

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:

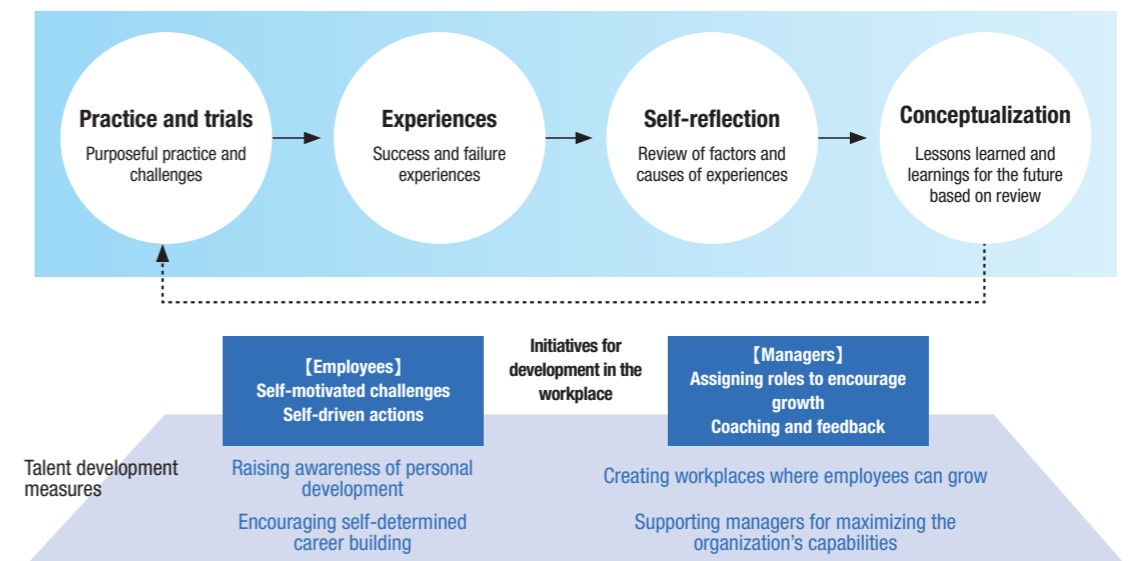
(1) Respect each other as individuals and welcome diverse perspectives proactively in the course of their work

(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

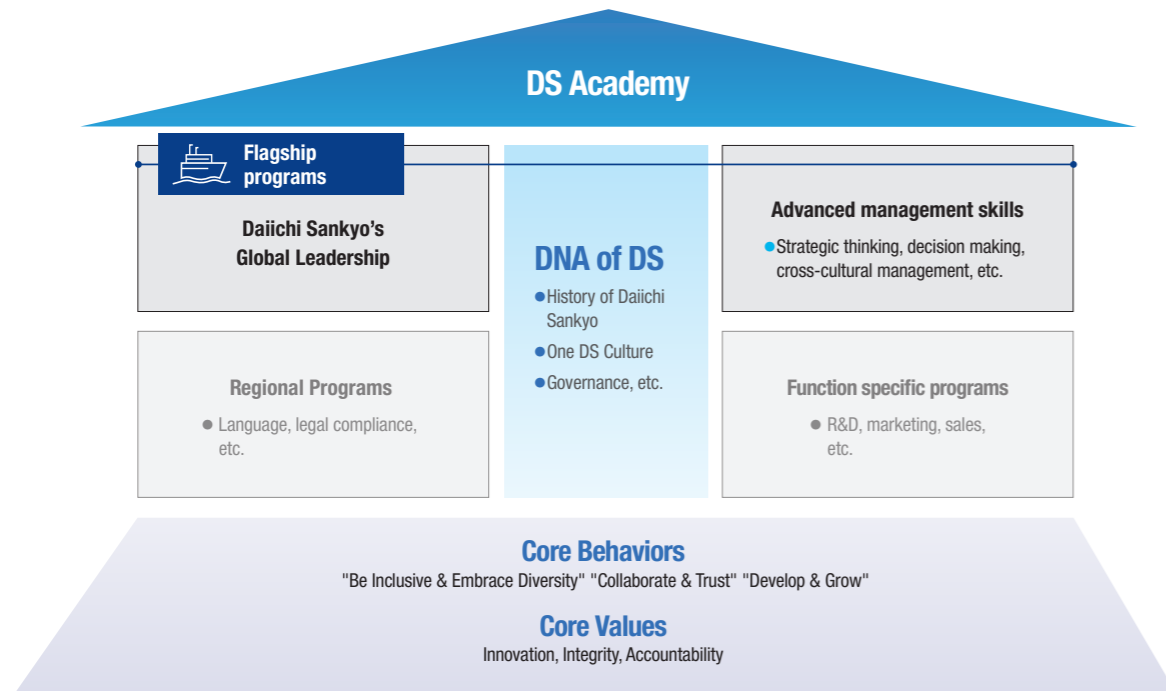
understand diverse environments and cultures, respect different values, and are able to grow together.

