evaluation

Improving Access to Healthcare

- ENHERTU®: launched in 99 countries and regions; number of patients treated: approx. 155,000
- DAICHIRONA®: marketed in Japan

Purpose

Contribute to the enrichment of quality of life around the world

2030 Vision

An Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

Materiality on Business Foundations

Promoting Environmental Management

- CO_2 emissions (Scope 1+2): 48.5% reduction from FY2015
- CO_2 emissions (Scope 3, Category 1): 13.7% reduction from FY2020
- Renewable electricity utilization rate: 79.7%
- Business partners with 1.5°C level targets: 58.5%

Promoting Compliance Management

- Number of significant compliance violations: 0
- Positive response rate of employee survey scores on ethical culture: 93%
- No case of violation with ILO Core Labour Standards as a result of human rights risk assessment through DS Group

Corporate Governance Aimed at Fulfilling Our Mission

- Confirmed 100% compliance with the revised Corporate Governance Code

Promoting the Success and Development of a Diverse Range of People Who Create Our Competitive Advantages

- Positive response rate on engagement survey: corporate culture & work environment 77%, development & growth opportunities 78%
- Percentage of female in senior managerial employees:26.9%

▶ Selected key KPIs and results related to our materiality topics.

Integrating Sustainability Issues into Management Strategy

Under the 5-Year Business Plan (FY2026-FY2030), we reorganized material sustainability topics and integrated our response to social issues, such as access to healthcare and corporate culture, into our management strategy.

Double Materiality Assessment

Assessment from business and financial perspectives

Assessment of sustainability topics material in terms of impact on society

Materiality under the 5-Year Business Plan (FY2021-FY2025)

Topics Listed in Various Sustainability Disclosure Standards

Stakeholder engagement

Sustainability topics / Sub-topics

Climate Change	• Climate change mitigation
Pollution	• Management of Substances of Concern and Substances of Very High Concern
Patients and Healthcare Professionals	• Access to Healthcare / Ethical Marketing • Patient Health and Safety • Patient Privacy
Own Workforce	• Rewarding Working Conditions and Work Environment • Training and skills development • Employee Health and Safety
Workers in the Value Chain	• Working conditions • Occupational Health and Safety
Business Conduct	• Anti-Corruption and Anti-Bribery

Strategy Formulation

5-Year Business Plan (FY2026-FY2030) Financial KPIs

Be a Global Top 5 Oncology Company by 2035

Identify Next BGTs※ by 2030

Operational Excellence

Be a Trusted Partner for Sustainable Society

- **Fostering Patient Centricity**
- **Acquiring and developing world-class-talent**
- **Further enhancing culture and work environment**
- **Ethically contributing to medical communities**
- **Maintaining high standard of compliance**
- **Maintaining low environmental burden across our value chain**

※Breakthrough Generating Technology

Four Strategies for Creating Value for Patients

Under the 5-Year Business Plan (FY2026-FY2030), we aim to create value for patients and drive sustainable corporate value by advancing innovation while strengthening the profitability and trust that underpin it.

01.

Be a Global Top 5 Oncology Company by 2035

Enhance launch excellence for multiple products / indications

Establish stand-alone capability per progress of pipeline

02.

Identify Next BGTs by 2030

Continuously generate BGT※ candidates

Make early decision for BGTs and accelerate development

03.

Operational Excellence

2030 Vision

Innovative Global Healthcare Company Contributing to the Sustainable Development of Society

Financial KPIs: FY2030

Revenue: > 3.0 Tn JPY
Operating profit: > 600.0 Bn JPY
EPS: > 260 JPY

04.

Be a Trusted Partner for Sustainable Society

※Breakthrough Generating Technology

Putting Value Creation into Practice Through Patient Centricity

With patient centricity at the core of our business, we create value based on patients' voices across the entire value chain, from drug discovery through post-marketing activities.

