Daiichi Sankyo Announces Second Mid-term Business Management Plan (FY 2010-2012)

Tokyo, Japan, March 12, 2010 – Daiichi Sankyo Company Limited (hereafter; Daiichi Sankyo) today announced that it will launch its Second Mid-term Business Management Plan, effective April 2010. The plan will be in effect through fiscal year 2012.

The current mid-term plan, which began in April 2007 and ends on March 31, 2010, focused on broadening Daiichi Sankyo’s foundation for growth by optimizing the operational synergies of the two companies, Daiichi Pharmaceutical Co., Ltd. and Sankyo Co., Ltd. The plan also focused on accelerating the company’s globalization initiatives in keeping with its vision of becoming a “Global Pharma Innovator” by 2015.

The Second Mid-term Business Management Plan will prioritize creating more innovative products while pushing ahead with a “Hybrid Business Model” that emphasizes vaccines, established pharmaceuticals, and OTC products to address market and customer diversity. For its new plan, Daiichi Sankyo has outlined the following growth targets, which exceed the global market average. The foundation of these targets is the strength of the company’s diverse lineup of pharmaceutical products.

Overview of Second Mid-term Business Management Plan

I. Fiscal 2012 Consolidated Targets

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2012 Target *</th>
<th>Fiscal 2009 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>¥1,150 billion</td>
<td>¥960 billion</td>
</tr>
<tr>
<td>Operating income</td>
<td>¥180 billion</td>
<td>¥96 billion</td>
</tr>
<tr>
<td>Overseas sales</td>
<td>¥650 billion</td>
<td>¥488 billion</td>
</tr>
<tr>
<td>Overseas sales ratio</td>
<td>56.5%</td>
<td>50.8%</td>
</tr>
<tr>
<td>Earnings per share</td>
<td>At least ¥140</td>
<td>¥63.9</td>
</tr>
<tr>
<td>Return of equity</td>
<td>At least 10%</td>
<td>5.2%</td>
</tr>
</tbody>
</table>

* Foreign Exchange assumption: USD/JPY 90.0, EUR/JPY 130.0
II. Basic Policies of Second Mid-term Business Management Plan

1. Regional Business Strategies

(1) Japan
   • Innovative Pharmaceuticals
     Maximize sales of the olmesartan franchise centering on the antihypertensive agent Rezaltus while launching laninamivir, a long-acting neuraminidase inhibitor for the treatment of influenza, memantine, a treatment of Alzheimer’s type Dementia, and other high-potential products to generate earnings and sustainable growth in this core Group business
   • Vaccines
     Reinforce and expand the prophylactic vaccine business in which medical needs are strong
   • Established Pharmaceuticals
     Address diverse market needs in a changing operating climate by establishing Daiichi Sankyo Espha Co., Ltd. in April 2010
   • OTC
     Promote OTC operations by focusing on consumers’ self-medication needs

(2) United States
   • Maximize the olmesartan franchise and position the antiplatelet agent Effient as the first-choice treatment for acute coronary syndrome patients with percutaneous coronary interventions to achieve combined Group sales in the US of $3.5 billion and a 1% share of the prescription drugs market

(3) Europe
   • Maximize the olmesartan franchise and Effient sales and bolster in-house sales and marketing capabilities to generate combined Group sales in Europe of 1.2 billion euros

(4) ASCA (in-house term for markets outside of Japan, US and Europe)
   • Expand the olmesartan franchise, launch and build sales of prasugrel, and cultivate synergies with Ranbaxy to grow at a faster rate than Japan, the US, and Europe to generate sales of at least ¥150 billion

2. R&D Strategies

(1) Enhance competitiveness in priority areas, including oncology and cardiovascular-metabolics, where significant unmet medical needs remain
   • Draw on R&D foundations to reinforce research in oncology and cardiovascular-metabolics areas towards 2015

(2) Promote implementation of international clinical studies
   • Undertake simultaneous global development for an oral factor Xa inhibitor edobaxan and other drugs

(3) Discover new lines of research through open innovation
3. **Global CSR and Cultivating Personnel**

(1) Harmonize with society and the global environment by enhancing employee diversity and valuing consideration of others as a company that supports humanity and health.

