

Sustainability Report

Message from CStO (Chief Strategy Officer)

We set our 2030 Vision “Innovative Global Healthcare Company Contributing to the Sustainable Development of Society”, and we aim to be a company that continues to take on the challenge of providing innovative solutions as well as solving the social issues such as creating innovative pharmaceuticals and contributing to SDGs (Sustainable Development Goals).

To solve social issues, we promote ESG management based on a long-term perspective that enhances both financial and non-financial value by reflecting ESG elements in business strategies, from the perspectives of E (Environment), S (Society), and G (Governance). We believe that this long-term focused management will lead to sustainable growth of both our company and society.

In our current 5-year business plan, we have identified material issues that must be addressed to achieve sustainable growth as “materiality” and been promoting initiatives that lead to sustainable development of society and business opportunities, such as the creation of innovative pharmaceuticals and improvement of access to healthcare. In addition to the promotion of environmental management and compliance management, we are also working to promote the success and development of a diverse range of people who create our competitive advantages, which is the source of our strengths.

We believe that the pipeline of innovative pharmaceuticals and the value we contribute to our shareholders & investors, employees, and other stakeholders, as well as society and the natural environment, which are created through these efforts, will lead to non-financial value, and we will further promote ESG management in order to enhance mid-to-long-term corporate value.



Director
Senior Executive Officer
Head of Global Corporate Strategy
CStO

Takashi Fukuoka

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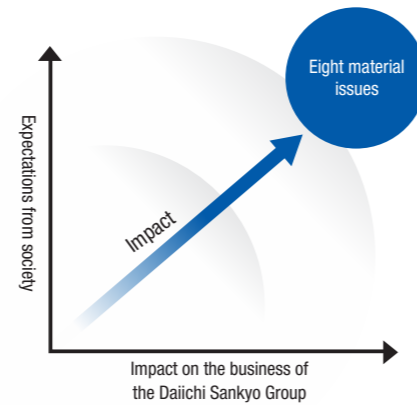
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Materiality

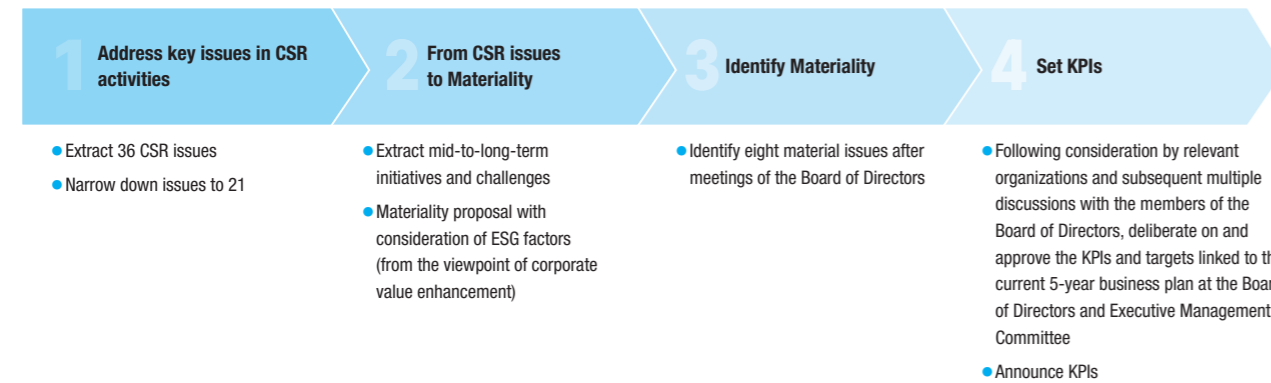
We identified eight material issues to be addressed to sustain growth based on the impact on the Group's mid-to-long-term corporate value enhancement and expectations from society. We then sorted these issues into two groups: Materiality on business and Materiality on business foundations. Upon formulating our current 5-year business plan, in addition to long-term targets and challenges for each Materiality, we set Materiality key performance indicators (KPIs) as initiative indicators.

Materiality Identification and KPIs Setting Process

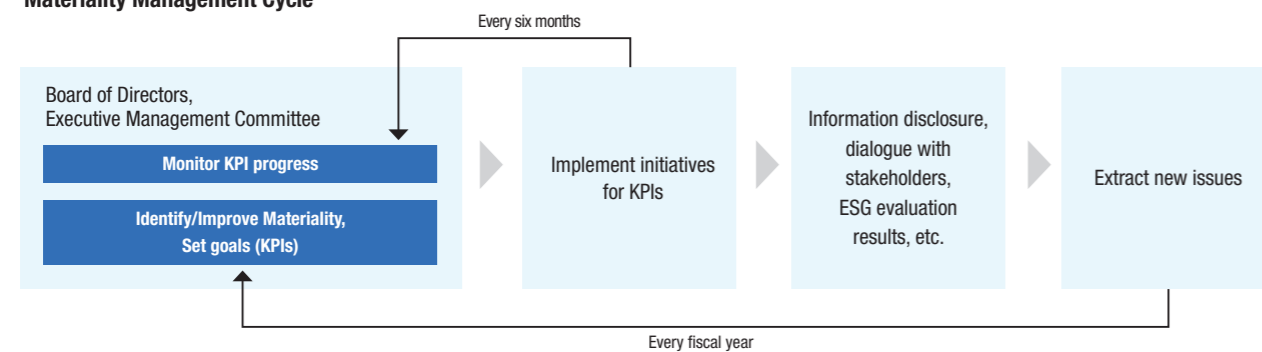
In identifying and sorting material issues, 36 issues were selected from the corporate social responsibility (CSR) perspective in FY2015. In March 2020, we identified eight material issues based on several reviews and active discussions at Executive Management Committee and Board of Directors, and dialogue with our stakeholders. Subsequently, we announced KPIs, indicators of initiatives for each Materiality in April 2021. Our Materiality identification and KPI setting process is shown in the figure below.



Materiality identification and KPI setting process (FY2015 to FY2021)



Materiality Management Cycle



Materiality Management

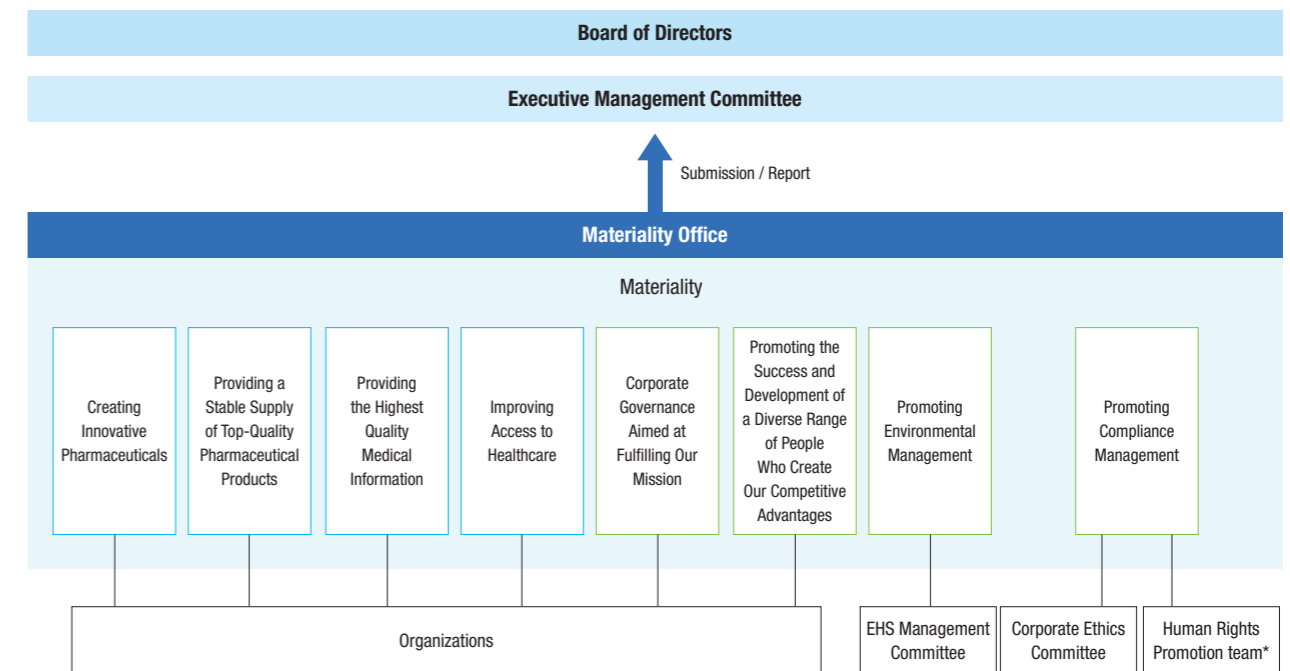
We promote Materiality management under a system in which the Corporate Planning Department and Sustainability Department serve as the administrative office. In addition, regarding matters related to EHS management and compliance management, our cross-organizational committees (EHS Management Committee, Corporate Ethics Committee) decide on our action policies and strive to promote them throughout our company while also reporting important issues to the Executive Management Committee and Board of Directors.

In order to promptly reflect any change in the impact on the business of the Group due to changes in the expectations and requests from society as well as our external environment to our Materiality and to work toward further evolution, we set targets and conduct reviews of each relevant material

issue, manage the progress, and promote regular discussions by the Executive Management Committee and Board of Directors in the annual management cycle. During our FY2023 discussions, the progress and evolution of the Materiality was reported and discussed twice at the Board of Directors and the Executive Management Committee, and it was decided to continue the current Materiality and KPIs in FY2024.

Through the implementation of ESG briefings and daily interview, we engage in constructive dialogue with our stakeholders both within and outside the Company, including investors, to gain an understanding of the expectations and needs of society and to apply the knowledge to sustainability promotion.

Materiality Management System



*A team that promotes human rights due diligence as a cross-functional organization within the Company

EHS Management Committee

Striving to protect the environment and ensure health and safety while achieving the uniform management and promotion of environment, health, and safety management for which there is a high likelihood of risks occurring

Corporate Ethics Committee

Promoting management that complies with domestic and international laws and corporate ethics as well as corporate ethics and fulfills our CSR, ensuring that executives and employees put compliance into practice

Environment

We conduct business activities to contribute to the enrichment of quality of life through providing pharmaceutical products. We know, however, that those activities could cause environmental impact that might raise environmental issues. What underlies our promotion of environmental management is the following belief: activities necessary to provide pharmaceutical products must not unnecessarily contribute to environmental phenomenon that may threaten people's health and daily lives.

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Climate change

Ambitious on Climate Change

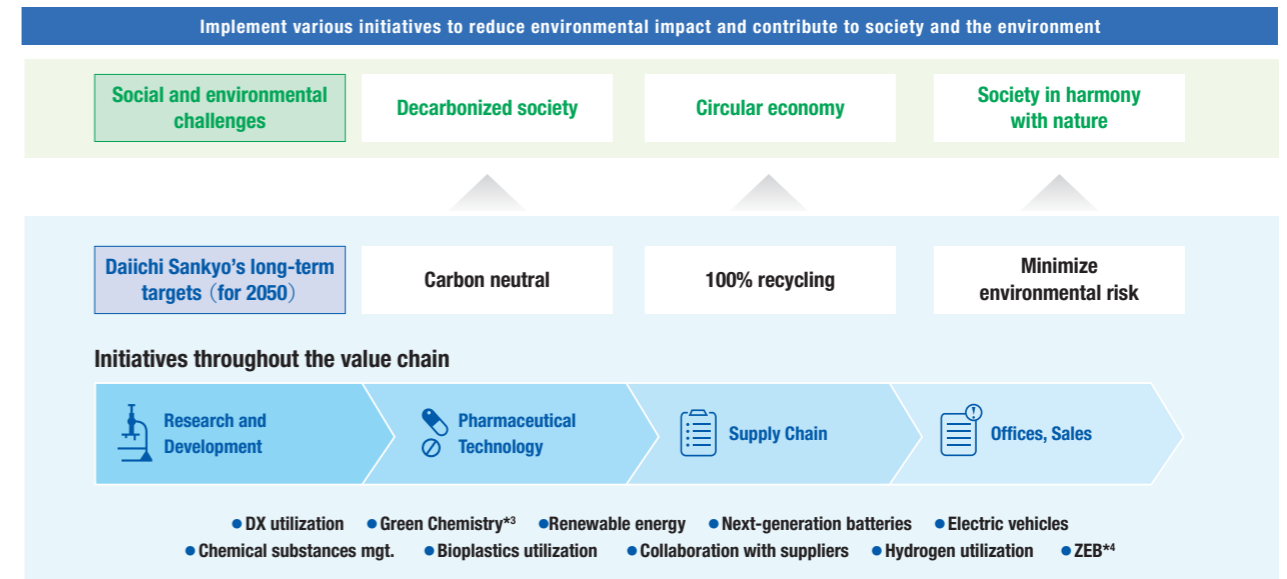
We define the following three main targets as our long-term vision for 2050 to realize a sustainable society: “carbon neutrality” to achieve a decarbonized society, “100% recycling rate” to strive for a circular economy, and “minimization of environmental risks” to fulfill our responsibility to realize a society that is in harmony with nature.