Development

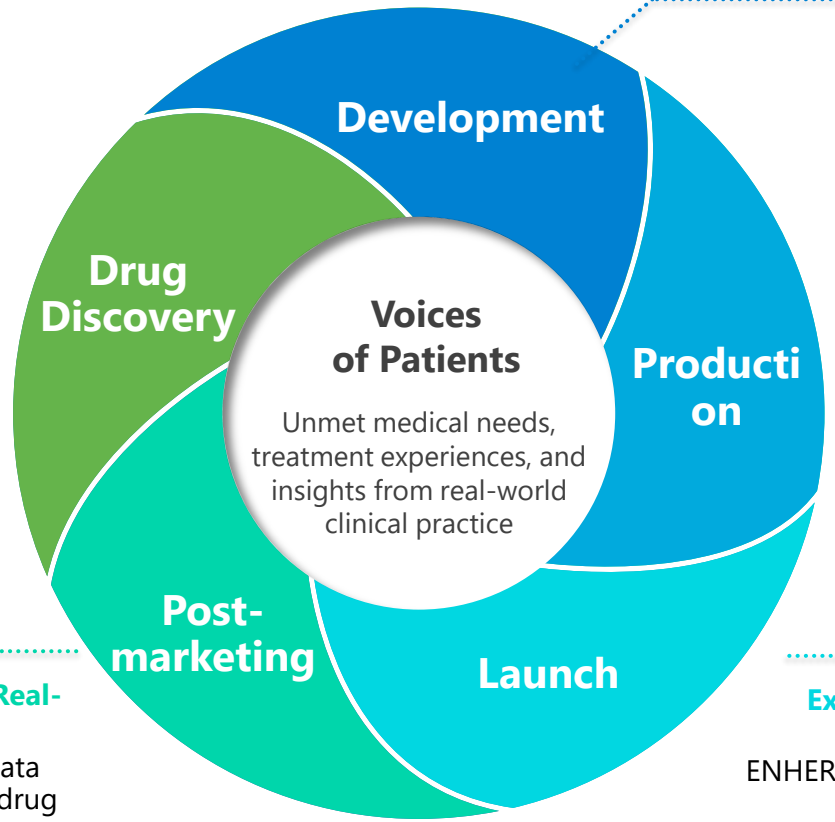
Assess Impact on Patients' Quality of Life (QOL)

ENHERTU® example: Use improvements in patient-reported symptoms and QOL, in addition to survival, as clinical trial endpoints.

Drug Discovery

Address Unmet Medical Needs

ENHERTU® example: Explore and develop new mechanisms of action effective in patients with HER2-low breast cancer.



Production

Ensure Delivery to Patients by Prioritizing Product Quality and Stable Supply

ENHERTU® example: Establish a global manufacturing framework for technologically advanced ADCs to ensure product quality and a stable supply.

Post-marketing

Continuously Improve Safety and Effectiveness in Real-World Clinical Practice

ENHERTU® example: Collect and analyze real-world data following launch to enable early detection of adverse drug reactions and provide relevant feedback to patients.

Launch

Expand Access to Treatment Options for More Patients

ENHERTU® example: Reached approximately 155,000 patients* worldwide as of FY2025.

Indication expansions made ENHERTU available as a new treatment option across multiple tumor types as of March 2026.

*Estimated based on the formula dividing "total sales volume" as of the end of March 2026 by the "amount of use required by one patient per year"

Three Outcomes Created Through Our Business Activities

The value we aim to create through our 5-Year Business Plan (FY2026-FY2030) is defined in terms of three outcomes (social value). We have established indicators to measure progress toward each outcome, making the value generated by our Group's business activities more visible.

OUTCOME 01

Improving the well-being of cancer patients

We deliver innovative treatment options to as many patients as possible, as quickly as possible, while helping people live longer and improving their QOL.

Stakeholders

- **Patients and their families**
- **Healthcare professionals**

Indicators

- **Patient QOL-related indicator**
- **Extension of patient life**
- **Number of patients treated with Daiichi Sankyo products**

OUTCOME 02

Future hope for patients and their families

By 2030, we aim to create the next BGTs and deliver medicines that go beyond the current standard of care to patients.

Stakeholders

- **Patients and their families**
- **Healthcare professionals**

Indicators

- **Obtain Clinical Proof of Concept※ of Breakthrough Generating Technologies (BGT)**

OUTCOME 03

Contribute to multi-stakeholders

We create social value with our diverse stakeholders, including patients, by reducing our environmental impact and enabling diverse talent to thrive.

