

Passion for Innovation.
Compassion for Patients.™



BACK TO OUR PEOPLE

”From a classical fleet management approach to a modern mobility concept”

International Fleet Meeting, Geneva
07.03.2018

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What's our intention?

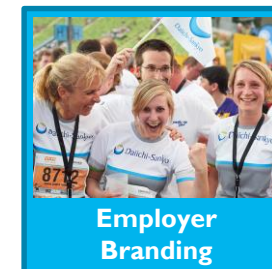
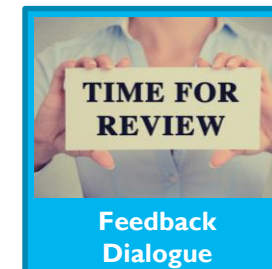
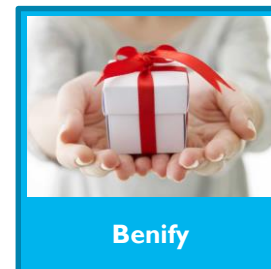
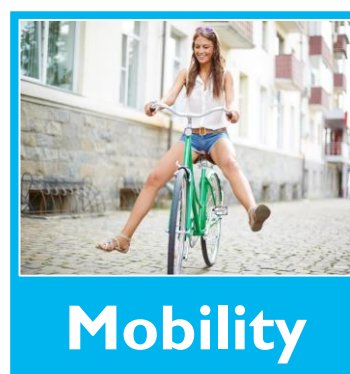
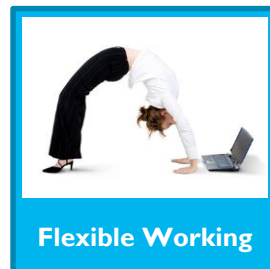
Goal Global pharma innovator, competitive advantage in oncology by 2025 and true customer-centric organization in Europe by 2020

Challenge Constantly changing and highly challenging business environment

What do we need?

- (1) Appropriate structures in the organization!
- (2) A good portfolio of products!
- (3) High performing and committed employees that identify with our company and our goals!

Agenda 2024



Don't worry!

Nothing will change -
if you don't want it!



Be happy!

Everything can change -
if you want it!





1 | Where do we come from?

2 | Where are we?



3 | Where do we have to go?

Added value through innovations



Main trends impacting Mobility.

PEOPLE WANT TO GO BACK TO NATURE - BUT NOT ON FOOT!

✓ | URBANISATION

- Increasing mobility needs
- Increasing mobility costs
- Increasing traffic



✓ | VALUE

| BUSINESS MODELS

- Mobility platforms
- Sharing
- Real time data



Creating and ensuring mobility was yesterday.
Expanding mobility is today!

TOMORROW

Mobility Mix = Diversified



Car Sharing



Corporate
Car Sharing



Company-/
private car



Rail



Public transport



Bus



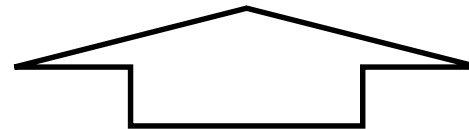
Bike



Taxi



eScooter



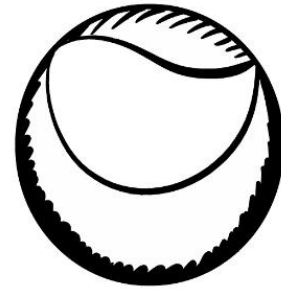
YESTERDAY AND TODAY

Mobility Mix = Company car



1 | RESSOURCE EFFICIENCY

- Corporate Social Responsibility
- Economical efficiency
- Make the most of our time



Daiichi-Sankyo

3 | ATTRACTIVE WORKPLACE

- Innovative employer
- Flexible und individual offers
- Covering individual needs

2 | PERFORMANCE

- Motivated employees
- Results-oriented through satisfaction
- Ideal working environment

4 | ORGANISATION

- Efficient administration
- Avoidance of leasing cars (IFRS 16 from 2019)
- Integration in overall company strategy

