Sustainability Meeting

March 5, 2025

ONO PHARMA

Cautionary Notes

Forecasts and other forward-looking statements included in this document are based on information currently available and certain assumptions that the Company deems reasonable.
Actual performance and other results may differ significantly due to various factors. Such factors include, but are not limited to:

- **(i) failures in new product development**
- **(ii) changes in general economic conditions due to reform of medical insurance system**
- **(iii) failures in obtaining the expected results due to effects of competing products or generic drugs**
- **(iv) infringements of the Company's intellectual property rights by third parties**
- **(v) stagnation of product supply from the delay in production due to natural disasters, fires and so on**
- **(vi) onset of new side effect of post-licensure medical product and,**
- **(vii) currency exchange rate fluctuations and interest rate trend.**

Information about pharmaceutical products (including products currently in development) included in this document is not intended to constitute an advertisement of medical advice.

Agenda

Materiality Updates (13:00-13:15)

Representative Director,
President and Chief Operating Officer — **Toichi Takino**

Promotion of Diversity (13:15-13:25)

Member of the Board of Directors, Outside Director — **Akiko Okuno**

ESG Initiatives to Promote Growth Strategies (13:25-13:45)

Representative Director, Executive Vice President /
Executive Director / Corporate Strategy & Planning HR Division — **Toshihiro Tsujinaka**

Q&A session

Materiality Updates

Reorganize Business Operations in the US and Europe to Accelerate Global Expansion

Consolidating ONO Group's US and Europe business functions into Deciphera to realize growth toward becoming a global specialty pharmaceutical company

Deciphera Pharmaceuticals, LLC.
Waltham, Massachusetts

Main functions to be consolidated

- Development and sales functions in the ONO US
- Development functions in the ONO UK

ONO PHARMA
UK LTD.
London

ONO PHARMA
USA INC.,
Cambridge, MA

Materiality Updates

With the acquisition of Deciphera and the establishment of the direct sales system in the US and Europe, we have revised our materiality.
Incorporating the opinions of external stakeholders, we consolidated 18 materialities into 9, clarifying our focus and priorities.

Initiatives to create new value

1 Creation of Innovative Drugs	2 Pipeline Expansion
3 Maximization of Product Value	4 Realization of Direct Sales in the U.S. and Europe
5 Expansion of Business Domains	

Foundation for Value Creation

6 Corporate Transformation through Digital & IT	7 Strengthening of Financial Capital
8 Expansion of Human Capital	9 Intellectual Property Strategies
10 Open Innovation	11 Promotion of Diverse Partnerships

Value Preservation

12 Assuring Reliability and Safety	13 Stable Supply of Products
14 Conservation of the Global Environment	15 Respect for Human Rights
16 Thorough Compliance	17 Realization of Sustainability Management with Business Partners

18 Corporate Governance

Growth Strategy

1 Strengthening Our Pipeline	2 Acceleration of Global Business Advancement
3 Maximization of Product Value	4 Expansion of Business Domains

Foundation for Promoting the Growth Strategy

5 Corporate Transformation through Digital & IT	6 Expansion of Human Capital

Realization of a Sustainable Society

7 Conservation of the Global Environment	8 Enhancement of Social Trust
9 Strengthening Governance	

Materiality (Growth Strategy)

Growth Strategy

1 Strengthening Our Pipeline	2 Acceleration of Global Business Advancement
3 Maximization of Product Value	4 Expansion of Business Domains

	Vision over the medium- to long-term
1	• Collaborate with top scientists to accelerate drug discovery for changing the world, and also the speed and accuracy of establishing PoC for new drug candidates are improving, and the pipeline is enriched through licensing activities.
2	• As a specialty pharma capable of competing globally, accelerating development and business advancement worldwide.
3	• We have addressed our goal of achieving the well-being of patients and their families in cooperation with healthcare professionals, and as a result, our new drugs are spreading promptly.
4	• Contributing to solving social issues and realizing next-generation healthcare by leveraging digital technologies and our strengths.

Materiality(Foundation for Promoting Growth Strategies, Realization of a Sustainable Society)

Foundation for Promoting the Growth Strategy

5 Corporate Transformation through Digital & IT

6 Expansion of Human Capital

	Vision over the medium- to long-term
5	• A secured global IT infrastructure is being implemented and corporate transformation through digital is being realized.
6	• Based on the human resource strategy for the realization of the corporate philosophy and vision, we are committed to recruiting and developing talent that contributes to business growth and to realizing an organizational culture that enhances diversity and fosters a sense of unity. Systems and measures that attract human resources have been established, and an environment is provided where all employees can work with peace of mind and safety.