(2) Continue to build a corporate culture in which all our employees are professional, responsible and accountable, and where they feel both satisfaction and challenge from their work and are able to demonstrate their abilities and talents.

III. **Shareholder Returns**

Balance funding for growth investments and internal reserves, maintaining stable dividends while generating shareholder returns in-line-with results.

Please see the appended materials for details.
1. Our Vision for 2015

Our Vision for 2015

Mission
To Contribute to the Enrichment of Quality of Life Around the World
Through the Creation of Innovative Pharmaceuticals, and
Through the Provision of Pharmaceuticals Addressing Diverse Medical Needs

Our Vision for 2015
Realization of Global Pharma Innovator

Global
Expanding our business reach
Establish operations in key areas and strengthen worldwide presence

Pharma
Fulfilling unmet medical needs
Concentrate resources to consistently produce and supply innovative pharmaceutical products that address diverse medical needs

Innovator
Building new business model
Extend innovation beyond science and technology to encompass our business model

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To Contribute to the Enrichment of Quality of Life Around the World
Through the Creation of Innovative Pharmaceuticals, and
Through the Provision of Pharmaceuticals Addressing Diverse Medical Needs
2. Review of First Mid-Term Business Management Plan

Key Messages
- Maximize integration synergies of Daiichi and Sankyo.
- Accelerate business globalization

Key goals
1. Strengthen our foundation for earnings growth
2. Build solid global organization and functions
3. Ensure consistent shareholder returns
4. Create a new corporate culture and enhance our human and social values

Operating climate changes:
- Tighter global medical spending and deteriorating economic climate
- Stricter drug approval assessments
- Japanese drug price revision (additional price cut in response to market expansion)
- Higher yen (assumed yen valuations for the First MTP* was $1 = ¥115 and 1€ = ¥140)

* MTP: Mid-term Plan
**First MTP: Overall Review**

Assessment: We solidified our growth foundation, although numerical challenges remain for the new business management plan and beyond.

<table>
<thead>
<tr>
<th>Qualitative evaluation</th>
<th>Achievements</th>
<th>Challenges</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strengthen our foundation for earnings growth</td>
<td>• Strengthened US and European business foundations</td>
<td>• Further reinforce Japan business foundations</td>
<td>Partly attained/Attained</td>
</tr>
<tr>
<td></td>
<td>• Launched Efficent/Efient</td>
<td>• Increase Efficent/Efient prescriptions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Undertook sole worldwide development of Edoxaban</td>
<td>• Commercialize oncology business</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Steadily expanded Olmesartan sales</td>
<td>• Resolve Ranbaxy-related U.S. import alert and API issues</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Bolstered oncology pipeline</td>
<td>• Further create and develop synergies with Ranbaxy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Integrated Ranbaxy</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Deploying Hybrid Business Model

| 2. Build solid global organization and functions | • Established global R&D structure and pursued functional collaboration | • Formulate global management system (from fiscal 2010) | Attained |
| | | | |

| 3. Ensure consistent shareholder returns | • Delivered 100% total payout ratio over three years of plan | • Provide consistent dividends | Partly attained |
| | | | |

| 4. Create a new corporate culture and enhance our human and social values | • Formulated and implemented new performance assessment system | • Develop global CSR initiatives | Partly attained |
| | | | |

**Quantitative evaluation**

- Did not meet initial numerical targets (See next page)
- Unattained

**First MTP: Quantitative Evaluation**

(Units: billion yen, top of amount is composition ratio to sales)

<table>
<thead>
<tr>
<th>Fiscal 2009 Target under the 1st MTP</th>
<th>Latest Forecast for Fiscal 2009</th>
<th>Difference (2) - (1)</th>
<th>Main Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Sales</td>
<td>100.0% 960</td>
<td>100.0% 960</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COG + SG&amp;A</td>
<td>75.0% 720</td>
<td>90.0% 864</td>
<td>144</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>17.2% 165</td>
<td>20.2% 194</td>
<td>29</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Income</td>
<td>25.0% 240</td>
<td>10.0% 96</td>
<td>-144</td>
</tr>
</tbody>
</table>
3. Second Mid-Term Business Management Policy

Market diversity
- Developed and emerging markets
- Aging societies and population growth
- Differing paces of economic expansion