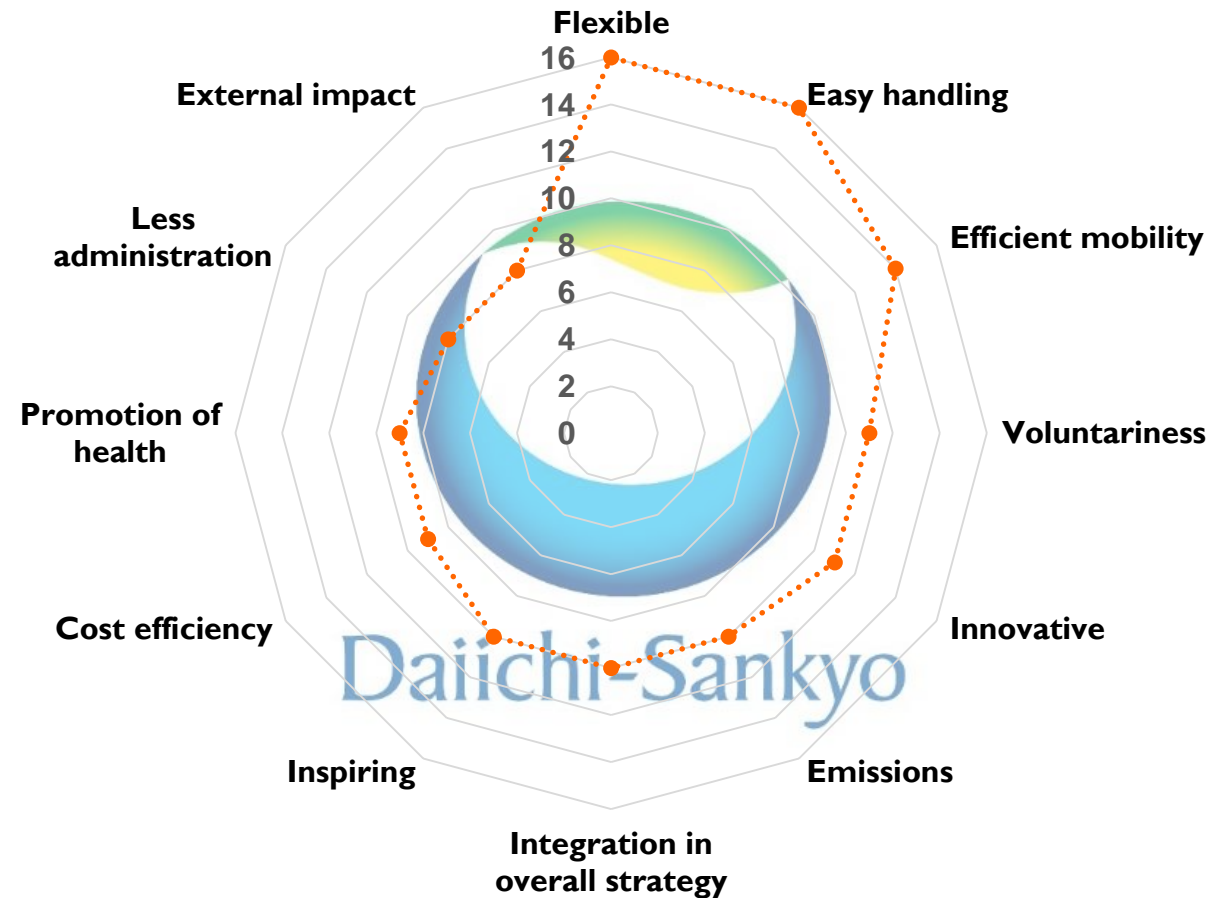
What our people want.

NEW GOALS IN MOBILITY

1 | FLEXIBLE SOLUTIONS

2 | EASY HANDLING

3 | (TIME) EFFICIENT MOBILITY



Traditional Mobility Management à la 2014.



Tradition is not a business model!

Tradition:

Travel agency,
Expense tools

...leads to a traditional mobility-mix (in km)

- 71% Cars
- 25% Flights
- 2% Trains
- 1% Taxi
- 1% Public transport

Time to take advantage of change.

INTELLIGENT MOBILITY WITHOUT WASTING RESSOURCES

WHAT ARE OUR GOALS?

- 1 | **MOTIVATION.** Ensuring needs-driven and flexible use of mobility.
- 2 | **RESSOURCE EFFICIENCY.** No waste of money and time and no unnecessary pollution.

HOW CAN THIS WORK?