With the growing social demand for carbon neutrality, we revised the target to a more ambitious one in June 2022. Specifically, we established targets to reduce CO₂ emissions by 42% in FY2025 and 63% in FY2030 compared to FY2015 emissions. To achieve these targets, we have achieved

our FY2025 target of a renewable electricity utilization rate of more than 60%. For FY2030, we aim to achieve a renewable electricity utilization rate of 100% as set forth in RE100*1 as early as possible. In July 2023, these targets were recognized as scientifically based targets in line with the 1.5°C target by the SBTi*2.

*1 International initiative that brings together companies committed to 100% renewable energy. It is run by The Climate Group, an international environmental NGO, and CDP, an NPO that supports companies in disclosing their climate change measures

*2 An international initiative that encourages companies to set CO₂ reduction targets in line with the Paris Agreement goals



*3 Manufacturing process in consideration of the sustainability of the global environment, including prevention of environmental pollution, and reduction of raw material and energy consumption

*4 Net Zero Energy Building

Indicator and Target

CO ₂ emissions (Scope 1 + Scope 2)	2025 target : 42% reduction from FY2015 2030 target : 63% reduction from FY2015
CO ₂ emission intensity based on sales (Scope 3, Cat1)	2025 target : 15% reduction in CO ₂ emission intensity based on sales compared to FY2020
Business partner engagement (Scope 3, Cat1)	2025 target : Have more than 70% of business partners set targets based on the 1.5°C
Renewable electricity utilization rate	2025 target : 60% or more 2030 target : 100%

Environmental Management System

Climate Change

Climate Change Risks

The Group recognizes environmental issues such as global warming or extreme weather which have impact on our work and lives. Under the Daiichi Sankyo Group Corporate Conduct Charter and the Daiichi Sankyo Group EHS*5 Policy, we are promoting environmental management and practicing responsible corporate activities to mitigate climate change and other environmental challenges. We expressed our support for the recommendations of the TCFD*6 in May 2019, and disclosed information such as governance and results of scenario analysis in accordance with the TCFD disclosure framework in 2020. In addition, we will disclose information in accordance with the TCFD recommendations revised in October 2021, and aim to further strengthen our climate change-related governance and business strategies to proactively respond to climate change, which is a

global issue.

We have established the EHS Management Committee in an effort to protect the environment and ensure the health and safety of employees while achieving uniform management. The committee is chaired by the Chief Executive Officer of EHS Management, and consists of relevant division heads and presidents of the group companies. The EHS Management Committee discusses and reports on policies, target setting, and activities related to global EHS management twice a year, and matters to be discussed and reported are submitted to the Board of Directors, which supervises the committee activities. In FY2023, the committee discussed the promotion of business partner engagement for Scope 3 reduction and the development of a net-zero transition plan.

Information disclosure based on the recommendations of the TCFD

*5 Environment, Health, Safety

*6 The Task Force on Climate-Related Financial Disclosures (TCFD): A task force set up in December 2015 by the Financial Stability Board (FSB), an international organization joined by central banks and financial regulators of major countries.

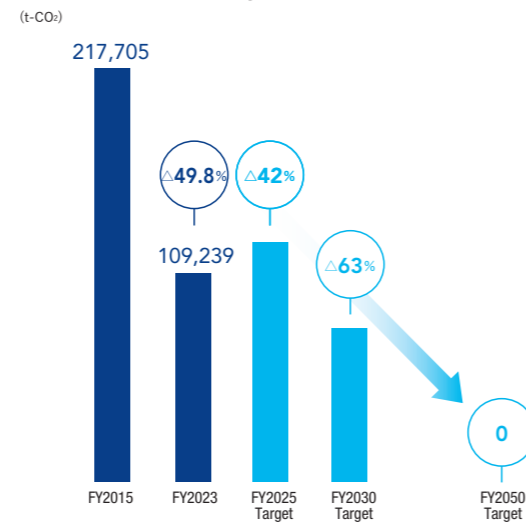
Contribute to the realization of a decarbonized society

CO₂ emissions (Scope1+Scope2) for FY2023 were 109,239 t-CO₂, a 49.8% reduction compared to FY2015. Not limited to our efforts to “mitigate” CO₂ emissions and other environmentally hazardous actions, we facilitate initiatives to “adapt” to impacts that have become tangible or influence that is inevitable in the mid- to long-term. By scope, FY2023 performance for the entire Group was 85,245 t-CO₂ for Scope 1 and 23,994 t-CO₂ for Scope 2, which were 0.9% lower and 1.1% higher than in FY2022, respectively.

Scope 3 CO₂ emissions were 4,430,241t, showing an increase from FY2022. The increase is largely due to an increase in purchased goods and services (Cat.1).

To reduce Scope 3 (Cat. 1) emissions, we have set a KPI in our current mid-term business plan for more than 70% of suppliers to have a 1.5°C targets, and are currently strengthening engagement.

FY2025 and FY2030 Target(Scope1+2) toward Carbon Neutrality



Utilization of Renewable Energy

At the Daiichi Sankyo Europe Pfaffenhofen Plant in Germany, which has been converting all purchased electricity to electricity generated from renewable energy since 2014, a self-consumption solar power system (annual energy production of 580 MWh) constructed on the plant's premises began operation in February 2022, and its amount of electricity generated is increasing every year. Moreover, in FY2023, we began converting to renewable fuels by using biomass wood pellets for steam production.

In addition, in January 2023, the Daiichi Sankyo Pharmaceutical (Shanghai) Shanghai Plant began using a solar power plant (with annual energy production of approx. 540 MWh), which is able to cover the annual energy consumption of the plant's administrative building. This is expected to reduce CO₂ emissions by 300 t-CO₂ per year.

Moreover, at the Daiichi Sankyo Chemical Pharma Onahama Plant, which started operation of the solar power system with annual energy production of approx. 4,000 MWh in December 2020, finished construction of the Daiichi Sankyo Group's first Nearly ZEB-certified building, its new office, in March 2023. This office generates electricity using solar power and saves energy by effectively combining high-efficiency air conditioning, water heating, and lighting equipment, thereby cutting standard building energy consumption by 78% (51.9% from energy savings and 26.9% from energy generation).

The Group is a member of RE100 and aims to achieve a 100% utilization rate of electricity derived from renewable energy sources by FY2030 and a materiality KPI of at least 60% by FY2025. The renewable electricity utilization rate in FY2023 is 80.0%, well on track to achieve RE100. We will continue to actively introduce various renewable energy sources, including solar power generation.



Daiichi Sankyo Chemical Pharma Onahama Plant New management building



Daiichi Sankyo Pharmaceutical (Shanghai) Shanghai Plant

Listed on CDP's Climate Change A List 2023

In February 2024, the Group has been recognized for leadership in corporate transparency and performance on climate change by global environmental non-profit CDP*7, securing a place on its prestigious “A List” for the fourth consecutive year. With the growing social demand for carbon neutrality, the Group revised the target to a more ambitious one with the 1.5°C target of the Paris Agreement in June 2022. Our GHG emission reduction targets and supplier engagement target have been approved as 1.5°C targets by SBTi in July 2023. Furthermore, we have submitted a commitment letter to the SBTi declaring its goals for reducing GHG emissions, including net-zero standard. To achieve net-zero GHG emissions by FY2050, we aim to obtain net-zero certification for our “Transition Plan for Climate Change” and targets.

*7 Global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions



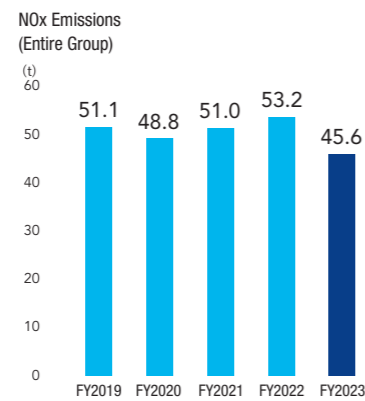
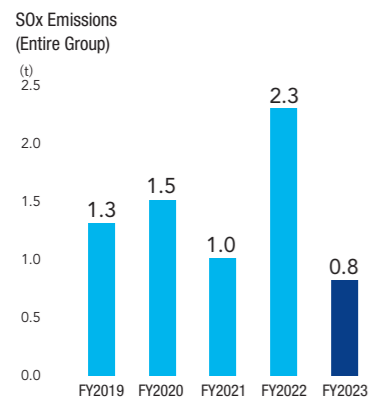
Pollution

Preventing Air and Water Pollution

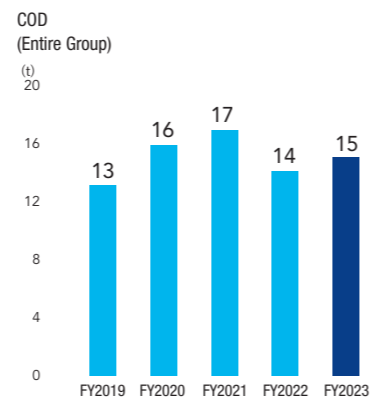
As a pharmaceutical company handling various chemical substances, the Group considers proper management of chemical substances as an important initiative and issue. To prevent air and water pollution, the Group companies' plants outside of Japan, including Daiichi Sankyo Pharmaceutical (Shanghai), Daiichi Sankyo Europe (Germany),

and Daiichi Sankyo Brasil Farmaceutica regularly monitor their emissions to ensure compliance with the laws and regulations of each country and region. In Japan, the Group has established voluntary control standards that are stricter than legal requirements and properly monitors the emissions at plants and research & development (R&D) centers in Group companies.

Air



Water



Preventing Soil Contamination

The Group makes efforts to prevent soil and groundwater contamination at plants and research centers. In Japan, when an investigation is required based on the Soil Contamination Countermeasures Act and related prefectural ordinance, we conduct the appropriate investigation according to the laws and regulations on discussion with the governmental offices.

Furthermore, we also conduct investigations according to the laws and regulations even in the cases where mandatory regulations do not apply,

such as the closing of offices and change of use purpose.

If contamination occurs, we report it to the related government offices and properly disclose information to members of the surrounding community, and take appropriate measures, such as prevention of diffusion and purification according to the extent of contamination. The offices that have already taken measures, such as purification, continue to monitor and report the result of analysis to governmental offices and community members.

Progress of Measures for Soil Purification

Office	Overview
The site of former Yasugawa plant (Yasu City, Shiga)	We have been continuously monitoring the groundwater since we completed on-site environmental improvement work in 2006. As a result, contamination was found in part of the soil. We are currently conducting a soil investigation in consultation with regulatory authorities to perform appropriate purification work. We also confirmed the presence of mercury used as a material for pesticides that exceeded environmental standards on the grounds of the former plant site in 1993. Since then, we have installed a robust underground storage facility in adherence to regulatory guidance to manage the soil appropriately. Although there have been no reports of leakage or health issues to date, we decided to remove the storage facility in view of increasing safety and security in the region and in response to requests from the local community. We issued a press release announcing our decision in April 2020, and we are conducting removal work in consultation and coordination with all concerned parties. During excavation, we take due care not to affect the surrounding environment through measures such as temporarily setting up negative-pressure tents that cover the entire storage facility to prevent soil from scattering.

Chemical Substances

We manage chemical substances that may adversely affect human health or the ecosystem based on the PRTR*1 system provided in the Act on Confirmation, etc. There was no transport, import, export, or treatment of waste that was deemed hazardous or any transport of waste that was

shipped internationally as described in the terms of the Basel Convention Annex I, II, III, and VIII.

*1 Pollutant Release and Transfer Register

Group in Japan

(Unit: metric ton; mg-TEQ for dioxins)

Substance (Annual handling amount of 1 or more metric tons)	Handling Amount	Emission (except for emission into soil)		Transfer Amount		
		Air	Public Water	Sewage	Out of Offices (recycle)	Out of Offices (others)
Chloroform	2.1	0.1	0.0	0.0	2.0	0.0
Cobalt and its compounds	1.1	0.0	0.0	0.0	0.0	0.0
Methylene dichloride	9.5	0.6	0.0	0.0	8.9	0.0
Triethylamine	140.3	0.3	0.0	0.0	140.0	0.0
Toluene	773.8	0.5	0.0	0.0	7.1	570.0
N-Hexane	10.9	0.8	0.0	0.0	7.8	1.8
Tetrahydrofuran	397.4	0.2	0.0	0.0	0.0	300.0
Methyl isobutyl ketone	4.3	0.0	0.0	0.0	0.0	0.0
Total	1339.5	2.6	0.0	0.0	165.8	871.8
Dioxins	0.000	0.000	0.000	0.000	0.000	0.000

Environmental Impact Assessment of the Manufacturing Processes

The Group conducts the necessary environmental impact assessments for its pharmaceuticals based on the guidelines of relevant countries and implements measures as appropriate.