Diverse medical needs
- High-quality, affordable drugs
- Unmet medical needs

Matching patient needs
- New drugs
- Generic drugs
- Vaccines
- OTC drugs

Daiichi Sankyo Group
- Accelerating global management
- Rising R&D costs
Positioning of Second Mid Term-Business Management Plan

<table>
<thead>
<tr>
<th>Year</th>
<th>First MTP</th>
<th>Second MTP</th>
<th>Third MTP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>Solidity growth foundation</td>
<td>Advance Hybrid Business Model</td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
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<td>2013</td>
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<tr>
<td>2014</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Key Messages
- Maximize integration synergies of Daiichi and Sankyo
- Accelerate business globalization

Key Messages
- Reinforce innovative pharmaceuticals business capabilities
- Serve diversifying medical needs
- Generate synergies with Ranbaxy throughout value chain

Vision for 2015

Launch new products and expand sales
Invest in strategic business development
Expand European and U.S. business foundations
Optimize integration synergies

Improve productivity of prescription drug business
Generate synergies with Ranbaxy

Hybrid Business Model

Market and Customer Diversity

Hybrid Business Model

<table>
<thead>
<tr>
<th>[Operations]</th>
<th>Innovative pharmaceuticals</th>
<th>Established pharmaceuticals *</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Vaccines</td>
<td>OTC products</td>
</tr>
</tbody>
</table>

[Value chain]
Build synergies by taking advantage of the strengths of Daiichi Sankyo and Ranbaxy

* Encompassing generics and off-patent, long-sellers with proven marketplace presence.
**Numerical Targets**

**Fiscal 2012 Targets**
- Fully deploy Hybrid Business Model
- Stabilize operational foundations and expand earnings

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2009 Forecast (as of January)</th>
<th>Fiscal 2012 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>billion yen</td>
<td>%</td>
</tr>
<tr>
<td>Net Sales</td>
<td>960</td>
<td>100.0</td>
</tr>
<tr>
<td>Contribution from Ranbaxy</td>
<td>148</td>
<td>—</td>
</tr>
<tr>
<td>COG + SG&amp;A</td>
<td>864</td>
<td>90.0</td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>194</td>
<td>20.2</td>
</tr>
<tr>
<td>Operating Income</td>
<td>96</td>
<td>10.0</td>
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<tr>
<td>Overseas Sales</td>
<td>488</td>
<td>50.8</td>
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<tr>
<td>Forex Assumption</td>
<td>USD/JPY</td>
<td>92.6</td>
</tr>
<tr>
<td></td>
<td>EUR/JPY</td>
<td>132.2</td>
</tr>
</tbody>
</table>

**3-(1) Regional Business Strategies**
Regional Business Strategies

**Japan**
- Reinforce and expand innovative and established pharmaceuticals and vaccine businesses
- Promote OTC operations by focusing on consumers

**United States**
- Target sales of $3.5 billion
- Secure 1% of prescription drugs market

**Europe**
- Target sales of 1.2 billion euros

**ASCA**
- Target sales of at least ¥150 billion (grow faster than in Japan, Europe, and US)

* In-house term for markets outside Japan, US and Europe

Regional Sales Targets for 2012

**Global Market**
- 4.5% CAGR
- 2009 Forecast: $770 billion
- 2012 Forecast: $870 billion

**Daiichi Sankyo**
- 6.2% CAGR
- 2009 Forecast: ¥960 billion
- 2012 Target: ¥1,150 billion

* CAGR = Compound annual growth rate

Source: IMS Market Prognosis global
**Japan Company: Innovative Pharmaceuticals Business**

**Key Message**

Improve quality and quantity of information to satisfy doctors and strengthen customer relations

Maximize sales of growth offerings, particularly in Olmesartan franchise and Rezitas

Maximize sales of:
- Laninamivir
- Memantine
- Edoxaban
- Denosumab

**Generate earnings and sustainable growth as a core Group business**

**Japan Company: Vaccine Business**

**Key Message**

Reinforce and expand prophylactic vaccine business, for which medical needs are strong

**Reinforce R&D, production, and sales functions**
- Pursue joint research
- Strengthen collaboration with Kitasato Research Institute to bolster production of influenza vaccines