- ✓ **Access to all forms of mobility:** Car sharing, rental cars, bike sharing, public transport train, flights, ...
- ✓ **Internal organisation and processes:** Mobility policy, processes, procedures,...
- ✓ **External service providers and tools:** Mobility cards, outsourced mobility services,...
- ✓ **Change Management:** Communication, information, assistance,...



Planning mobility

- Route planning
- Mobility information system
- Mobility budget planning
- Bike and car sharing
- Mobility platform



Business mobility

- Mobility budgets
- Mobility cards
- Mobility portal
- Trainings & coachings
- Equipment in the sales force



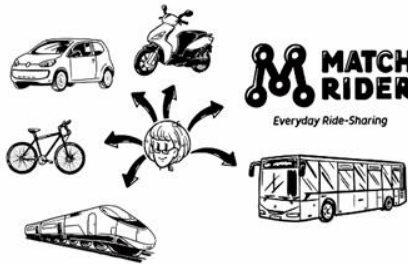
Employee mobility

„from home to work“

- Mobility budgets
- Mobility cards
- Promoting bikes
- Trainings & coachings

1 | MOBILITY BUDGETS

- Alternative or supplementary to the company car
- Evolution of only car budget



3 | belmoto MOBILITY CARD

- Charged with mobility budget
- Payment card for mobility options and private purposes
- S.O.S. Card with real-time charging

2 | MOBILITY POLICY

- Alternative to car policy
- Reflects the company's goals
- Defines the mobility budgets (sums and claims)

4 | CAR POOLING

- Pool cars for business and private use

The key to success: Our mobility card.

Most important target group

- ✓ | Every employee with a company car

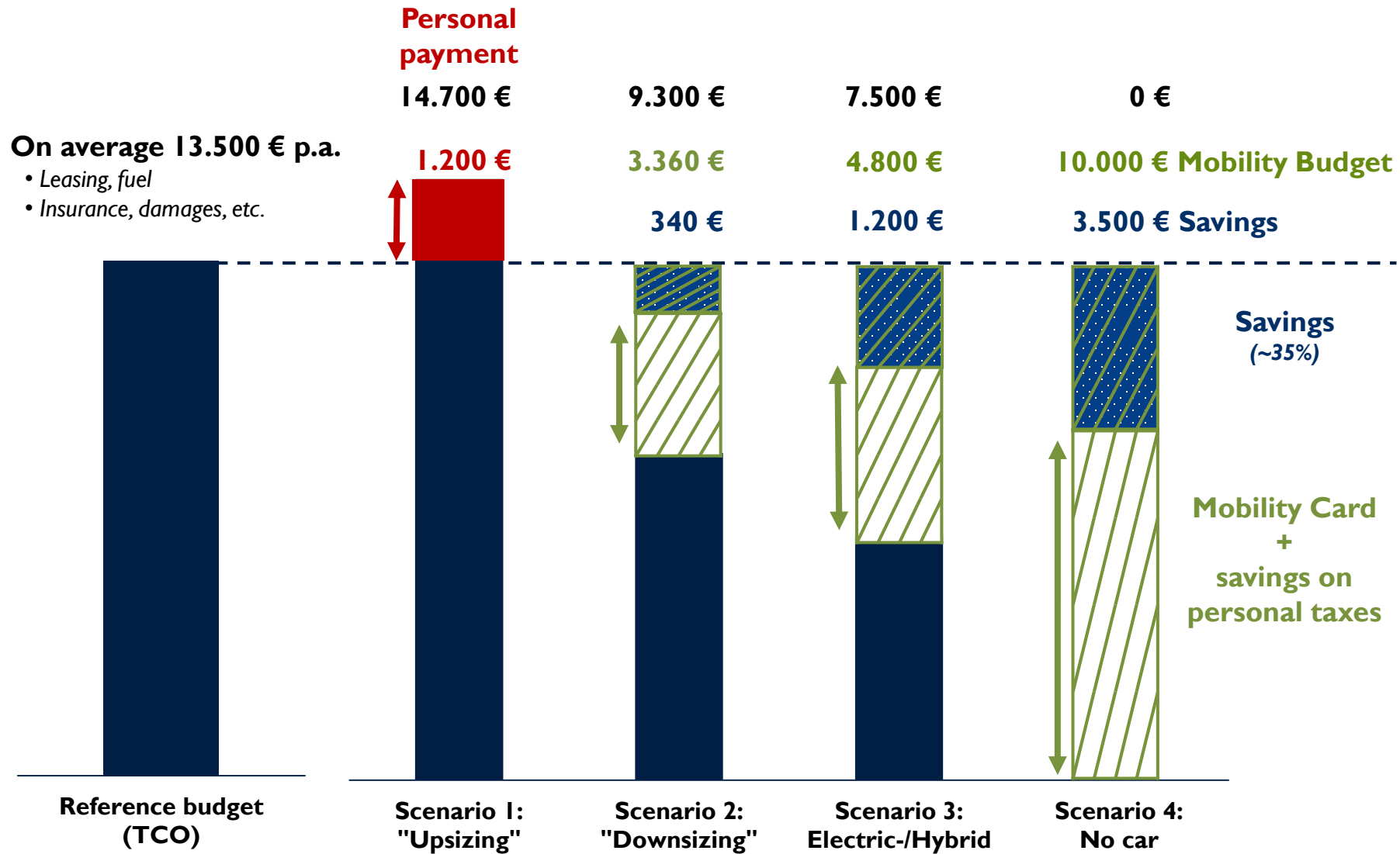
Everyone is free to choose:

- 1 | only one company car – the biggest possible as before **WITHOUT** mobility budget
 - 2 | a mix: a smaller/cheaper car **AND** mobility budget
 - 3 | no company car: **ONLY** mobility budget
- + | Residual budget can be used for private purposes



And less car pays off.

80% FOR THE EMPLOYEE



✓ | One mobility budget per employee. For cars and business travel.

Business travel

- *Hotels, public transport*
- *Rental cars, taxi*
- *etc.*

Individual charging with „travel budget“

- (1) Monthly, according to planned/booked business travel
 - ❖ Regular balance check
 - ❖ Positive incentives to change behaviour
- (2) Real-time charging as required

Company cars

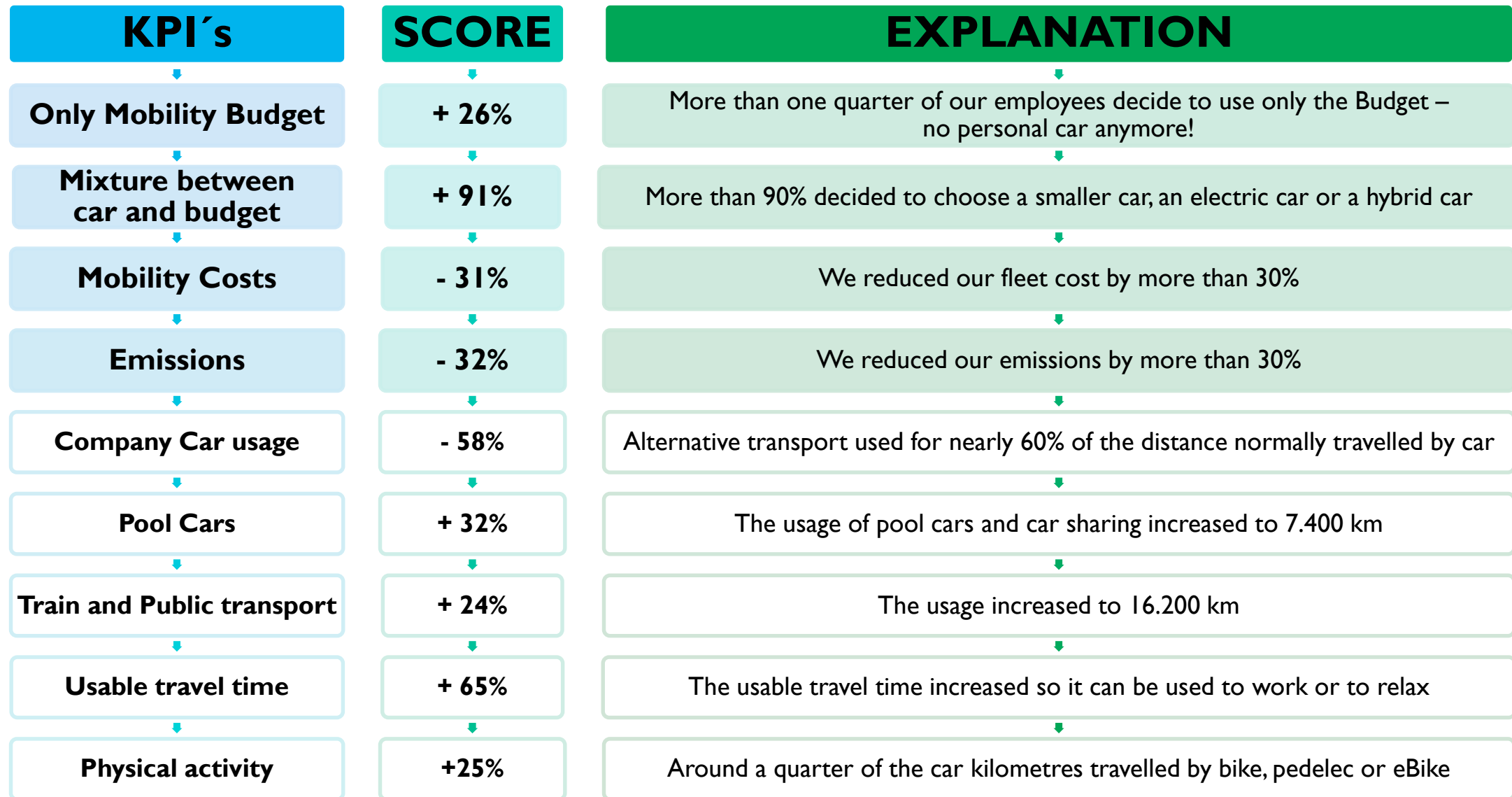
- *Leasing, fuel*
- *Insurance, damages*
- *Administrative costs*
- *etc.*