Stakeholders

- **Shareholders and investors**
- **Employees**
- **Society**
- **Business partners**
- **Natural environment**

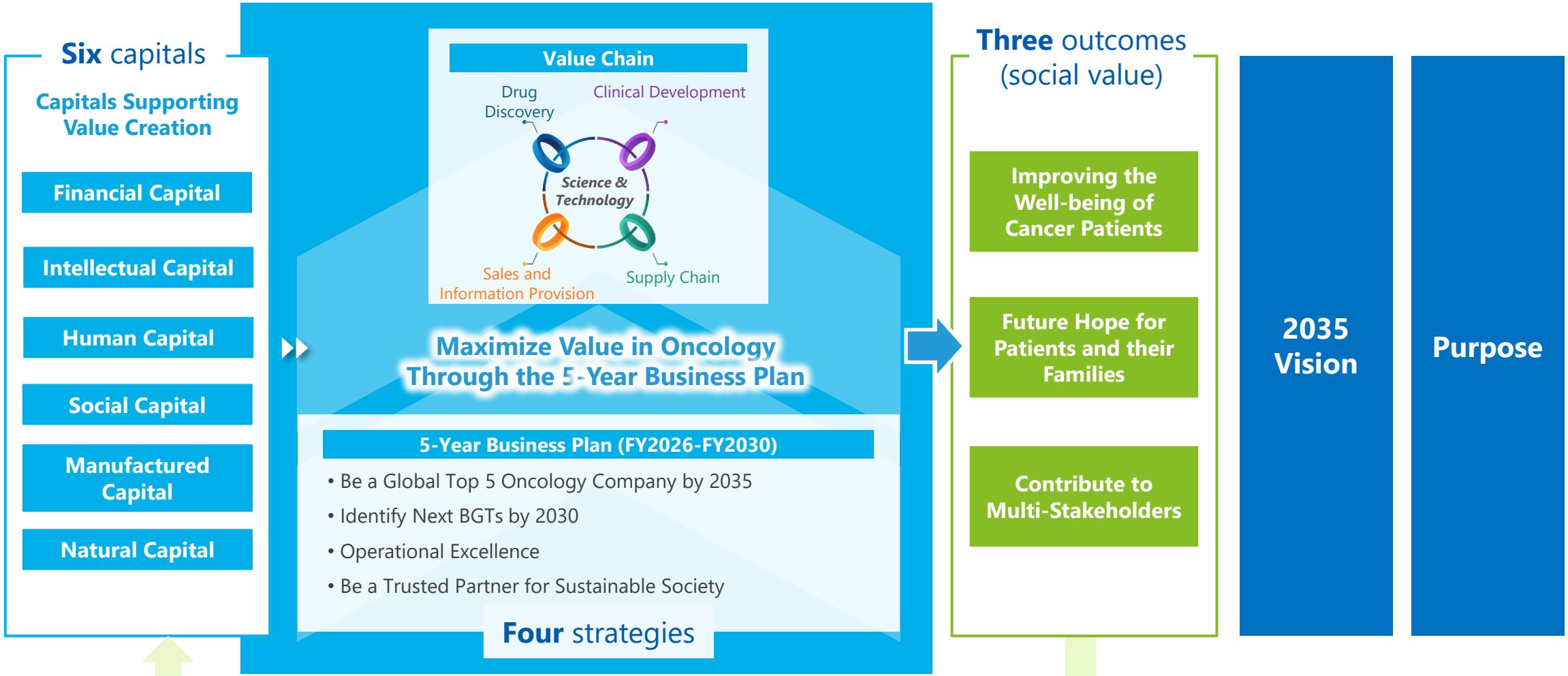
Indicators

- **5-Year Business Plan (FY2026-FY2030) Financial KPIs**
- **Global Engagement Survey scores**
- **Significant compliance violations**
- **Significant legal or regulatory violations on human rights**
- **Environmental Indicators (CO_2 Emissions, Renewable Electricity Usage Rate, etc.)**

※ Proof of Concept：Demonstration, using appropriate endpoints, that an investigational drug in development produces an actual therapeutic effect in patients

Value Creation Cycle Centered on Value for Patients

Leveraging our six capitals, we embed Patient Centricity across the entire value chain and implement four strategies to generate three outcomes and enhance corporate value. These achievements are reinvested to drive further innovation and value creation, creating a continuous cycle of value creation.