**Expand sales of new and existing drugs**
- Launch measles and rubella vaccine in fiscal 2010
- Swiftly establish structure for consistently supplying 4 million doses annually of ActHib

**Promote development projects**
- Quad combination vaccine, etc. (for inactivated poliomyelitis and diphtheria-tetanus-pertussis)
Japan Company: Established Pharmaceuticals Business

**Key Message**
Harness the Hybrid Business Model to address diverse market needs

**DAIICHI SANKYO ESPHA CO., LTD.**
- To be established in April 2010, beginning operations in October 2010

<table>
<thead>
<tr>
<th>Brand</th>
<th>Leveraging Daiichi Sankyo’s brand strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Needs</td>
<td>Providing high-quality, affordable drugs from collaboration with Ranbaxy</td>
</tr>
<tr>
<td>Distribution</td>
<td>Leveraging Daiichi Sankyo’s channels</td>
</tr>
<tr>
<td>Information</td>
<td>Provided through collaboration with Daiichi Sankyo</td>
</tr>
</tbody>
</table>

Daiichi Sankyo Healthcare Co., Ltd.: OTC Business

**Key Message**
Promote OTC operations by focusing on consumers

- Reinforce development pipeline capabilities (including in-licensed products)
- Bolster capabilities in first-class drugs (including switch OTC from prescription drugs)
- Create functional skincare business

**Fiscal 2012 targets:** ¥55 billion in sales and 10% operating income ratio
Daiichi Sankyo Group
Second Mid-term Business Management Plan
(Fiscal 2010–2012)

March 12, 2010
Takashi Shoda,
President and CEO

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1. Our Vision for 2015
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   (2) R&D Strategies
   (3) Global Product Strategies
   (4) Business Process Reengineering
   (5) Financial Strategy and Shareholder Returns
4. CSR Initiatives
5. Human Resources Cultivation and Corporate Culture Development
United States (1)

Key Message

- Target sales of $3.5 billion
- Secure 1% of prescription drugs market

- Maximize Olmesartan franchise
- Position Effient as the treatment of first-choice for treating acute coronary syndrome patients with percutaneous coronary interventions
- Resolve import alert and AIP issues relating to Ranbaxy

- Daiichi Sankyo, Inc.: Improve productivity by harnessing benefits from bolstered business infrastructure
- Luitpold Pharmaceuticals: Maintain high-profit structure while harnessing generic injection products to drive growth

United States (2)

- Olmesartan
  - Swiftly cultivate the update of CS-8635 (triple combination of olmesartan, amlodipine, and hydrochlorothiazide)
  - Tackle the emergence of rival generic drugs

- Effient
  - Promote heavily, highlighting product benefits of strength, rapid onset, and less interpatient variability
  - Continue to address approaches to managed care

- Edoxaban
  - Proactively produce information to optimally position Edoxaban
  - Reinforce dissemination of scientific information
**Europe**

Key Message

- Increase sales productivity by bolstering in-house marketing capabilities
- Focus on cardiovascular field
  - Promote life-cycle management of Olmesartan franchise
  - Maximize efficient sales
  - Reinforce dissemination of scientific information of Edoxaban
- Reengineer business processes
  - Cut costs by enhancing supply chain efficiency
  - Increase sales and cut costs by collaborating with Ranbaxy

Target sales of 1.2 billion euros

- Expand sales an average 10% annually in tough market climate
- Enhance earnings structure to build robust business

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**ASCA**

Key Message

- Daiichi Sankyo ASCA Operation
  - Expand Olmesartan franchise
  - Steadily launch and swiftly build sales of Prasugrel
- Ranbaxy (in ASCA markets)
  - Establish its presence as No.1 player in Indian prescription drug pharmaceuticals market
  - Expand presence in African and Latin American markets

Target sales of at least ¥150 billion (faster growth rate than in Japan, the United States, and Europe)

Daiichi Sankyo and Ranbaxy will collaborate in fast-growing, emerging markets and fully deploy the Hybrid Business Model
3-(2) R&D Strategies

Global R&D Functions

**Daiichi Sankyo**
- Oncology, Cardiovascular-Metabolics, and new categories
- Small molecule medicines and antibody pharmaceuticals
- Original lead compound creation
- Lead optimization
- Translational research