The Group realizes that one of the sustainability risks associated with its business activities is the possible negative impacts of pharmaceutical manufacturing and its by-products on the environment. There have been incidents in the past in which by-products of pharmaceutical manufacturing were detected in rivers and other natural environments. The Group is aware that social concern is rising with regard to this issue as well as its potential environmental repercussions. The Group watches closely such social

responses and the global trend toward promotion of initiatives for EPS*2 by the European Federation of Pharmaceutical Industries and Associations (EFPIA).

We believe that we need to continuously coordinate with governments, industry organizations, and research institutions to examine more appropriate risk evaluations and risk management.

*2 EPS (Eco-Pharmaco-Stewardship): Voluntary initiatives to prevent environmental impacts throughout the lifecycle of pharmaceuticals and eco-friendly product management.

Water, Biodiversity

Water Risks

The Group considers the ability to utilize adequate freshwater at all operating sites and throughout the value chain to be extremely important for promoting and continuing our business.

Water risks include physical, regulatory, reputation and other risks, for which we carry out comprehensive risk evaluations based on the results of analyses of local water risks using the WWF-DEG Water Risk Filter and the

survey results on water risks emanating from plants and research facilities.

These evaluations indicate that operating sites with the highest water risks among our Group are one plant in China and one in Brazil. Water withdrawal restrictions and other strengthened regulations are considered to be major risk factors. In those plants, we are paying attention to regulatory trends and optimizing water usage.

Water use by plants located in high water risk areas (FY2023)

Site	River basin	Water withdrawals(kilo m ³)	Water discharges(kilo m ³)	Water consumption(kilo m ³)
Shanghai Plant (China)	Yangtze River	41.4	33.8	7.6
Alphaville Plant (Brazil)	Parana	10.1	5.5	4.6
Total		51.5	39.3	12.2

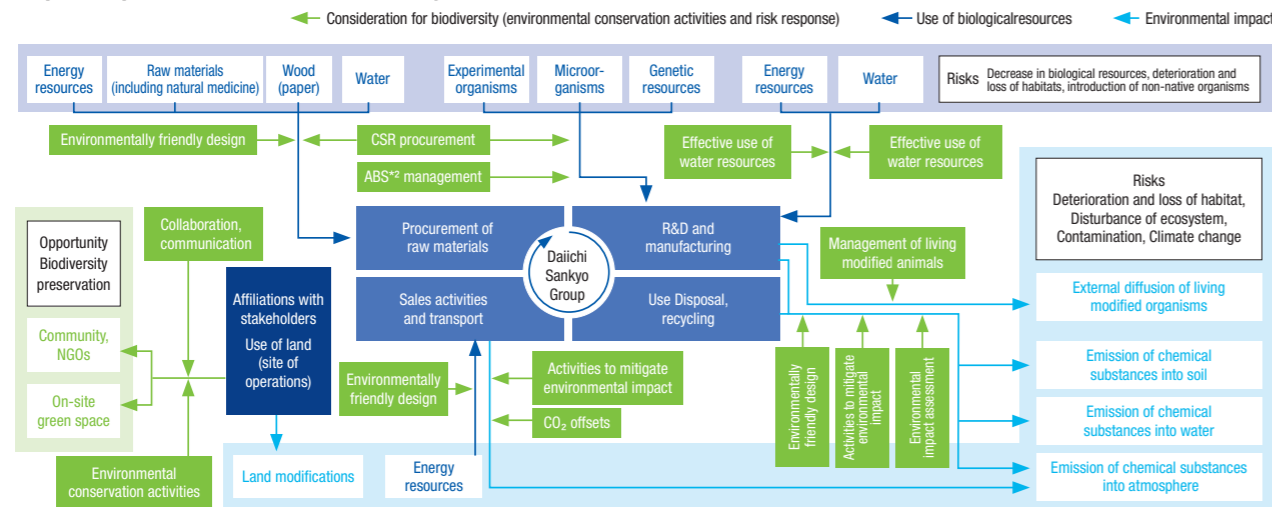
Initiatives for Biodiversity

EHS Basic Policy and EHS Management Policy (FY2021-FY2025) stipulate that business activities must consider biodiversity and ecosystem services. The Group has established the Basic Biodiversity Principles and Action Guidelines based on these policies. When these were established, the Group surveyed its initiatives on biodiversity, the use of natural resources, and status of efforts to comply with the Cartagena Protocol both inside and outside of Japan. Additionally, the Group assessed the relationship between its business activities and

biodiversity.

The Group believes that biodiversity conservation and sustainable use of ecosystem services are essential in performing business. We promote raising awareness and understanding of employees, as well as the strengthening of environmental conservation activities in collaboration with business partners and private groups, to procure materials with less environmental burden, and to socially contribute towards biodiversity conservation.

Map of Corporate Activities and Biodiversity**



*1 Prepared with reference to the "Map of Corporate Activities and Biodiversity" developed by the Japan Business Initiative for Conservation and Sustainable Use of Biodiversity (JBIB)
 *2 Access to genetic resources and benefit sharing

Biodiversity Conservation Activities

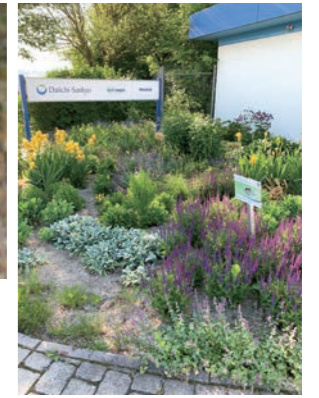
Our group is promoting activities to contribute to the conservation of local biodiversity at each site. In March 2023, we participated in 30by30 Alliance for Biodiversity launched by the Ministry of the Environment of Japan.

Case 1 Tatebayashi site (Japan)

To preserve the golden orchid and the silver orchid, we have prohibited entry into the forested area of the property at the Tatebayashi site where the plant naturally grows (approximately 1,000 m²). The continued conservation effort has resulted in an increase in the population of the species and expansion of breeding range.



Golden orchid (Tatebayashi site)



Planting in the premises (Pfaffenhofen plant)

Case 2 Pfaffenhofen Plant (Germany)

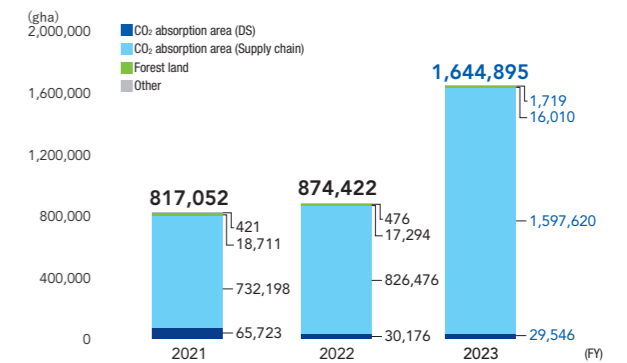
We cooperate with Pfaffenhofen in Bloom - an initiative started by the city of Pfaffenhofen aimed to increase the pollinator population - and we are planting many flowers in the approximately 3,200 m² area on the plant premises as an environment where honeybees and other insects can inhabit.

Ecological Footprint

We assess the ecological footprint (EF), an indicator of biodiversity, jointly with experts from the NGO Global Footprint Network, to examine all environmental burdens in the business activities of Group companies in Japan. The assessed EF is used as a comprehensive indicator of environmental burdens, including those related to biodiversity, by reviewing and monitoring long-term changes in the relationship between the reduction of environmental burdens and biodiversity conservation (trade-off) in the Group.

This initiative has been recognized as an action for achieving the Aichi Target (20 targets) that was adopted at COP10 (the 10th Meeting of the Conference of the Parties to the Convention on Biological Diversity in Nagoya) and has been registered on the Nijyu-Maru Project as well.

Ecological Footprint of Group Companies in Japan



TNFD Disclosure

The Group believes that biodiversity conservation and sustainable use of ecosystem services are essential in performing business. We promote biodiversity initiatives to achieve the 2030 Nature Positive*1.

In May 2024, we registered as a "TNFD*2 Adopter"*3, which indicates our support for the TNFD recommendations and our commitment to TNFD disclosure. Currently, we are conducting a brief evaluation of nature-related risks in our supply chain for our main products, and identifying key issues and conducting a locality Analysis. Based on the results, we are aiming for initial disclosure in line with TNFD recommendations by the end of FY2024.

*1 To halt and reverse biodiversity loss to put nature on a path to recovery for the benefit of people and planet
 *2 Task Force established in June 2021 to provide a framework for the management and disclosure of nature-related risks. Final recommendations (v1.0) of the TNFD published in September 2023 to provide a framework for companies and financial institutions to identify, assess, manage and disclose nature-related issues
 *3 TNFD Adopter : Organizations that have committed to start making disclosures aligned with the TNFD (Taskforce on Nature-related Financial Disclosures) Recommendations in their corporate reporting by the financial year 2024 (or earlier) or 2025.
<https://tnfd.global/engage/tnfd-adopters/>

Resource Use and Circular Economy

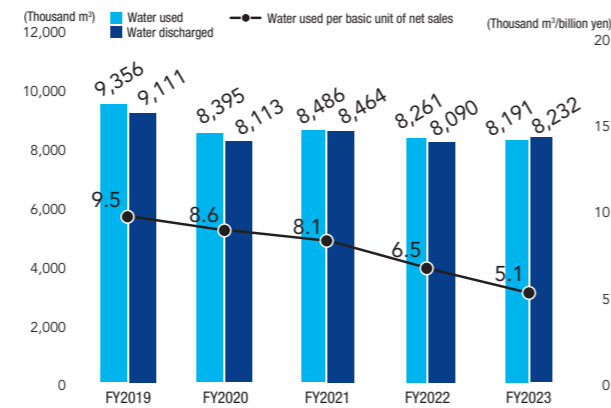
Resources inflows and outflows

Water is an important resource which is essential for pharmaceutical production, and we recognize that it is one ecosystem service that should be used sustainably. In addition to understanding the risks and challenges associated with water consumption and the status of water resources in countries and regions where our operation sites are located, we also implement measures including consuming water reasonably and efficiently, promoting reuse with purification equipment, and reducing the amount of water used.

The water consumed per unit of net sales in FY2023 was 5.1 Thousand m³/billion yen (down 40.7% from FY2020); while the total volume of water used by the entire Group was 8,191 thousand m³ (down 2.4% from FY2020).

Furthermore, water intake by the Group did not have significant impact on water sources.

Water consumed (Withdrawal) and Wastewater Discharged Global (Plants and research facilities)



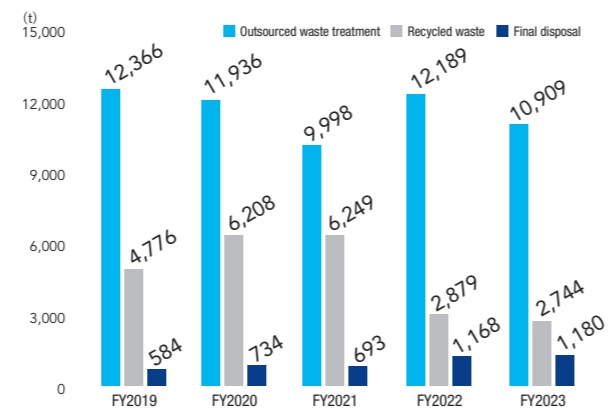
Waste Reduction Targets and Performance

The Group defines zero emissions for waste as the final disposal rate representing less than 1% of the total amount of waste.

At our plants and research centers, the Group has established waste reduction and resource efficiency as important issues. Consequently, we seek to save resources through efforts such as the streamlining of resources used in manufacturing and packaging processes, the comprehensive separation of unnecessary and waste materials, the reduction of the total volume of unnecessary and waste material, and resource recycling. Whenever possible, the Group chooses waste disposal firms that recycle thoroughly.

At each office, we promote the thorough separation of trash, double-sided printing of office paper, paperless operations and other measures.

Outsourced waste treatment, Recycled Waste, and Final disposal amount Global (Plants and research facilities)



Outflow of resources related to products and services

After use PTP Sheet Recycling Program

Daiichi Sankyo Healthcare has started Japan's first demonstration experiment of the "After use PTP Sheet Recycling Program" in the city of Yokohama in October 2022.

As of the end of September 2024, the collection sites were set up at 102 locations in pharmacies, drugstores, hospitals, and public facilities and a cumulative total of approximately 5 tons of used PTP sheets have been collected. The collected PTPs are recycled into new products. Collection boxes are also available at the Daiichi Sankyo Kusuri Museum on the first floor of the headquarter building in Japan.



"Okusuri Sheet Kururin BOX" at the Daiichi Sankyo Kusuri Museum

Closed-loop Recycling Efforts

Our special subsidiary, Daiichi Sankyo Happiness's Hiratsuka site, conducts closed-loop recycling*1 as a contribution to a recycling-oriented society through employing disabled people. Collected documents and other materials are sorted into reusable paper only and recycled into toilet paper by a partner company, which is then used at the site where the documents and other materials are collected. We contribute to solving social issues by horizontally spreading the program to other sites and introducing it as a good practice in our environmental e-learning program for all employees.

