

Innovation

Intellectual capital

R&D abilities based on open innovation with world-class academic institutions and bio-venture companies

We are actively moving forward with open innovation in partnership with such entities as leading academic institutions and bio-venture companies to discover innovative new drugs. Our goal is to contribute to even more patients through drugs in the oncology, immune system disease, and specialty fields.

Note: Unless noted individually, data is for FY2022

Active investment in R&D

R&D costs

¥95.3 billion
(increase: 25.7%)

R&D cost-to revenue ratio

21.3%

Promoting open innovation

The number of research collaborations (as of March 31, 2023)

More than **300** in Japan and overseas

FY2022

Launched 12 new drug discovery alliances

Pipeline Expansion

The number of products in the clinical development stage (number of trials)

21

Number of new products launched and additional indications approved (FY2018 to FY2022)

32



Note: Unless noted individually, data is for FY2022. Market sales and class share rankings are based on external data.

OPDIVO Anti PD-1 antibody

Prescription drug sales in Japan (based on FY2022 drug price)

No.1 (¥158.8 billion*)

*based on FY2022 drug price

Share of the Japanese market for anti PD-1/PD-L1 antibody-class products

No.1 (35.6%)

New patients prescribed OPDIVO

About **36,000**

Breakdown by main types of cancer

- Gastric cancer about **18,000**
- Esophageal cancer about **5,600**
- Non-small-cell lung cancer about **5,400**

FORXIGA SGLT2 inhibitor

Share of Japanese market for SGLT2 inhibitor-class products (excluding compounding ingredients)

No.1 (36.1%)

Number of new patients to whom our new drugs were delivered in FY2022

about **850,000**



Products

Intellectual property / Social capital

Actual delivery of innovative drugs to more patients

Conditioned on a patient first perspective, we work to discover innovative new drugs and to maximize their product value. By sharing the opinions received from patients and the medical field, the whole company has united to improve the wellbeing of patients and their families.



People

Human capital

Focusing on training diverse talent who contribute to innovation

In order to continue to generate sustainable growth as a R&D-based pharmaceutical company that creates innovative drugs, we are not only accelerating the training and recruiting of talent who support the company but only working to foster an organizational culture with high employee engagement.

Note: Unless noted individually, data is for FY2022.

Versatile human resources who support the management foundation*1

Total **542**

Number of participants in Program to Train Innovative Talent

Total **3,309**

Number of participants in HOPE Business Contest*2

85

Annual number of hours of training per employee

54.8

*1 Future executive talent, globally competent talent, digital talent, core innovation talent

*2 Venue for voluntary challenge of putting what employees have learned and experienced into practice