**NDDR**
- Inflammatory and infectious diseases
- Small molecule medicines
- Original lead compound creation
- Lead optimization

**Asubio Pharma**
- Inflammation + Regeneration
- Small molecule and peptide medicines
- Original lead compound creation
- Lead optimization

**U3 Pharma**
- Oncology
- Antibody pharmaceuticals

*New Drug Discovery Research (India)*
Priority Areas in Terms of R&D Stages

- Research
- Early-stage development
- Late-stage development
- Life Cycle Management and Markets

- Discovery
  - Priority Areas
    - Oncology
    - Cardiovascular-Metabolics
  - New Areas
    - Drug creation based on disease mechanisms, developing products with new mechanism of action that address heavily unmet needs
    - Thrombotic disorders

- Hypertension
- Bacterial Infections
- Hyperlipidemia

Priority Areas for Discovery

Key Message
Enhance competitiveness in priority areas with high unmet medical needs

From 2010 (post Second MTP)
- Priority Areas
  - Oncology
  - Cardiovascular-Metabolics
- New Areas
  - Newly address unmet needs

Targets
- Reinforce competitiveness towards 2015

2007–2009 (First MTP)
- Thrombotic disorders, oncology, diabetes, autoimmune diseases and rheumatoid arthritis

Pursue new challenges beyond traditional illness areas in preparing for 2015 and beyond
### Priority Area Efforts: Oncology

**Key Message**

Build world-class pipeline by 2015

**Research and early-stage development pipeline as of March 12, 2010**

<table>
<thead>
<tr>
<th>Phase II</th>
<th>ARQ 197</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preclinical</td>
<td>Nimotuzumab, Tigatuzumab, CS-7037</td>
</tr>
<tr>
<td>Preclinical</td>
<td>U3-1565, Research theme A, Research theme B</td>
</tr>
</tbody>
</table>

**Targets through 2015**

- Secure market presence
- Accelerate proof-of-concept trial launches
- Accelerate market launches for new products and indications
- Reinforce pipelines with multiple new chemical entities (NCE)
- Enhance world class drug discovery capabilities and organization

**Undertake internal projects**

Secure external resources through in-licensing and M&As

Establish R&D capabilities and technological foundations to underpin sustainable growth

### Priority Area Efforts: Cardiovascular-Metabolics

**Key Message**

Further control cardiovascular events

**Approach for reducing single risk factors**

Focus on type 2 diabetes and new mechanisms.

Draw on track record and research foundations in thrombosis, hypertension, and hyperlipidemia.

**New approach for managing multiple risk factors and protecting organs**

Identify new mechanisms based on pathological analysis.

**Control cardiovascular events by reducing single and multiple risk factors while protecting organs**

2015

2010
Development Projects (as of March 12, 2010)

**Phase III**
- Effient/Effient (US and Europe) ACS MM
- Edoxaban (global) AF
- Edoxaban (global) VTE
- Denosumab (Japan) Osteoporosis
- Human ghrelin (Japan) Anorexia nervosa
- Edoxaban (Japan) DVT
- Laninamivir (Japan) Influenza prevention
- Denosumab (Japan) Bone metastasis of cancer

**Applications submitted**
- Triple combination of olmesartan, amlodipine, and hydrochlorothiazide (US and Europe)
- Prasugrel (Asia) ACS-PCI
- Cravit (Japan) Infectious diseases
- Laninamivir (Japan) Influenza treatment
- Sitafloxacin (Thailand) Infectious diseases
- Loxonin Gel (Japan) Analgesic
- Memantine (Japan) Alzheimer’s disease
- Silodosin (China) Urination treatment

Launch candidates for Second MTP

Simultaneous project in four regions

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3-(3) Global Product Strategies
**Global Product Strategies**

**Key Message**
Maximize profits of Olmesartan franchise and Prasugrel, and launch Edoxaban

![Graph showing sales projections for Olmesartan, Prasugrel, Pravastatin, Levofloxacin, and Edoxaban across 2006 Results, 2009 Forecast, and 2012 Target.](image)

**Global Product Strategies: Olmesartan Franchise**

**Key Message**
Reach ¥300 billion in global sales

- Swiftly expand Rezaltas in Japanese market
- Swiftly expand CS-8635, particularly in US and Europe
- Generate further growth by collaborating with Ranbaxy