*1 Reusing or recycling materials recovered from their own used products into their own product.



Social

The driving force behind the realization of Purpose is the enthusiasm of all Group employees to help patients suffering from illnesses. We promote the success and development of a diverse range of people who create our competitive advantages, respect for human rights, contribution to improving access to healthcare, ensuring safety of pharmaceuticals, and corporate activities that continuously respond to the expectations of society.

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Our Group Employees

Talent Acquisition & Development Policies

We position “people” as our most important “asset” and respect the diversity of our individual employees based on our People Philosophy enabling us to achieve mutual sustainable growth in both our employees and ourselves.

We recruit talents who share our Purpose, who have not only skills and expertise, but also the ability to think and act in ways that lead to organizational and individual growth and social contribution, and who meet the following three criteria:

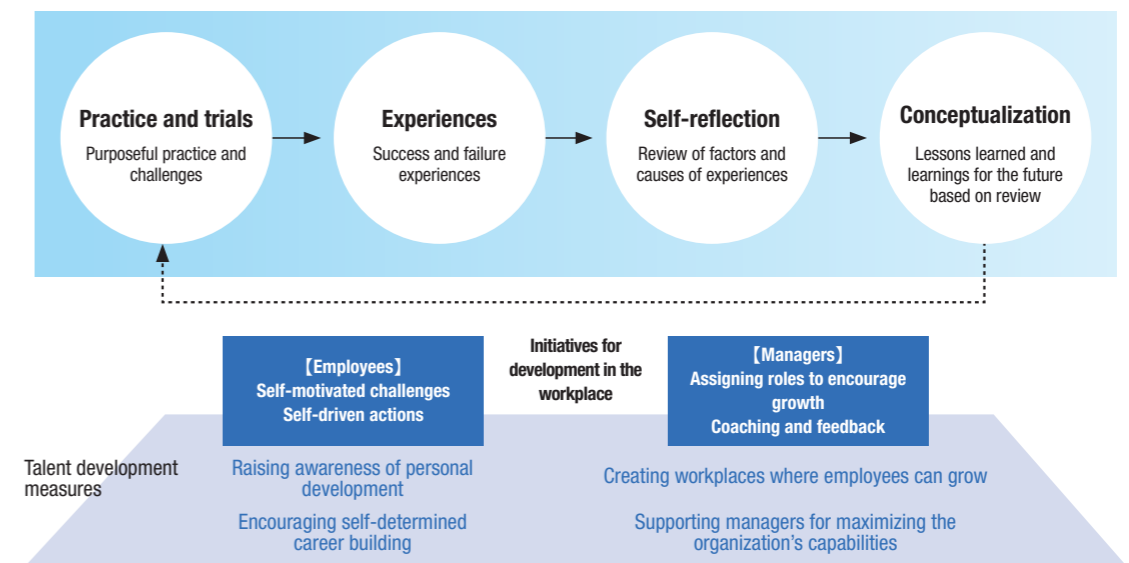
(1) Respect each other as individuals and welcome diverse perspectives proactively in the course of their work

(2) Treat others with respect and build trustful relationship through transparency and a willingness to listen

(3) Have the ability to grow every day as individuals by continuously learning, experimenting, and taking the initiative

We train human resources we need by implementing a range of human resource development measures based on the principle of growth through work. We also support individuals who voluntarily take on stretch goals and take the initiative to improve themselves.

Growth process through work



Our Group Employees

Talent Acquisition

We are actively recruiting global talents to achieve our 2030 vision of becoming an “Innovative Global Healthcare Company Contributing to the Sustainable Development of Society.” Recent examples of our efforts include the participation of employees with nationality outside of Japan in various recruitment events and the use of recruiting agents who specialize in recruiting global talents. To further enhance our strengths, namely our position as a global organization and our talents, we need external talents who

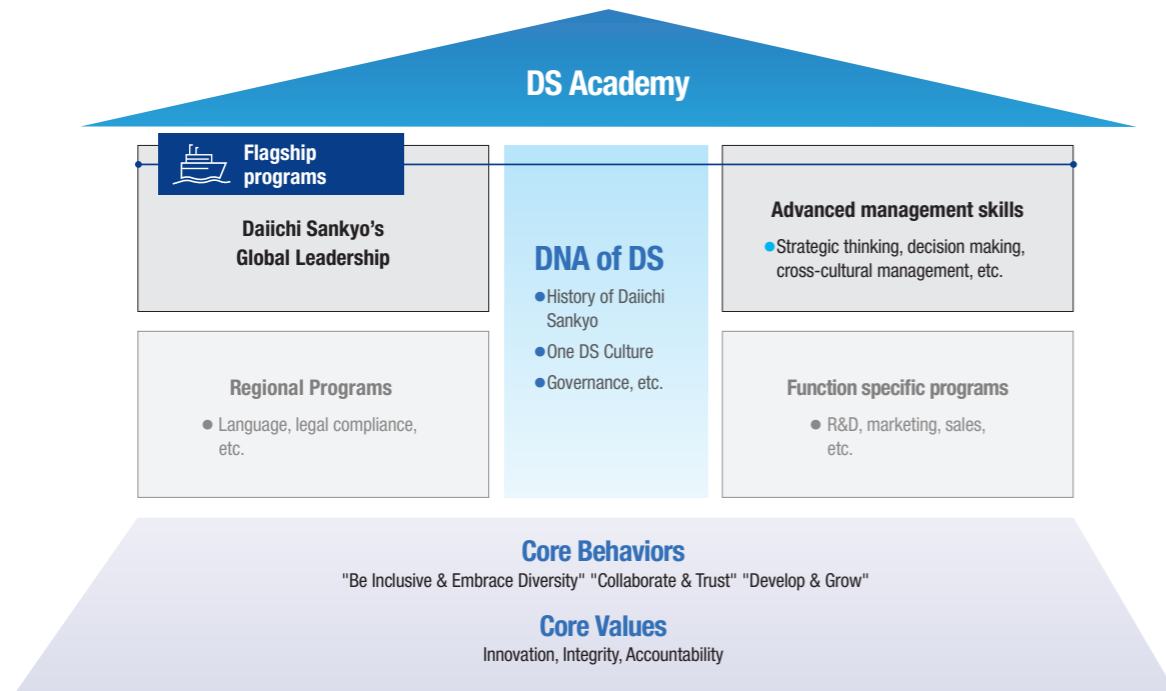
understand diverse environments and cultures, respect different values, and are able to grow together.

In addition to the above, we are promoting a project called “Global Talent Acquisition.” Employees responsible for recruiting at Daiichi Sankyo’s global offices in Japan, the U.S., the EU, Asia and Oceania, South and Central America, etc., continue to cooperate to share information and collaborate to proactively hire global talents.

Human Resource Development and Career Support

We provide various training and self-learning platforms as learning opportunities for employees to achieve our 2030 Vision. We also offer training and seminars to support career path development, and have established a career support help desk. In terms of global human resource development, we promote global talent management and leadership development in cooperation with Group Companies outside of Japan, and we have a system

in place to nurture the next generation of leaders. In April 2024, we established DS Academy and embarked on a flagship program to develop global leaders by touring Japan, Europe, and the U.S. In the future, we will expand the target personnel of the program and promote talent management throughout the DS Group.



Inclusion & Diversity (I&D)

The Group defines diversity as a broad range of diversity that includes nationality, race, gender, age, expertise, perspectives, values, religions, and lifestyles. We believe that by proactively embracing individual diversity among all employees in the Group, we will be able to maximize our abilities, leading to global business development and creation of innovation.

to our various stakeholders, including patients, and to the diverse countries, regions, and communities in which we live.

We are globally promoting “practice of Core Behaviors to foster One DS Culture” in order to create a culture of mutual respect among employees based on this belief. As part of practicing our Core Behaviors, we have released a Global I&D Statement to all Group employees in order to promote inclusion and diversity throughout the global organization. We are committed to improving employee engagement and contribution

Be Inclusive & Embrace Diversity

We value people for who they are as individuals, and welcome diverse perspectives in our work, which enables us to achieve more as Daiichi Sankyo.

We are committed to creating a culture of inclusion and embracing the diversity of all, which enables our employees to realize their full potential in the workplace and create innovative treatments that impact our patients around the world.

Our Focus

- Respect and appreciate people with diverse backgrounds and strive to create a working environment where everyone feels safe, heard, and valued, building a sense of belonging.
- Encourage inclusive and diverse thinking and actions through the active collaboration across the global organization.
- Ensure that all employees have equal opportunities to succeed, regardless of their gender, race, religion, sexual orientation, age, disability or other dimensions of diversity.

Support for Diverse Work Styles

We support diverse work styles of our individual employees based on our People Philosophy.

is approaching retirement age wishes to continue working for us after reaching the age of retirement, we will rehire that employee up to the age of 65. We have also introduced a system to extend the employment of employees who meet certain requirements up to the age of 70.

In Japan, as part of our efforts to promote women’s empowerment, we are implementing various training programs and expanding systems for all employees including: (1) correcting unconscious bias, (2) supporting their work-life balance, and (3) fostering a workplace culture that embraces diversity.

In terms of the employment of people with disabilities, we have established a mid-term policy and are promoting the employment of people with disabilities at Daiichi Sankyo Happiness (a special subsidiary that meets the definition in the Law for Employment of Disabled Persons*) and other Group companies, and we are developing a comfortable working environment for people with disabilities, by establishing a complaints hotline and conducting interviews regarding employment-related considerations.

To enhance inclusiveness for members of the LGBTQ+ community, we hold e-learning sessions for all Group employees in Japan, and we have introduced an LGBTQ+ support system, established an external hotline, and revised internal systems to ensure that employees in same-sex partnerships (same-sex marriages) receive the same marriage and family support as employees in opposite sex marriages.

*A subsidiary in which the employer has given special consideration to the employment of people with disabilities in order to promote and stabilize the employment of people with disabilities.

In terms of the employment of older people, in Japan, if an employee who



Our Group Employees

Promotion of Occupational Health and Safety

The Group's EHS*1 Management Committee has established global health and occupational safety policies, targets, and measures, while at group companies in Japan, Health and Productivity Management Promotion Structure headed by the Chief Health Officer has been established to promote health and safety measures based on a mid-term policy for health and safety management agreed by the labor union.

Based on the People Philosophy of "We create an environment that energizes our employees and enables them to thrive by cultivating their own well-being," we are cooperating with the Daiichi Sankyo Group Health Insurance Association and the Daiichi Sankyo Group Federation of Labor Unions to maintain and promote the health of employees at group companies in Japan.

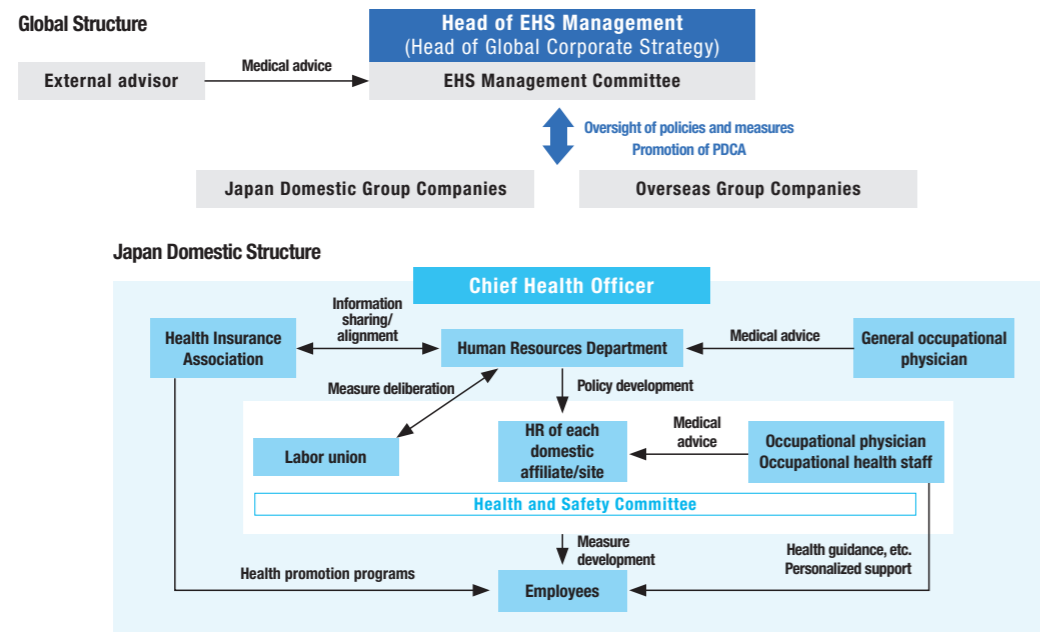
Under our 5-year mid-term EHS Management Policy (FY2021-FY2025), we are working to "create a rewarding workplace." In terms of promoting health,

we have designated "lifestyle-related diseases, cancer, mental health, and exercise" as priority areas and we are working to promote the health of our employees.