The employee has 4 possibilities:

- (1) Upsizing without mobility card
- (2) Downsizing / downgrading with mobility card
- (3) Electric / hybrid cars with mobility card
- (4) Only mobility card and no car

Success from innovations is measurable.

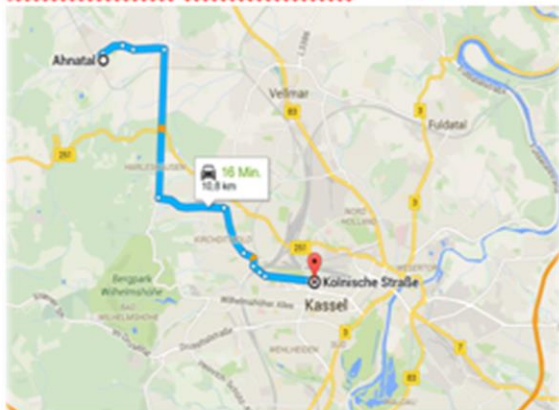
ON AVERAGE -30% COSTS AND -30% EMISSIONS



When I did not have a driver's license...



Shortest distance 12km



19 min.

vs.



40 min.

...my Mobility Mix had to be well balanced!



Way from home to school: 45 min.



My Mobility Mix as a young student

OF COURSE 100% CAR DOMINATED!

1996-2000



2000-2003



2005-2007



2003-2005

Way from home to school by car: 40 min. = 5 min. faster!



Is the faster solution the better one?

	Car dominated	Balanced mobility mix
Fun factor		?
Total costs per day		?
Emissions		?
Correlation to my performance		?
Correlation to my health		?

✓ | FOR DAIICHI SANKYO

- Increase in attractiveness: employee motivation, retention, employer branding and CSR
- Large savings in fleet costs + emissions and notable reduction in administrative burden
- Push & Pull for hybrid and electric cars
- No risk due to fixed mobility costs
- Fewer long-term leasing contracts or cheaper leasing contracts for downgrading
- Less risk in case of employees leaving the company
- Behavioural changes lead to further benefits, e.g. in business travel
- ...

✓ | FOR OUR EMPLOYEES

- Finally a voluntary alternative to the company car or an add-on for a cheaper / electric car
- Flexible, individual solutions tailored to employee's need = Satisfaction!
- Efficient use of mobility is incentivized as remaining budget is available for private use
- More net salary + less or no tax for company car
- Employees feel esteemed and identify with innovative employer
- ...

How it works...

“If I had asked people what they wanted, they would have said faster horses.”

-Henry Ford-