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.

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

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

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.

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.

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.

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

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 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.

*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.



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.

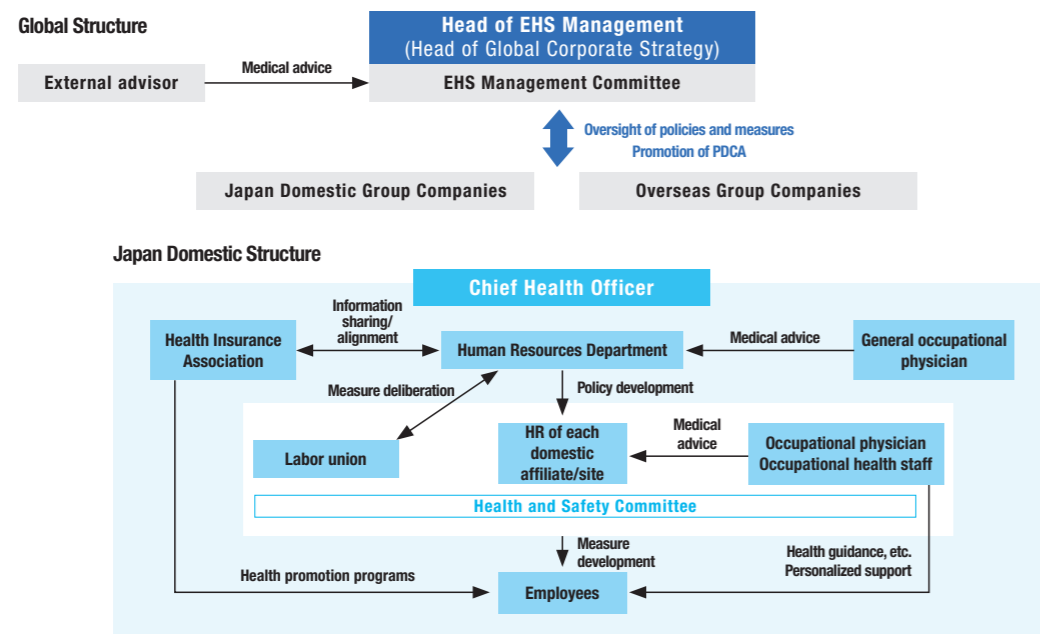
Under our 5-year mid-term EHS Management Policy (FY2021-FY2025), we are working to "create a rewarding workplace." In terms of promoting health,

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.

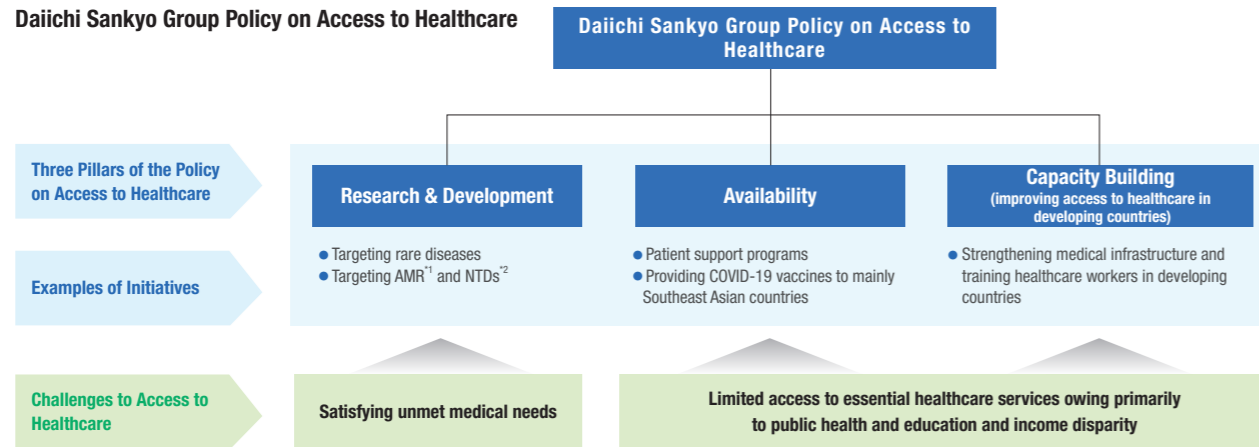
Our Purpose is “to contribute to the enrichment of quality of life around the world” and seeking to accomplish this mission, our Group utilizes various internal capital such as human capital, intellectual capital, financial capital, and social and relationship capital through partnerships and open innovation 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