In terms of occupational safety, we have introduced an Occupational Health and Safety Management System at all of our offices to prevent occupational accidents, minimize damage in the event of an occupational accident, and ensure the safety of our employees.

Group companies in Japan have set "improving health awareness" as a key issue, have established evaluation indicators and targets to develop an environment in which employees may fully understand their state of health and work to maintain and promote their health, and are working to further promote health and productivity management by strengthening measures such as health guidance and employee education to achieve these targets.

*1 EHS : Environment, Health and Safety



Human Rights of Employees

Article 5 of the Daiichi Sankyo Group Corporate Conduct Charter, the cornerstone of the Group's sustainability activities, specifies "respecting the diversity of our employees, seeking to include a diversity of thought in our daily work and ensuring a healthy and safe working environment without harassment and discrimination." At the same time, "to respect human rights of all people and comply with labor standards" is defined in the Daiichi Sankyo

Group Employee Code of Conduct, that specifies the principles by which all executives and employees are expected to conduct their work.

Employee Human Rights Initiatives

Click [Here](#) for more information on our Inclusion & Diversity initiatives

Human Rights

Our Approach

We strongly recognize the need to consider human rights in our business activities and have established the Daiichi Sankyo Group Human Rights Policy

with the approval of the Board of Directors. Furthermore, we expect all our business partners, including suppliers, to support this policy.

Initiatives

Human Rights Due Diligence

We strive to understand human rights issues and avoid negative impacts on human rights through human rights risk assessments and communication with stakeholders.

The human rights risk assessment involves a questionnaire survey issued to all group companies that operate businesses to examine the status of their human rights risk management efforts in five areas (wages, discrimination/inhumane treatment, human rights in our supply chain, human rights of participants in clinical trials, access to healthcare) relevant to the group's businesses.

We confirm that there are no significant issues related to the ILO core labor standards*1 shown in the table below, and we provide feedback on the results of the survey to each group company to improve our initiatives.

In addition, we conduct Sustainable Procurement Survey of our business partners to confirm the status of their response to human rights.

Sustainable Procurement

*1 Minimum labor standards to be compiled set by the International Labor Organization (ILO), including the prohibition of forced labor and child labor

The Contents of the Questionnaire

Item	Contents
Dissemination of human rights policies	Status of Human Rights Policy dissemination, Status of implementation of training related to human rights
Address to human rights issues	Forced labor and human trafficking, Child labor, Discrimination, Freedom of association and collective bargaining rights, Working hours, Wage and employment contract, Inhumane treatment, Privacy, Negative impact on local communities, Health and safety, Considerations for human rights in research and development
Management	Stakeholder engagement, Operation of reporting channels, Status of responsible procurement

Grievance Mechanism*2

A global whistleblowing hotline (Global Hotline), which can be used anonymously by people inside and outside the company, accepts reports including those related to human rights. Inquiries are also accepted in the Inquiry Form in the corporate website.

Contact Us

*2 An effective operational level system of handling grievances that the company establishes for the benefit of individuals and communities adversely affected

Education and Awareness-raising Activities

To deepen the awareness among all executives and employees about the relationship between human rights and business activities, we conduct various education and training programs, including e-learning on human rights at all group companies, and issue messages from the CEO on the World Human Rights Day each year.

Collaboration with Stakeholders

To advance our human rights initiatives, we participate in the Human Rights Due Diligence Working Group of GCNJ*3 to gain opinions from outside the company and knowledge of best practices of other companies. In FY2023, the Head of Global Corporate Strategy attended the UNDP-organized CEO Round Table on Business and Human Rights*4 for executives, and exchanged opinions and deepened his knowledge with experts and corporate executives from inside and outside of Japan.

*3 Global Compact Network Japan

*4 A session for companies' top managements organized by UNDP (United Nations Development Programme)

Access to Healthcare

Daiichi Sankyo Group Policy on Access to Healthcare

The goal of pharmaceutical companies is to act for the benefit of patients and their families by creating pharmaceuticals to respond to the various medical needs seen around the world.

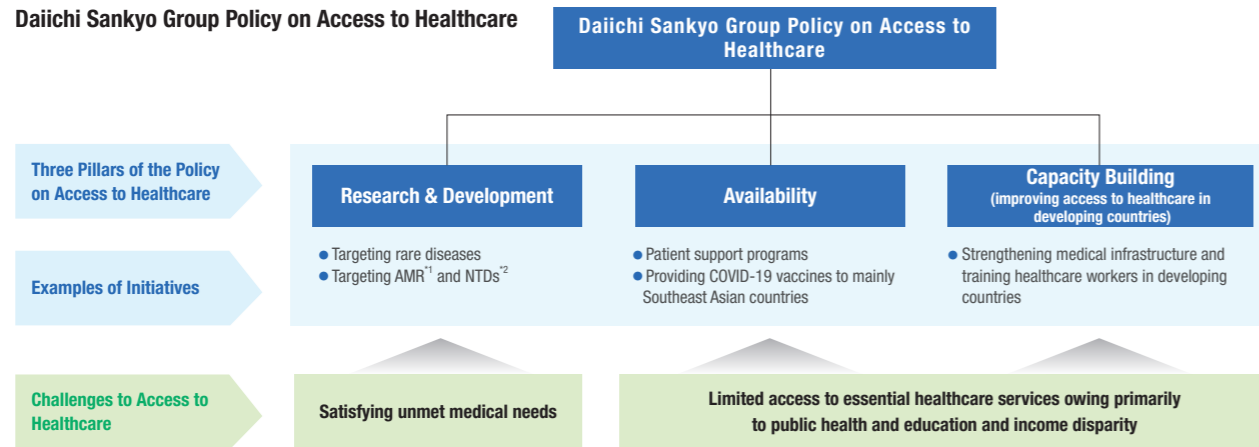
Our Purpose is “to contribute to the enrichment of quality of life around the world” and seeking to accomplish this mission, our Group utilizes various internal capital such as human capital, intellectual capital, financial capital, and social and relationship capital through partnerships and open innovation to take advantage of its strengths of science and technology and thereby contributing to the evolution of society.

Pharmaceutical companies have the various challenges of access to healthcare to be addressed such as the unmet medical needs, access barriers to essential healthcare caused by social factors such as public health, education and income inequality. The Group works to address access to

healthcare across its entire value chain, which spans everything from drug discovery and research, clinical development, supply chain, and value delivery, and prioritizes the following three areas: Research & Development, Availability, and Capacity Building. Our Group established a “Head of Access to Healthcare” to promote efforts to resolve these issues related to access to healthcare and improves access to healthcare through collaboration with partners as well as related organizations within the Group.

Through addressing these issues, our Group contributes to the accomplishment of the Sustainable Development Goals set forth by the United Nations, particularly “Goal 3: Ensure healthy lives and promote well-being for all at all ages.”

Daiichi Sankyo Group Policy on Access to Healthcare



*1 Antimicrobial Resistance
*2 Neglected Tropical Diseases

- P92 Research & Development
- P93 Availability
- P94 Capacity Building

Research & Development

Partnership with the GHIT Fund

We are promoting partnership-based drug discovery to make the best use of its accumulated scientific findings and global network. Partnerships bring synergies to initiatives that cannot be completed by the Group alone. This initiative contributes to Goal 17: “Partnerships for the Goals” of the Sustainable Development Goals (SDGs) adopted by the United Nations member states.

The Group has funded the Global Health Innovative Technology Fund (hereinafter referred to as the “GHIT Fund”) since its establishment in April 2013. To promote the development of drugs for combating infectious diseases in developing countries, the GHIT Fund was established as a public-private part-

nership originating in Japan and was supported by the government of Japan, five Japanese pharmaceutical companies, and the Bill & Melinda Gates Foundation.

We are utilizing the partnership through the GHIT Fund structure to undertake a number of projects, including one to explore clinical candidate compounds for the treatment of Chagas disease, which is considered to be a neglected tropical disease (NTD), and another to explore candidate anti-tuberculosis drugs from natural products.

Efforts to address Antimicrobial Resistance (Participation in AMR Action Fund)

The threat of antimicrobial resistance (AMR) is now a major global public health issue. Unless appropriate measures are taken now, antimicrobial-resistant bacteria may cause approximately 10 million deaths per year by 2050. Thus, in July 2020, the AMR Action Fund was established to support the clinical development of novel antimicrobials and to create a sustainable antimicrobial market. The Fund aims to commercialize two to four new antibiotics by 2030 by providing a total of USD 1 billion in investments and technical assistance to several small biotech companies, and as of the end of May 2023 investments in five companies, Adaptive Phage Therapeutics, Venatorx Pharmaceuticals, BioVersys AG, Vedanta Biosciences, and Pattern

Bioscience, have been announced. We have contributed a total of USD 20 million to the Fund to promote the development of innovative antimicrobials and contribute to the rapid resolution of AMR issues around the world.



Access to Healthcare

Availability

Expansion of Access to Investigational Drugs

There are cases in which pre-approval pharmaceuticals are used in clinical settings to treat diseases that greatly impact patient lives and for which existing treatment methods are ineffective. In these cases, we weigh the risks and benefits and will provide access to these pre-approval pharmaceuticals granted that the development of the pharmaceuticals in question will not be adversely impacted by this act.

The Expanded Access Program for investigational drugs provides access to Daiichi Sankyo's pre-approval pharmaceuticals (investigational drugs).

Patient Assistance Programs

A commitment to ensure that our pharmaceuticals are available to those who need them most is just as important as our commitment to developing innovative treatments. The patient assistance programs of our U.S. subsidiaries Daiichi Sankyo, Inc. (DSI) and American Regent, Inc. (ARI) make it possible for tens of thousands of patients in the United States to use the Company's pharmaceuticals.

The Daiichi Sankyo Open Care Program provides free products to those who are prescribed DSI's products and are under- or uninsured, as well as unable to identify alternative payment sources.

Regional Access & Affordability

We strive to sell pharmaceuticals at appropriate prices based on the healthcare systems, insurance systems, and the standards of living of people in each country. We also strive to provide timely and appropriate support to

The Expanded Access Program refers to the provision of pre-approval pharmaceuticals to patients who are not participating in clinical trials and applies before the drug is approved or generally available in each country and regional health care system.

Since laws and regulations differ from country to country and region to region, a separate determination must be made as to whether or not the Expanded Access Program can be applied, and this determination is based on factors such as feasibility of manufacture and supply.

ARI also has a support program targeting some pharmaceuticals for patients who are either uninsured or lack sufficient coverage. Furthermore, DSI participates in Partnership for Prescription Assistance (PPA) program as a member of Pharmaceutical Research and Manufacturers of America. The PPA is a national coalition of pharmaceutical companies, doctors and other healthcare providers, patient advocates, and community groups, etc. PPA helps patients identify potential assistance programs, assesses potential eligibility, and supports their enrollment.

patients who need our pharmaceuticals and face difficulties to obtain access due to coverage limitation.

Access to Healthcare

Capacity Building

We form partnerships with NGOs and other organizations to address the lack of medical infrastructure in developing countries. We select and determine partners after fully understanding the medical needs of the candidate location

and confirming the risk of any conflict of interest with our commercial transactions through our Social Contributions Committee.

Country	Project	NGO/NPO Partner	Period
Nepal	Breast and cervical cancer screening camp	AMDA Multisectoral & Integrated Development Services	January 2021–December 2023
Zimbabwe	Improving healthcare infrastructure for SRHR* and breast/cervical cancer	Plan International Japan	April 2021–March 2024
Kenya	Promoting cervical cancer screening for preventive awareness	Japanese Organization for International Cooperation in Family Planning (JOICFP)	July 2022–June 2025
Honduras	Promoting breast/cervical cancer screening for preventive awareness	AMDA Multisectoral & Integrated Development Services	December 2022–November 2025
Vietnam	Adolescent sexual and reproductive health services for safeguarding maternal and child health	Save the Children Japan	January 2021–May 2025

*Sexual and reproductive health and rights



Vietnamese high school students learning about sexual and reproductive health through a quiz competition



Parents' club of ethnic minorities in Vietnam learning about precautions and physical changes when interacting with adolescents

Safety of Pharmaceuticals

Dedication to Quality

We recognize that we must earn the trust and confidence of our customers every day, not only through the efficacy and safety of our products, but through the quality of their manufacture as well. Manufacturing Practice (GMP) in Japan, US, Europe, and other countries with high standards, and assuring the quality of its pharmaceutical products through science-based management from the supply of raw materials to manufacture and shipment of products. We will continue to assure quality at the global standard to ensure the safety and reliability of our products for all people.



Safety Management Structure

We have established internal systems to take every possible safety management measure while also striving to raise employee awareness of safety measures.

In Japan, we collect safety management information (e.g., information on side effects) and deliver information for appropriate use, which is based on objective assessments, safety reviews, and analysis, to the medical field.

We also collect, assess, and review safety management information from

outside of Japan, and as the Clinical Safety & Pharmacovigilance division of a global pharmaceutical company, we ensure that safety measures are implemented globally. By objectively analyzing safety management information from inside and outside of Japan and providing information to the medical field, we promote the proper use of pharmaceuticals and ensure that safety risks to patients are minimized.