► Optimize product value through life cycle management and marketing initiatives worldwide
Global Product Strategies: Effient/Efient

Key Message

- Position Effient/Efient as first choice among oral antiplatelet agents by highlighting its strength, rapid onset, and less interpatient variability
- Proactively promote efficacy in addition to safety
- Conduct Trilogy ACS study
- Launch in each country and build sales structures in emerging markets
- Highlight efficacy in suppressing cardiovascular events for acute coronary syndrome patients with percutaneous coronary interventions
- Swiftly expand applications for relevant indications

Global Product Strategies: Edoxaban

Key Message

- Aim for Best-in-Class among oral factor Xa inhibitors
- Pursue sole implementation of global development and quick NDA submissions
- Enter DVT field in Japan as First-in-class product
- Disseminate scientific information to maximize product potential
3-(4) Business Process Reengineering

Realize an industry-leading level of business management efficiency

- Constrain Japanese Group staffing level
- Promote standardization of worldwide business processes and global procurement
- Harness value chain synergies with Ranbaxy

- Reduce selling, general and administrative expense ratio by 3 percentage points from fiscal 2009
- Reinforce front-end operations notably through Daiichi Sankyo Business Associe, Daiichi Sankyo RD Associe, and Daiichi Sankyo Happiness
3-(5) Financial Strategy and Shareholder Returns

Key Messages
- Strengthen financial position
- Secure funds for investment
- Provide stable shareholder returns

<table>
<thead>
<tr>
<th></th>
<th>Fiscal 2009 Forecast</th>
<th>Second MTP Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EPS</strong></td>
<td>¥63.9</td>
<td>Fiscal 2012: At least ¥140</td>
</tr>
<tr>
<td><strong>ROE</strong></td>
<td>5.2%</td>
<td>Fiscal 2012: At least 10%</td>
</tr>
<tr>
<td><strong>Annual dividends</strong></td>
<td>¥60 per share</td>
<td>Maintain stable dividends, raise dividends based on earnings levels</td>
</tr>
</tbody>
</table>
4. CSR Initiatives

CSR Initiatives Commensurate with Our Global Operations

**Mission**
- Our Vision for 2015
- Global Pharma Innovator
- Enhance three key values
  - Social
  - Economic
  - Human
- Second MTP
- Mid-Term CSR Policy

**Mid-Term CSR Policy**
Harmonize with society and the global environment by enhancing employee diversity and valuing consideration of others as a company that supports humanity and health

**CSR-Linked Corporate Activities**

**Goals**
- Promote management of compliance globally
- Realize a working environment which respects employee diversity
- Reinforce communication with stakeholders
- Reduce the environmental burden in every business operation
- Broaden the opportunities of access to medical services, including medicine, globally
5. Human Resources Cultivation and Corporate Culture Development

Key Message

Continue to build a corporate culture in which all our employees are professional, responsible and accountable, and where they feel both satisfaction and challenge from their work and are able to demonstrate their abilities and talents.

Three key concepts for creating a dynamic corporate culture:

- **Communication**: Conveying thoughts, sharing, and empathizing with each other
- **Commitment**: Taking responsibility and keeping promises
- **Caring**: Always taking interest and care in others and their work

- Cultivate employees with a global mindset who are self-motivated and are able to demonstrate initiative
- Re-energize communication and improve awareness of Our Values & Commitments
- Increase mutual respect and caring within our workplaces and improve teamwork
Harnessing diversity as an engine of growth

Daiichi Sankyo Group

<table>
<thead>
<tr>
<th>Contact address for these materials</th>
</tr>
</thead>
<tbody>
<tr>
<td>Daiichi Sankyo Co., Ltd.</td>
</tr>
<tr>
<td>Corporate Communications Department</td>
</tr>
<tr>
<td>TEL: +81-3-6225-1126</td>
</tr>
<tr>
<td>FAX: +81-3-6225-1132</td>
</tr>
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Numerical projections in these materials stem from management’s judgments and assumptions based on currently available information, and may include risks and uncertainty. Results may differ from the forecasts.

These materials contain information on pharmaceuticals (including compounds under development) that is not intended to make representations regarding the efficacy or effectiveness of preparations or to provide any medical advice.