The value created for stakeholders further strengthens the six sources of capital that form the foundation of value creation

Six Priority Areas of "Be a Trusted Partner for Sustainable Society" Supporting the Value Creation Cycle

With Patient Centricity at the core of all our business activities, we strengthen key foundations—including talent and corporate culture, compliance, engagement with the medical communities, and the environment—to ensure the sustainable delivery of innovation to patients.



※*See page 5*

Be a Trusted Partner for Sustainable Society

Fostering Patient Centricity →As noted earlier

Acquiring and developing world-class-talent

Further enhancing culture and work environment

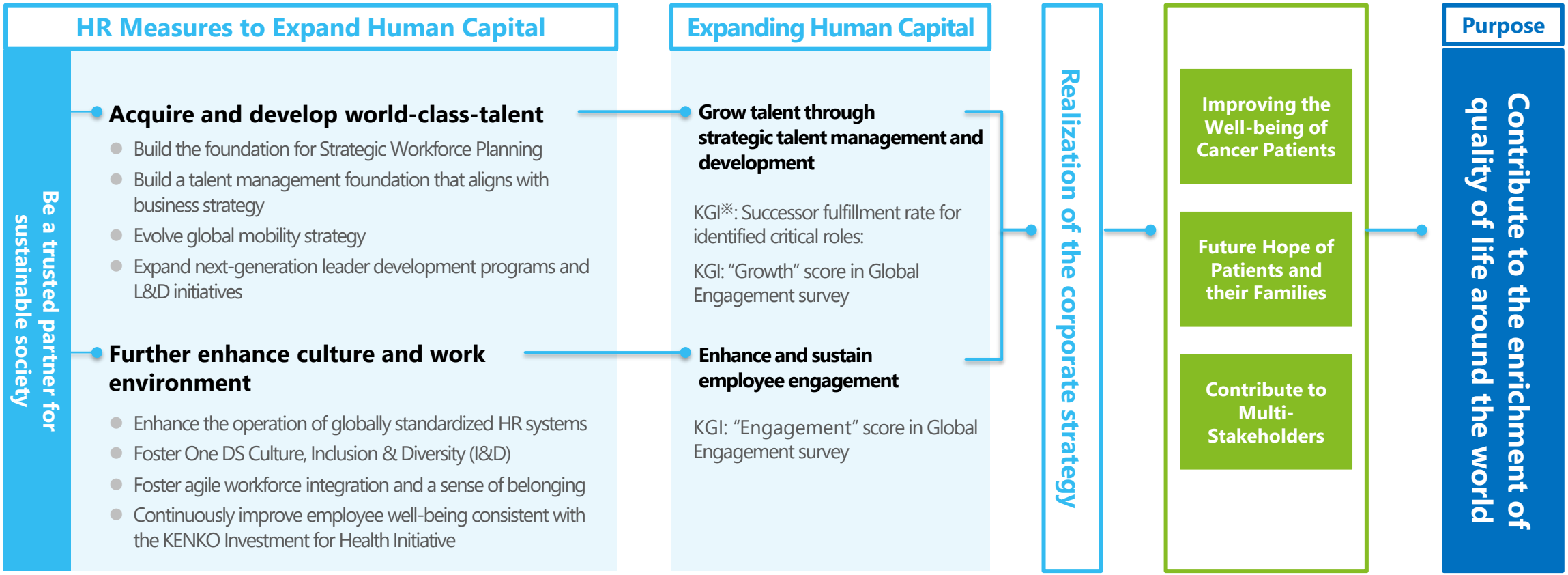
Ethically contributing to medical communities

Maintaining high standard of compliance

Maintaining low environmental burden across our value chain

Human Capital Initiatives Aligned with Business Strategy

We attract and develop world-class talent, foster a corporate culture grounded in One DS Culture, and improve the work environment to enhance employee retention and engagement. Through these efforts, we strengthen our human capital to support the execution of our business strategy and the creation of value for patients.