Stable Manufacturing and Supply Chain

Pharmaceutical companies have a mission to reliably and consistently supply high-quality pharmaceuticals. The Group is fulfilling this role by integrating its operations to consistently procure raw materials and systematically manufacture pharmaceuticals, as well as by using its logistics function to rapidly and reliably distribute products. This integration facilitates the centralized management of information, enabling a flexible and efficient manufacturing and supply system (supply chain management).

The Group has also established a stable supply system for the global market by seamlessly linking its production bases inside and outside of Japan. Consistently supplying highly reliable products that reproduce the quality of the pharmaceutical as designed requires a production management system relying on technical verification of both facility and human operations. Through its quality and safety management system, the Group has established its own high standards with world-class validation processes and has developed a highly reliable global supply system.



Measures for Combating Counterfeit Pharmaceuticals

In response to the growing threat of counterfeit pharmaceuticals, we are reconsidering the sealing materials and changing the specifications of individual packaging for our products, as well as investigating and introducing anti-counterfeit technologies. We have achieved application of GS1 codes to our pharmaceutical products and medical narcotic products which was the requirement to incorporate expiration dates and serial numbers on each package for traceability purpose. We will continue to fulfill our roles as a mar-

keting authorization holder and conduct product risk mitigation measures by collaborating with the pharmaceutical industry and related organizations.

We also actively comply with GDP*1 to ensure the quality and integrity of our products during storage and transportation. By precisely responding to the regulations and risks in each country and region, we pursue excellence to deliver our drugs to patients safely.

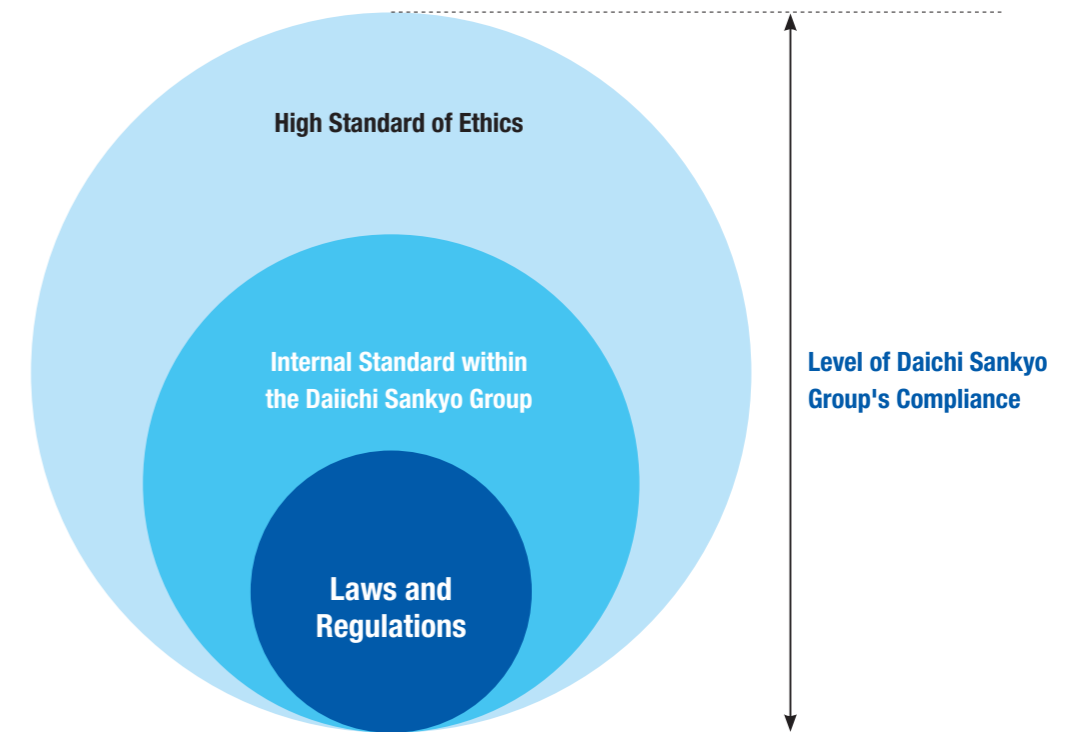
* 1 Good Distribution Practice

Compliance

Basic Policy

The Group defines “Integrity” as one of our Core Values. We have therefore positioned compliance as the standard we use in making decisions and judging values. In conducting our global business operations, we conduct compliance management with a strong focus on ensuring the high standards of ethics, which is essential for a healthcare company. To help employees deepen their understanding of this concept and embody it in practice, we have established the Daiichi Sankyo Group Corporate Conduct Charter and

the Daiichi Sankyo Group Employee Code of Conduct as the Group’s common codes of conduct. In addition, as specific internal guidance based on the spirit of these codes, each Group company has established its own code of conduct that meets the social needs of each region and ensures that all executives and employees are familiar with these standards.



Governance

As a global group of pharmaceutical companies, we consider compliance practices as continuing to earn the trust of our diverse stakeholders, and we conduct activities with high ethical standards that take into account not only internal standards, but also social consciousness, philosophy, and social contribution, while adhering to the applicable laws and regulations of the markets in which we operate.

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- Protection of Whistle-blowers, Animal Welfare 101
- Relationship with Business Partners 102
- Prevention of Corruption and Bribery 104



Compliance

Internal Control System and Compliance

We consider adhering to high ethical standards, laws, regulations, industry codes, and the Group's employee code of conduct, and various internal rules when executives and employees conduct their work, as well as building an internal control system for ensuring compliance with such norms, laws, regulations, codes, and policies as a priority in continuously creating corporate value. Therefore, the development of a compliance system has been described in the basic policy for building an internal control system.

Together with establishing the Daiichi Sankyo Group Corporate Conduct Charter, the Daiichi Sankyo Group Employee Code of Conduct, and other codes of conduct for executives and employees, each Group company has established its own compliance committee or conference body regarding compliance matters. In addition, the Company has established a committee that includes outside experts to oversee the compliance system of the Group as a whole.

Furthermore, persons in charge of major regions, corporations, and functions appointed by the parent Company's CEO in accordance with the Daiichi Sankyo Group Global Management Policy and the heads of organizations, etc. appointed by the President of each Group company in accordance with each company's Organizational Management Regulations take charge of the operations for which they are responsible, and supervise, manage, and provide instructions to members belonging to such regions, corporations, and functions.

Our specialized functions related to system development, such as human resource, legal affairs, compliance, risk management, etc., communicate and manage policies and provide guidance to all organizations of the Group. The Internal Audit Department conducts internal audits of the various companies within the Group with regards to the status of compliance with laws and regulations, the Articles of Incorporation, and various internal policies and procedures in the Group.

Operation of the Compliance System

The CEO has appointed a Chief Compliance Officer (CCO), to oversee and manage the global compliance and risk management unit. In accordance with the Compliance Promotion Rules, the Company's Corporate Ethics Committee serves as a deliberation and decision-making body for compliance across the Group. The Committee is chaired by Daiichi Sankyo Company, Limited (the "Company")'s compliance officer and consists of 13 members, including 12 internal representatives and an appointed external attorney who ensures that the committee operates in a transparent and reliable manner. The committee convenes twice per year, and full-time members of the Company's Audit and Supervisory Board and the heads of the Company's Internal Audit Department and the Business Management Department also participate as observers. Each Group company has a designated compliance officer or an equivalent staff who is responsible for overseeing the compliance programs and promoting compliance programs within their respective companies. Furthermore, to ensure the effectiveness of the Group's global compliance system, the Global Compliance Advisory Committee has been established as an advisory

board to the Company's Corporate Ethics Committee. This Committee, chaired by the CCO, includes compliance officers from the Group company subsidiaries in Japan, the United States and Europe. Its responsibilities include examining the global policies, annual compliance objectives of the Group and proposing global compliance initiatives. The discussions of the Company's Corporate Ethics Committee and the Global Compliance Advisory Committee are reported to the Company's CEO and Board of Directors as part of the compliance promotion activities for the fiscal year.

Matters to be Reported to the Board of Directors Regarding Compliance Promotion Activities in FY2023

- Summary of Matters Discussed and Reported by the Corporate Ethics Committee
- Overview of Compliance Promotion Activities (Global and in Japan)
- Responding to Compliance Incidents
- Global Compliance Targets for FY2024

Compliance with the Employee Code of Conduct and Related Internal Policies and Regulations

The Daiichi Sankyo Group Employee Code of Conduct (the ECC) was established in April 2020 to provide clearer global uniform standards of the individual behavior expected of the Group's executives and employees. We conduct training programs regularly to increase awareness of the ECC.

In accordance with the Daiichi Sankyo Group Corporate Conduct Charter and the ECC, the Company and the Group companies in Japan have established their own local Codes of Conducts. In Japan, the Codes of Conduct also take into account the contents of the JPMA Compliance Program Guidelines of the Japan Pharmaceutical Manufacturers Association. Group companies outside of Japan have established internal rules, local codes of conduct, policies, and procedures that are tailored to the laws, regulations, and characteristics of their respective countries and regions as necessary.

[Daiichi Sankyo Employee Code of Conduct](#)



Compliance Training and Educational Activities

In order to promote the awareness of compliance, encourage the highest ethical standards, and cultivate an open workplace environment, the Company and the Group companies in Japan conduct small group discussion periodically (Compliance Communication Meeting) using training materials developed in-house.

Furthermore, the Company conducts compliance training by external specialists on a regular basis for the Company's Board Members, members of the Audit and Supervisory Board, corporate officers of the Company, and Presidents and Auditors in Group companies in Japan. The Group companies

in Japan also conduct compliance training annually for new employees and managers.

Group companies outside of Japan conduct compliance training through the face-to-face conversation, e-learning or other methods, as appropriate to each region.

Furthermore, we are striving to further raise compliance awareness within the Group by conducting activities, such as periodic messages (twice a year) from our CEO to the Group regarding the importance of compliance.

Employee Survey on Ethical Culture

As part of our efforts to promote "compliance management" as a Materiality in the business foundation, the Company conducts an annual global compliance survey on corporate culture, targeting all executives and employees of domestic and overseas Group companies. This initiative will be measured as

a Key Performance Indicator (KPI) until FY2025. The Company also conducts periodic employee surveys on ethical culture for executives and employees of all domestic Group companies. Most recently, in FY2023, approximately 9,800 individuals participated in the survey.



Protection of Whistle-blowers, Animal Welfare

Global Hotline and Compliance Reporting System

The Group has introduced a global unified whistleblowing hotline (Global Hotline) for compliance reporting. The Global Hotline is available 24 hours a day, 365 days a year, for compliance reporting and consultation. It is available in the languages of all countries and regions where the Group companies are located. The Group also accepts reports and consultations from people outside the Group on the Company and Group websites. In Japan, we have established and operated internal hotlines for whistleblowing via dedicated telephone lines and e-mail addresses, as well as a harassment reporting and

consultation service. In addition, the Group maintains a procedure requiring a direct report to the Chief Compliance Officer of the Group when a compliance officer of any Group company worldwide suspects significant misconduct involving specific Senior Executives (Senior Executive Misconduct Reporting Procedure: SEMRP). In accordance with the revision of the Whistleblower Protection Act in Japan, which took effect on June 1, 2022, the Company and the Group companies in Japan are revising their rules for handling whistleblowing and related matters in a timely manner.

Compliance Data for FY2023 (Global consolidated)

Number of allegations received (excluding through our compliance monitoring processes): 315

- Measures: On the basis of the reports that we received, we conducted appropriate investigations for cases determined to require investigation. In cases in which allegations were found to be substantiated, we took appropriate measures, including disciplinary actions against any infringer.

Note: The results included in this information for FY2023 were calculated by each Group company based on the individual criteria; as such, the calculation of the number of allegations may be impacted by regional differences in laws, employment practices, and local policies and procedures.

Animal Welfare (R&D Ethics)

Daiichi Sankyo has established an internal regulation called the “Detailed Regulations on Animal Experimentation,” which is based on Japanese laws and guidelines, including the “Act on Welfare and Management of Animals,” the “Standards for the Care and Keeping of Laboratory Animals and the Alleviation of Pain and Suffering,” and the “Basic Guidelines for the Conduct of Animal Experiments at the Conducting Institutions under the Jurisdiction of the Ministry of Health, Labor and Welfare.” We promote the 3Rs of Animal Usage¹ based on our understanding of the importance of the above.

All animal-use protocol must be reviewed at the planning stage for scientific appropriateness, alternative methods, and experiment details, including the 3Rs of Animal Usage, by the Company’s Institutional Animal Care and Use

Committee, and only the protocols that have been approved can be carried out. We also provide in-house annual training for animal experimentation personnel.

The R&D Division has continued to receive its full accreditation from the AAALAC International². The Vaccine Research Laboratories have continued to receive its certification from the Center for Accreditation of Laboratory Animal Care (the Japan Pharmaceutical Information Center).

¹ Replacement (methods that avoid using animals), Reduction (use of fewer animals), and Refinement (minimize or eliminate pain and distress).
² Association for Assessment and Accreditation of Laboratory Animal Care International.
Detailed Regulations on Animal Experimentation [Here](#)

Relationship with Business Partners

Business Partner Code of Conduct

The Group has established its Business Partner Code of Conduct based on the Daiichi Sankyo Group Procurement Policy. This code sets out our expectations for our business partners who provide products and services to us to help creating a sustainable society. We are committed to fulfilling our social re-

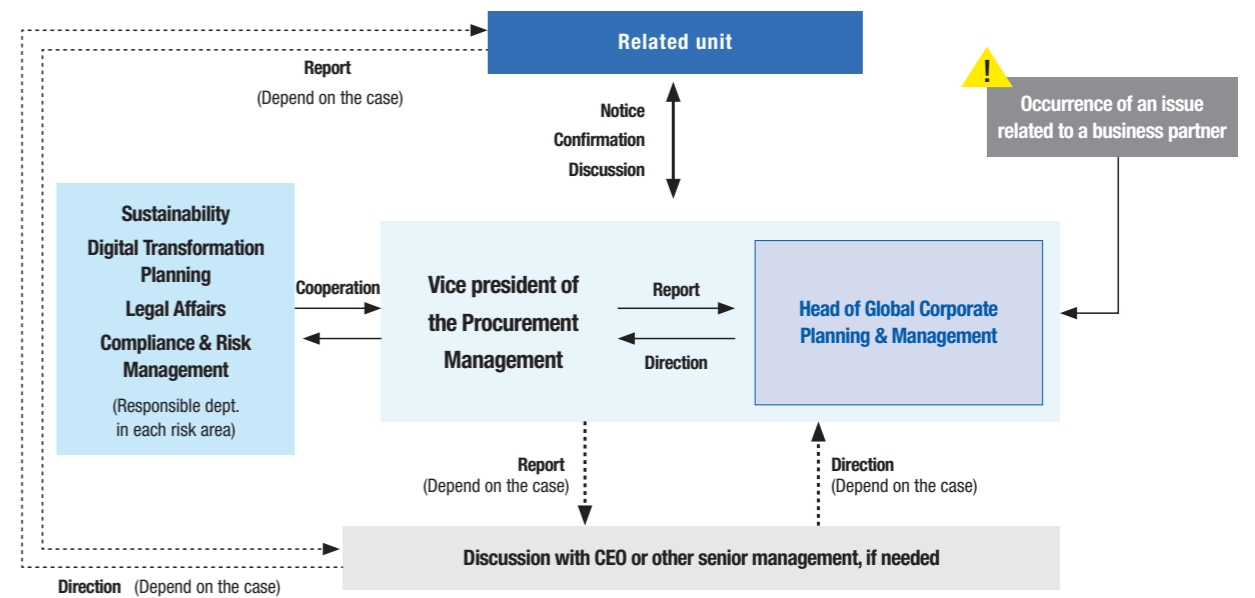
sponsibilities and achieving a sustainable society through communicating and working together with our business partners.

- [Daiichi Sankyo Group Procurement Policy](#)
- [Business Partner Code of Conduct](#)

Establishment of a Business Partner Management System

The Group mitigates potential risk related to business partner selection and ongoing relationships through due diligence assessments, which begin at the outset of business partner onboarding and continue through regular monitoring in the fields of corruption, data privacy and confidentiality, human rights and environmental protection. We are monitoring approximately 6,400 companies at this point. For business partners identified as high risk before and during the transaction, the Group decides on the advisability of the trans-

action, considering the impact on the business and social credibility of the Group. In Japan, Daiichi Sankyo established the Business Partner Management Guideline (Japanese version), which summarizes the Business Partner Management process, in September 2021. For Group companies outside of Japan, the Daiichi Sankyo Group Business Partner Management Guidelines (Global Guidelines) were established in October 2022.





Relationship with Business Partners

Sustainable Procurement Survey

We conduct a “Sustainable Procurement Survey” with key business partners on a three-year cycle in order to confirm their understanding of and alignment with the Group’s approach to sustainability and to strengthen interactive communications.

In this survey, respondents are asked to answer some questions related to the following six areas based on the Business Partner Code of Conduct: “business activities with integrity based on ethical standards,” “respect for human rights and labor,” “health and safety,” “promoting environmental management,” “securing optimal quality, cost, and stable supply,” and “management systems”. The survey is also aligned with the principles of the PSCI¹, a non-profit organization composed of global pharmaceutical companies.

During the cycle covering the period of FY2020-FY2022, the survey was sent to 403 business partners of Daiichi Sankyo in Japan and overseas, and as of the end of March 2023, 399 companies (99%) have responded. Based on the survey results and scoring, further communications with 20 selected business partners were conducted. Also, 30 of those key business partners took our training on environment. We have started our 3rd survey cycle using an updated questionnaire.

¹ PSCI (Pharmaceutical Supply Chain Initiative) is a non-profit membership organization formed by large pharmaceutical companies with the objective of improving social, economic, and environmental outcomes through the supply chain. It aims to ensure safe working conditions for workers, promote sustainable processes and factory facilities, contribute to economic development, and maintain a clean environment in local communities.

[Sustainable Procurement](#)

Measures to Ensure Stable Procurement

In recent years, many companies are facing unprecedented natural disasters, infectious diseases, and geopolitical risks. Maintaining and stabilizing the supply chain, not limited to Tier 1 suppliers, but including Tier 2 or 3, which are upstream suppliers, is a challenge. In Japan, we conducted a retrospective assessment of suppliers covering approximately 1,200 raw materials for our five main plants in Hiratsuka, Odawara, Onahama, Tatebayashi and Kitamoto to understand geographical risks. Of these, we asked Non-Tier 1 suppliers of

critical raw materials, upstream suppliers of raw materials for our products that have no direct contracts with Daiichi Sankyo, to complete the above Sustainable Procurement Survey. While seeking an understanding of our policy and strengthening co-creation relationships through mutual understanding, we will continue to reinforce our efforts for stable procurement through interactive communication with our business partners.

Declaration of Partnership Building

The Group endorses the purpose of the “Conference for the Promotion of Building Partnerships for the Future,” which is being promoted by the Cabinet Office, the Small and Medium Enterprise Agency, and other public and private organizations, and joined the “Declaration of Partnership” as of January 30,

2023. We will focus on co-existence and co-prosperity throughout the supply chain, new partnerships that transcend scale and affiliation, and compliance with the “Promotion Standards,” aiming to build new partnerships with supply chain business partners and value-creating businesses.

Prevention of Corruption and Bribery

Ethical Marketing Practice

In addition to establishing Daiichi Sankyo Group Marketing Code of Conduct in accordance with the industry code of each country and territory in which we operate based on the International Federation of Pharmaceutical Manufacturers & Associations Code of Practice (“IFPMA Code”), we established the “Daiichi Sankyo Group Global Marketing Code of Conduct” in FY2016 and as of 2024, we revised the title to “Daiichi Sankyo Group Policy on Interactions with Healthcare Professionals and Healthcare Organizations”, adding new provisions and updated the contents. This document serves as the Group’s common global policy with the aim of maintaining a high standard of ethics when interacting with healthcare professionals, medical institutions, and patient organizations, as well as when promoting pharmaceutical products.

In this global policy, we clearly state that relationships between each Group company and healthcare professionals must be maintained for the purpose of improving the quality of healthcare, with a focus on providing information on pharmaceutical products to healthcare professionals, providing scientific and educational information, and supporting medical research and education.

In line with the revision of the IFPMA Code in January 2019, we revised the policy, prohibiting the provision of gifts and promotional aids to healthcare professionals, etc. We also prohibit the provision of entertainment, cash, and other personal gifts and stipulate stricter terms and conditions of contract in cases where we pay remuneration to healthcare professionals, as well as consider the appropriateness of the remuneration. In this way, we promote appropriate marketing practices in accordance with the IFPMA Code.

Compliance with Global Policies Related to Preventing Bribery and Corruption

Laws and regulations against bribery and other forms of corruption in countries around the world continue to be strengthened each year. Thus, it is becoming increasingly important for global companies to implement initiatives for detecting and preventing bribery and other forms of corruption.

The Group has specified the prevention of bribery and corruption in the ECC. In order to further ensure compliance particularly in this regard, we have also established the Daiichi Sankyo Group Anti-Bribery & Anti-Corruption Policy, which sets forth more detailed rules on the prevention of bribery and

corruption, including the prohibition of cash payments to government officials and healthcare professionals.

The Group also continues to conduct training for anti-bribery and anti-corruption to further bolster our anti-bribery and anti-corruption structure. In addition, we have implemented at each Group Company a due diligence monitoring process for bribery and corruption risks of our third-party suppliers.

[Daiichi Sankyo Group Anti-Bribery & Anti-Corruption Policy](#)

External ESG Evaluations

Inclusion in ESG Indices

Our ongoing efforts to address sustainability issues have been highly appreciated, resulting in the Group being selected for the following ESG indices as of September 2024.

FTSE4Good Index Series

FTSE Russell, a subsidiary of the London Stock Exchange and a global index provider, produces indexes that reflect the performance of companies that excel in ESG. Daiichi Sankyo has been selected as a constituent of the FTSE4Good Global Index for the 16th consecutive year since 2009.



FTSE Blossom Japan Index^{*1}

Daiichi Sankyo has been selected as a constituent of the FTSE Blossom Japan Index for the 8th consecutive year since 2017. This index is one of five indices selected by the Government Pension Investment Fund (GPIF) as an ESG Index in Japanese stock.



^{*1} As the result of a third-party audit, FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) hereby attests that Daiichi Sankyo satisfies the conditions of listing on the FTSE Blossom Japan Index and has been made a constituent stock of such index. The FTSE Blossom Japan Index was created by FTSE Russell, a global index provider, and has been designed to measure the performance of Japanese companies demonstrating excellent environmental, social, and governance (ESG) practices.

FTSE Blossom Japan Sector Relative Index^{*2}

Daiichi Sankyo has been selected as a constituent of the FTSE Blossom Japan Sector Relative Index (launched in March 2022), a selective ESG index evaluated from three perspectives: FTSE Russell's ESG rating, carbon emission intensity (greenhouse gas emissions based on sales volume), and a company's management policy of climate change risks and opportunities for the 3rd consecutive years. This index is one of five indices selected by the Government Pension Investment Fund (GPIF) as an ESG Index in Japanese stock.



^{*2} The FTSE Blossom Japan Index is widely used in the creation and evaluation of sustainable investment funds and other financial products. As the result of a third-party audit, FTSE Russell (a registered trademark of FTSE International Limited and Frank Russell Company) hereby attests that Daiichi Sankyo satisfies the conditions of listing on the FTSE Blossom Japan Sector Relative Index and has been made a constituent stock of such index. The FTSE Blossom Japan Sector Relative Index is widely used in the creation and evaluation of sustainable investment funds and other financial products. <https://www.ftserussell.com/products/indices/blossom-japan>

MSCI Japan ESG Select Leaders Index^{*3}

The MSCI Japan ESG Select Leaders Index is an index of MSCI in the U.S. that comprises corporations among corporations included in the MSCI Japan IMI Top 700 Index that are highly assessed in ESG (environment, society, and governance) evaluations. The Company has been included in this index for the 6th consecutive year from 2019. This index is one of five indices selected by the Government Pension Investment Fund (GPIF) as an ESG Index in Japanese stock.

2024 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

^{*3} THE INCLUSION OF DAIICHI SANKYO CO., LTD. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF DAIICHI SANKYO CO., LTD. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Sompo Sustainability Index

The SOMPO Sustainability Index, independently managed by SOMPO Asset Management Inc., is an index for pension funds and institutional investors that invest broadly in companies with high ESG (environmental, social and governance) ratings. Approximately 300 companies are selected each year, and we have been selected for nine consecutive years.



CDP

Daiichi Sankyo has been recognized for leadership in corporate sustainability by global environmental non-profit CDP^{*4}, securing a place on its prestigious "A List" for its leadership in transparency and performance in corporate sustainability on climate change.

^{*4} CDP is a global non-profit that runs the world's environmental disclosure system for companies, cities, states and regions.



SX (Sustainability Transformation) Brands

Daiichi Sankyo was selected and awarded as "the SX (Sustainability Transformation) Brands", which is initiated by Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc. SX (Sustainability Transformation) means promoting long-term and sustainable creation of corporate value by engaging in constructive dialogues with investors and other parties, incorporating society's sustainability issues and needs into their own growth, and making necessary management and business reforms. These enterprises will be selected and awarded as the Sustainability Transformation Brands.



Digital Transformation Stocks (DX Stocks)

Daiichi Sankyo was selected and awarded as "Digital Transformation Stocks (DX Stocks)", which is initiated by Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc., and the Information-technology Promotion Agency, Japan (IPA). From among TSE-listed companies, METI and the organizations select outstanding companies that have internally established systems for promoting DX, an approach that contributes to improving corporate value, and that have achieved outstanding utilization of digital technologies as DX Stocks.