※KGI: Key Goal Indicator

Continuously Strengthening Organizational Capabilities Through Global Engagement Surveys

By incorporating employee perspectives into organizational management, we continuously strengthen our culture and organizational capabilities. We foster a work environment where every employee can focus on what matters most: improving outcomes for patients. Our latest survey maintained a high response rate, with both engagement and growth scores exceeding the global benchmark.

FY2025 Engagement Survey Results

Response Rate

87%

Compared with the previous year ±0 point

Global Company Average 75%

Engagement Score

77

Compared with the previous year +1point

Global Benchmark +2point

Growth Score※

77

Compared with the previous year +1 point

Global Benchmark +5 point

※Calculated based on responses to the survey question,
"I have good opportunities to learn and grow at Daiichi Sankyo."



Advancing Cancer Care in Low- and Middle-Income Countries Through Partnerships

As a company with strengths in oncology, we collaborate with partners to strengthen healthcare systems that enable cancer patients in low- and middle-income countries to have sustainable access to appropriate care.

Participating in Phase 2 of the WHO Global Breast Cancer Initiative to Strengthen Cancer Care Systems in Low- and Middle-Income Countries

01
Improving Breast Cancer Care in Low- and Middle-Income Countries

We contribute to strengthening healthcare systems that provide coordinated support for early detection, timely diagnosis, and comprehensive treatment and care, with the aim of reducing breast cancer mortality.

02
Collaborating with Partners with Specialized Expertise

Through our strategic partnership with C/Can※, we leverage our respective expertise to address challenges within healthcare systems.

03
Scaling Up City-Level Initiatives to the National Level

Leverage insights and best practices gained at the city level to strengthen sustainable cancer care systems across broader regions.

WHO Global Breast Cancer Initiative（WHO-GBCI）

The initiative is advanced by C/Can, an international organization that supports the strengthening of cancer care systems in low- and middle-income countries, in partnership with a global oncology company.

WHO has set a target of reducing breast cancer mortality by 2.5% annually and saving 2.5 million lives over 20 years.

Key Areas of Focus

❶ Early Detection　**❷ Timely Diagnosis**　**❸ Comprehensive Breast Cancer Care and Management**

※City Cancer Challenge Foundation: An international organization that supports locally led efforts to strengthen cancer care systems in cities across LMICs

Enhancing Understanding and Trust in Our Value Creation Through Disclosure and Engagement

With corporate governance as the foundation, through consistent disclosure and meaningful dialogue on our business strategy, outcomes, and sustainability topics, we aim to deepen understanding and build trust among stakeholders, including shareholders and investors. Insights gained from these dialogues inform our ongoing review of business strategy and disclosures.

Regulatory Disclosures

Alignment with Reporting Standards

Annual Securities Report under SSBJ※1
Sustainability Report under CSRD※2/ESRS※3

Systematic disclosure of strategy, governance, risk management, metrics, and other relevant information

Voluntary Disclosures

Value Creation Story

Sustainability Booklet (Formerly the Value Report)
Website Disclosures, IR Materials, etc.

Clearly connecting our strategy with our initiatives to foster understanding and build trust

Engagement

Two-Way Dialogue Tailored to Stakeholder Interests

Strengthening Engagement Through Consistent Messaging Under Our New Organizational Structure

Tailoring our communications to stakeholder interests and incorporating insights gained through dialogue into the ongoing review of our business strategy and disclosures.

5-Year Business Plan・Four Strategies × Three Outcomes × Sustainability Topics

Common Foundation (Corporate Governance)

※1 Sustainability Standards Board of Japan
※2 EU Corporate Sustainability Reporting Directive
※3 European Sustainability Reporting Standards under the CSRD

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Appendix

Raising Key Issues at the Board of Directors and Incorporating Them into Strategy

A Value Creation Story Centered on Patient Centricity

- **Global Top 5 in Oncology:** Creating value for patients beyond achieving our targets
- **Value Creation Cycle:** Going beyond financial KPIs to create social value

Strengthening Human Capital and Corporate Culture

- **Employee Engagement:** Continuously improving engagement as a foundation for strategy execution
- **One DS Culture:** Accelerating the development of a shared corporate culture across our global organization

Risk Management from a Double Materiality Perspective

- **Two-Way Assessment:** Considering both business and financial perspectives, and impacts on society
- **Actionable Plans:** Assessing both financial and non-financial impacts

※ Through ongoing discussions with executive management and reports to the Board of Directors, these perspectives have been incorporated into the outcomes and metrics of the 5-Year Business Plan (FY2026-FY2030)

Acknowledging the Issues and Enhancing the Effectiveness of Defensive Governance

Strengthening the Board of Directors' Oversight and Accountability

01

Enhancing Multi-Layered Review and Oversight Functions, Including Those of the Board of Directors

Review the effectiveness of multi-layered review processes and internal checks under the oversight of the Board of Directors.

02

Overseeing the Risk Management Framework

Strengthen the risk management frameworks for manufacturing and financial operations.
Enhance oversight to ensure that these frameworks are effectively implemented and remain fully operational, rather than becoming mere formalities.

03

Achieving a Balance Between Offensive and Defensive Governance

Establish both offensive governance that fosters innovation and defensive governance that ensures discipline and transparency.

Ongoing Governance to Integrate External Perspectives into Management

Key Areas for Ongoing Monitoring

Assessing not only financial KPIs but also how effectively practices and processes are embedded across the organization

- **Patient Centricity:** Contributing to patients, their families, and healthcare professionals
- **Human Capital:** Enhancing employee engagement
- **Supply Chain:** Advancing sustainability across the entire value chain

Continuously monitoring improvement processes with transparency, including challenges and negative impacts



A continuous cycle of incorporating insights from stakeholder dialogue into management

Incorporating stakeholder expectations and concerns, including those of shareholders and investors, into management strategy and disclosures

- **Leveraging stakeholder dialogue:** Using insights from today's discussions to improve strategy, metrics, and disclosures
- **Information disclosure:** Enhancing transparency and the quality of dialogue following the transition to the Sustainability Booklet
- **Trusted partner:** Maximizing social and corporate value through disciplined growth

Continuing to provide effective oversight and proactive advice as an Outside Director



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Appendix

Outcome Indicators

	Stakeholder	Indicator	FY2030 Targets	FY2025 results
Improving the well-being of cancer patients	**Patients and their Families** **Healthcare Professionals**	Patient QOL-related indicator※1	-	To be disclosed from FY2026
		Extension of patient life※2	-	
		Number of patients treated with Daiichi Sankyo products※3	-	

	Stakeholder	Indicator	FY2030 Targets	FY2025 results
Future hope of patients and their family	**Patients and their Families** **Healthcare Professionals**	Obtain Clinical Proof of Concept※4 of Breakthrough Generating Technologies (BGT)	Obtain Clinical POC of BGT	To be disclosed from FY2026

	Stakeholder	Indicator	FY2030 Targets	FY2025 results
Contribute to multi-stakeholders	**Shareholders and Investors**	5-Year Business Plan (FY2026-2030) Financial KPIs For more information, please click here	Achieve the Financial KPIs under the 5-Year Business Plan (FY2026-2030)	Achieved All Financial Targets under the 5-Year Business Plan (FY2021-2025)
	Employees	"Patient centricity" score in Global Engagement Survey	Comparable to global benchmark score	75
		"Engagement" score in Global Engagement Survey	Improve or maintain scores vs FY2025	77
		"Growth" score in Global Engagement Survey	Improve or maintain scores vs FY2025	77
		Successor fulfillment rate for identified critical roles※5	85%	-
	Society **Business Partners**	Significant compliance violations※6	0	0
		Significant legal or regulatory violations on human rights	0	0
	Natural Environment	Scope1+2※7 CO_2 emission reduction	63% (vs FY2015)	48.5%(vs FY2015) ※8
		Renewable electricity rate	100%	79.7%
		Ratio of supplier with1.5°C target	70.6%	58.5%
		Build a data collection/disclosure system for substances of concern/very high concern	Build a data collection/disclosure system and disclose the information	-