Health & Productivity Stock Selection Brand

Daiichi Sankyo was selected as the "Health & Productivity Stock Selection Brand", which is initiated by Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc. We have been recognized as a Certified Health & Productivity Management Outstanding Organization under the Large Enterprise Category (White 500) for the 7th consecutive year from 2018.



Independent Assurance Report for Environmental and Social Indicators

Independent Assurance Report

To the Representative Director Executive Chairperson and CEO of Daiichi Sankyo Company, Limited

We were engaged by Daiichi Sankyo Company, Limited (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with (the "Indicators") for the period from April 1, 2023 to March 31, 2024 included in its Value Report 2024 (the "Report") for the fiscal year ended March 31, 2024.

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting the Company's Shinagawa R&D Center selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Management

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

/s/ Yoshimitsu Nagasaka
 Yoshimitsu Nagasaka, Director
 KPMG AZSA Sustainability Co., Ltd.
 Tokyo, Japan
 September 30, 2024

Notes to the Reader of Independent Assurance Report:

This is a copy of the Independent Assurance Report and the original copies are kept separately by the Company and KPMG AZSA Sustainability Co., Ltd.

Global Reporting Initiative (GRI) Standards

Statement of use

Daiichi Sankyo Group has reported in accordance with the GRI Standards for the period from April 1st, 2023 to March 31st, 2024.

GRI 1 used

GRI 1: Foundation 2021

Universal Standards

General Disclosures 2021

Item	Indicator	Relevant Pages in Value Report 2024
1. The organization and its reporting practices		
2-1	Organizational details	–
2-2	Entities included in the organization's sustainability reporting	–
2-3	Reporting period, frequency and contact point	2
2-4	Restatements of information	–
2-5	External assurance	107
2. Activities and workers		
2-6	Activities, value chain, and other business relationships	25-34/69
2-7	Employees	3/66/109-110
2-8	Workers who are not employees	–
3. Governance		
2-9	Governance structure and composition	51-54
2-10	Nomination and selection of the highest governance body	51-54
2-11	Chair of the highest governance body	51/61-62
2-12	Role of the highest governance body in overseeing the management of impacts	63-64/73-74
2-13	Delegation of responsibility for managing impacts	–
2-14	Role of the highest governance body in sustainability reporting	After creating the Value Report, it is reviewed and approved by the chairman of the Board, CEO and CFO, and then issued.
2-15	Conflicts of interest	–
2-16	Communication of critical concerns	51-52/98-101
2-17	Collective knowledge of the highest governance body	–
2-18	Evaluation of the performance of the highest governance body	58
2-19	Remuneration policies	55-57
2-20	Process to determine remuneration	57
2-21	Annual total compensation ratio	–

Item	Indicator	Relevant Pages in Value Report 2024
4. Strategy, policies and practices		
2-22	Statement on sustainable development strategy	5-10
2-23	Policy commitments	90-91/99-100/102
2-24	Embedding policy commitments	90-91/99-103
2-25	Processes to remediate negative impacts	98-101
2-26	Mechanisms for seeking advice and raising concerns	98-101
2-27	Compliance with laws and regulations	98-101
2-28	Membership associations	–
5. Stakeholder engagement		
2-29	Approach to stakeholder engagement	31-32
2-30	Collective bargaining agreements	–

Material Topics , Topic Standards [Here](#)

ESG Data

Information with this mark has been assured by KPMG AZSA Sustainability Co., Ltd.

Environment

Promoting Environmental Management

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
CO ₂	CO ₂ emissions	Total	In Japan	t-CO ₂	143,774	66,798	66,020
			Global	t-CO ₂	191,399	109,735	109,239
	CO ₂ emissions by Greenhouse Gas Protocol classification	Scope 1*2	In Japan	t-CO ₂	68,736	64,388	63,848
			Global	t-CO ₂	88,249	86,006	85,245
		Scope 2*2	In Japan	t-CO ₂	75,038	2,409	2,173
			Global	t-CO ₂	103,150	23,729	23,994
Scope 3 (Cat.1*3)	Global	t-CO ₂	513,874	1,809,230	3,887,790		
Energy*4	Energy use	Total	In Japan	MWh	503,727	500,873	546,663
		Non-renewable electricity	Global	MWh	208,383	50,609	51,260
		Renewable electricity	Global	MWh	21,596	179,962	204,554
		Total	Global	MWh	678,890	680,723	736,789
	Renewable electricity utilization rate	Global	%	9.4	78.1	80.0	
Water resources	Water used (municipal water, industrial water, fresh ground water)	Global(Plants and research facilities)	kilo m ³	8,486	8,261	8,191	
	Wastewater	Global(Plants and research facilities)	kilo m ³	8,464	8,090	8,232	
Waste	Total amount of waste discharged (outsourced waste treatment)	Global(Plants and research facilities)	t	9,998	12,189	10,909	
	Total amount of waste discharged (excluding hazardous waste)	Global(Plants and research facilities)	t	5,648	4,995	5,435	
	Waste plastic recycling rate	Global(Plants and research facilities)	%	59.3	69.3	72.4	
	Disposal of hazardous waste	Global(Plants and research facilities)	t	4,350	7,194	5,474	

Social

Mutual Growth of Employees and the Company

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023	
Employees	Number of employees by region*5	Japan	In Japan	Persons	9,135	9,263	9,468	
		Outside Japan Total	Outside Japan	Persons	7,323	8,172	9,258	
		Total	Global	Persons	16,458	17,435*6	18,726*6	
	Number of female employees	In Japan	Persons		2,382	2,471	2,615	
			%		26.1	26.7	27.6	
		Outside Japan	Persons		3,819	4,469	5,068	
			%		52.2	54.7	54.7	
		Global	Persons		6,201	6,940	7,683	
			%		37.7	39.8	41.0	
	Number of male employees	In Japan	Persons		6,753	6,792	6,853	
		Outside Japan	Persons		3,504	3,701	4,184	
		Global	Persons		10,257	10,493	11,037	
	Average years of service	In Japan	Years		19.6	19.7	19.4	
		In Japan (male)	Years		21.1	21.4	21.1	
		In Japan (female)	Years		15.4	15.2	15.1	
	Employee data*5	Managerial employees (female)	In Japan	Persons		248	267	288
			%		8.4	9.1	10.0	
			Outside Japan	Persons		1,357	1,755	2,073
		%		49	53	53.3		
		Global	Persons		1,605	2,022	2,361	
%				28.1	32.4	34.8		
Female senior managerial employees*7		In Japan	%		4.4	5.6	8.2	
		Global	%		17.9	19.2	18.7	
Total new employees		In Japan (male)	Persons		166	198	255	
		In Japan (female)	Persons		136	135	169	
	In Japan (total)	Persons		302	333	424		
	Global (male)	Persons		769	983	1,280		
	Global (female)	Persons		842	1,180	1,560		
	Global (total)	Persons		1,611	2,164*8	2,840		
Employment rate of people with physical or mental disabilities	In Japan	%		2.35	2.44	2.57		
Amount of training/development investments per employee	Global	JPY		121,065	145,734	166,906		
Positive response rate (%) on corporate culture & work environment through engagement survey	Global	%		75	77	79		
Positive response rate (%) on development & growth opportunities through engagement survey	Global	%		68	75	76		

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Employees	Occupational health and safety	Lost time injuries frequency rate*8 (Full-time employees, contract employees, temporary employees, etc.)*9	In Japan	-	0.17	0.17	-
			Outside Japan	-	2.31	2.03	-
			Global	-	1.11	1.05	-
		Lost time injuries frequency rate*8 (Full-time employees, contract employees)*10	In Japan	-	-	-	0.23
			Outside Japan	-	-	-	2.69
			Global	-	-	-	1.42
	Labor Union	Coverage of collective bargaining	Global	Persons	0	0	0
			In Japan	%	100	100	100
		Global	%	88	89	89	

Enhancement of Communication with Stakeholders

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Patients and medical professionals	Evaluation of corporate stance and MR activities	Overall assessment of MRs (all responding physicians)*12	In Japan	Rank	1st	1st	1st
		Overall assessment of MRs (hospital doctors)*12	In Japan	Rank	1st	1st	1st
		Overall assessment of MRs (private-practice physicians)*12	In Japan	Rank	1st	1st	1st
	Number of inquiries received by the product information center from outside the company (prescription pharmaceuticals) in Japan	In Japan	Cases		70,000	60,000	60,000

Improving Access to Healthcare

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Social	Number of people received breast cancer/cervical cancer screening	Aggregate (January to March)	In Nepal	Persons	1,091	1,006	2,556
		Aggregate (April to March)	In Zimbabwe	Persons	3,651	13,384	11,466
		Aggregate (January to December)	-	Cases	4	4	4

Social Contribution Activities

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Employees		Number of employees taking short-term volunteer leave	In Japan	Persons	7	0	9

Governance

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Governance	Structure of Board of Directors	Number of directors	Non-consolidated	Persons	9	9	9
		Number of outside directors	Non-consolidated	Persons	4	4	4
		Number of female directors	Non-consolidated	Persons	1	1	1
	Structure of Audit and Supervisory Board	Number of Audit & Supervisory Board members	Non-consolidated	Persons	5	5	5
		Number of Outside Audit & Supervisory Board members	Non-consolidated	Persons	3	3	3
		Number of Outside Audit & Supervisory Board members (female)	Non-consolidated	Persons	2	2	2
	Remuneration to Members of the Board	Total	Non-consolidated	JPY Million	959	1,092	1,200
	Remuneration to Members of the Audit and Supervisory Board	Total	Non-consolidated	JPY Million	154	154	154

Promoting Compliance Management

Aspect	Classification	Items	Boundary*1	Unit	FY2021	FY2022	FY2023
Compliance	Compliance training	Total	In Japan	Persons	549	599	450
		Training on Daiichi Sankyo Group Employee Code of Conduct	In Japan	Persons	9,412	9,454	9,637
	Periodic employee survey on ethical culture	Number of employees participating in e-learning and group training	Outside Japan	Persons	Approx. 4,270	2,370	5,880
		Positive response rate	Global	%	84	-	86
	Compliance data	Number of allegations received	Global	Cases	157	207	315
		GVP*14 training	Ratio of GVP-related employees undergoing training	Non-consolidated	%	100	100
	GVP*25 training	Number of employees (excluding GVP-related employees) undergoing training	Non-consolidated	Persons	5,873	5,909	5,980
		Development-related training (including GCP)	Aggregate number of e-learning programs and group training sessions	Non-consolidated	Times	127	79
	Number of recalls (Class I*15)	Number of recalls	Global	Cases	0	0	0

*1 In Japan: Daiichi Sankyo (non-consolidated) and consolidated subsidiaries in Japan, Outside Japan: consolidated overseas subsidiaries, Global: Daiichi Sankyo (non-consolidated) and all its consolidated subsidiaries. *2 Scope 1: For sites in Japan, the emission factors stipulated by the Act on Promotion of Global Warming Countermeasures are used. The emissions from renewable energy and waste incineration are included. For overseas sites, the emission factors stipulated by each country's regulation are generally used. If the specific factors are not available, the emission factors stipulated by the Act on Promotion of Global Warming Countermeasures are used. Scope 2: Generally, the emission factors are determined by the power contract or each country's regulations. If the specific factors are not available, the latest factors published by country "Emissions Factors 2023" of the International Energy Agency (IEA) are used instead. The emissions from renewable energy are included. *3 In FY2023, CO₂ emissions increased due to changes in calculation methods, such as revision of emissions intensity allocation, and an increase in the activities. Figure for FY2021 is for Daiichi Sankyo Company, Limited and Daiichi Sankyo Healthcare Co., Ltd. *4 The heat values per unit described in the Act on Rationalization of Energy Use and Shift to Non-fossil Energy are used for fuel and electricity. *5 The numbers of employees as of the settlement date of each Group company (as of March 31, 2024 for fiscal 2023). Average years of service is as of April 1 of the next fiscal year *6 Including non-binary category based on the requests *7 Female employees in a division head or higher position *8 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 *9 Temporary employees, contractors, and outsourced contractors are not included in the figures for domestic consolidated subsidiaries. Temporary employees, contractors, and outsourced service providers are included in the data for overseas consolidated subsidiaries *10 Outside Japan and Global in FY2023 do not include Daiichi Sankyo Australia, Daiichi Sankyo Singapore, and Daiichi Sankyo Canada *11 Global in FY2023 do not include Daiichi Sankyo Inc, Daiichi Sankyo Australia, Daiichi Sankyo Singapore, and Daiichi Sankyo Canada *12 Survey by Antelrio Co., Ltd. in fiscal 2021, INTAGAE Healthcare Inc (Rep-)) between fiscal 2022 and 2023 *13 Global Health Innovative Technology Fund *14 Good Vigilance Practice. Standards for safety management of pharmaceuticals, quasi-pharmaceuticals, cosmetics, and medical devices after manufacturing and selling *15 A situation where there is a reasonable probability that the use of or exposure to the product will severely affect the health or cause death