※1 Calculated by aggregating QALY (Quality-Adjusted Life Year) improvement scores based on results from multiple published clinical trials.
※2 Calculated by aggregating the number of days by which survival was extended, based on results from multiple published clinical trials.
※3 Number of patients treated following the launch of 5DXd ADCs
※4 Proof of Concept：Demonstration, using appropriate endpoints, that an investigational drug in development produces an actual therapeutic effect in patients.
※5 Critical roles will be identified by FY2027, with monitoring planned to begin in and after FY2028.
※6 Compliance violations that cause significant negative impacts on the financial, legal, and/or public relations and/or require external disclosure by the DS Group under applicable laws and regulations
※7 Scope1: Direct emissions from the reporting company's factories, offices, vehicles, Combustion of fuels etc. Scope2: Indirect energy-derived emissions from electric power and other energy consumed by the reporting company
※8 Subject to third-party assurance

Creating Innovation and Enhancing Corporate Value through Investments in our People

Yellow-highlighted sections: Added in alignment with the 5-Year Business Plan(FY2026-FY2030)/ Established as specific targets under the 5-Year Business Plan(FY2026-FY2030)

Growth of our People

Input/Activity:

Strengthening and sharing expertise through investments in our people

Hiring and Development

- Attract and develop promising global talent
- Transmission of expert craftspersonship
- Experience in continuously generating development candidates
- Provide opportunities for challenges and reskilling

Corporate Culture

- One DS Culture (including Quality Culture and Patient Centricity)
- A research culture that is open and learns from both success and failure.

Creating Fulfilling Work Environment

Providing Opportunities to Explore Cutting-edge Technologies and Develop New Expertise

Opportunities for Growth through Strategic Partnerships with Other Global Mega Pharma Companies

Investment in Shinagawa and the Research Innovation Hub

Innovation, robust pipelines, and global challenge opportunities fuel the continuous attraction and development of top talent.

Strengthening S&T

Output：

Enhancing organizational capability and competitiveness

S&T Talent [Human Capital]

- Talent with advanced expertise and strong ambition to take on challenges
- Next-gen leaders who drive innovation, including those with overseas experience such as study abroad and international assignments

Organization [Human Capital]

- Enhance organizational execution capabilities, including the use of DX/AI
- Build robust external networks and partnerships with academia
- Strong employee engagement

Research Capability [Intellectual Capital]

- Accumulate knowledge and technologies built on drug discovery experience
- Acquire scientific assessment capabilities
- Capability to generate development candidates that meet high criteria
- Enhancing biomarker utilization capabilities

Global R&D Capability [Intellectual Capital]

- Enhance clinical trial execution capabilities
- Shorten development timelines and increase early regulatory approvals

ADC Manufacturing Capability [Intellectual & Manufactured Capital]

- Establishment of a stable supply system for high-quality pharmaceuticals
- Shortening of development and manufacturing lead times
- Reduction of manufacturing costs for investigational drugs and commercial products

Creating and Delivering Innovation

Output：

Enhancing organizational capability and competitiveness

Short-term Outputs (within 3 years)

Improving the quality and effectiveness of drug discovery and R&D productivity

- Improving the success rate of identifying promising lead compounds
- Reinforcing scientific capabilities by staying abreast of cutting-edge global research
- Improve productivity by adopting automated tests, and increase time available for planning and concept development

Mid-term Outputs (3 to 10 years)

Identify new BGTs following DXd ADCs and Contribute to Business Growth

Long-term Outputs (over 10 years)

Continuous Creation of Pharmaceuticals with Social Impact
Ensuring Stable Supply of High-quality Pharmaceuticals

Value Enhancement

Outcome:

Social and Financial Values

Three Outcomes (Social Value)

01 **Improving the Well-being of Cancer Patients**

02 **Future Hope of Patients and their Families**

03 **Contribute to Multi-Stakeholders**

Increasing Financial Value

- Maximizing pipeline value and driving sales growth

Strengthening Competitiveness



Contact for inquiring regarding this material

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