Realization of a Sustainable Society

7 Conservation of the Global Environment

8 Enhancement of Social Trust

9 Strengthening Governance

	Vision over the medium- to long-term
7	• Under “ECO VISION 2050,” we aim to become a leading environmentally friendly company in the pharmaceutical industry, and will strive to inherit a rich global environment for future generations so that people can have a healthy and sound society.
8	• We will continue to ensure robust quality assurance and safety management systems, while stably supplying and continuously improving our products for patients. • We are implementing management practices based on the "UN Guiding Principles on Business and Human Rights, " while also identifying sustainability-related risks with our business partners and working together to realize a sustainable society. • We are providing innovative medicines for rare diseases and pediatric diseases to improve access to healthcare, and supporting the development of healthcare infrastructure in underdeveloped areas.
9	• Establishing an effective corporate governance system to achieve our sustainable growth, including the establishment of a compliance risk management system to support global

New Materiality

Under our sustainable management policy, we are committed to growth strategies, expanding key foundations, and realizing a sustainable society.
By contributing to people's health, we aim to achieve sustainable growth for both society and our company.

Growth Strategy

1 Strengthening Our Pipeline

2 Acceleration of Global Business Advancement

3 Maximization of Product Value

4 Expansion of Business Domains

Foundation for Promoting the Growth Strategy

5 Corporate Transformation through Digital & IT

6 Expansion of Human Capital

Realization of a Sustainable Society

7 Conservation of the Global Environment

8 Enhancement of Social Trust

9 Strengthening Governance

Promotion of Diversity

Management List

		Name	Positions, Responsibilities and Significant Concurrent Positions
Members of the Board of Directors (6)	Internal (3)	Gyo Sagara	Representative Director, Chairman of the Board and Chief Executive Officer
		Toichi Takino	Representative Director, President and Chief Operating Officer
		Toshihiro Tsujinaka	Representative Director, Executive Vice President / Executive Director, Corporate Strategy & Planning, HR Division, EHS Promotion
	Outside (3)	**Masao Nomura**	**Advisor, Iwatani Corporation** **Outside Director, Keihanshin Building Co., Ltd.**
		Akiko Okuno	**Professor, Faculty of Business Administration, Konan University**
		Shusaku Choei	**Special Corporate Advisor, Panasonic Holdings Corporation** **Outside Audit & Supervisory Board Member, Nikkei Inc.** **Outside Director, Poppins Corporation**
Audit & Supervisory Board Members (4)	Internal (2)	Hironobu Tanisaka	Full-time Audit & Supervisory Board Member
		Kiyoaki Idemitsu	Full-time Audit & Supervisory Board Member
	Outside (2)	Yasuo Hishiyama	Partner Attorney at Law, Tanabe & Partners Outside Audit & Supervisory Board Member, Yoshimoto Pole Co., Ltd. Member or appraisal committee (Land Lease Non-Contentious Cases) at Tokyo District Court
		Akiko Tanabe	Representative, Akiko Tanabe CPA office Outside Director, Oie Sangyo Co., Ltd. Partner of Midosuji Audit Corporation

Approach to tackle the OPDIVO Patent Cliff

Global expansion, Pipeline expansion

⇒ Accelerate global expansion through the acquisition of Deciphera

Issues from the perspective of outside directors
"Adapting to change" (Especially in HR policies)

What is Needed for “Change”

First global M&A for Ono Pharmaceutical

Task differences: Technical problems
⇒ Adapt effectively

Cultural differences: Social and corporate culture (people-related issues)
⇒ Understanding and Leveraging Diversity

Need to share/empathize

The Group's Common Values (Corporate Philosophy, etc.)

Initiatives to Improve Diversity and Enhance Engagement

Fairness and Transparency

Establish a global HR system, promote the active participation of women and mid-career hires

Expression of individuality

Systems for open internal job posting & "Challenge jobs"* etc.

*** Exploring new opportunities by taking on roles in multiple departments**

Work style

Respond to different work styles (expand systems)

Monitor the status of diversity and readiness to change through reports and engagement survey results, employee dialogue, etc.

Next Steps

Promote active careers for women

- The harsh current reality: (Percentage of female managers: Currently 7.3%, target for FY2026: 10% / target for FY2031: 20%)
- We are making steady, consistent effort. Although there has been no rapid progress, the organization's culture is beginning to change.
- More expectations for increased career hires and the globalization of our talent base as a result of acquisitions.
- Need to expedite the promotion of women to executive-level positions. (To establish role models.)

Human Resources Development

- Efforts are underway to develop our personnel and encourage embracing challenges. (Based on employee feedback.)
- We need to leverage the diverse talent we have cultivated and create role models.

It is important to demonstrate from the top how to create an organization that accepts and makes the most of capable and diverse talent

ESG Initiatives to Promote Growth Strategies

Strengthening the management infrastructures

Management infrastructures to support growth strategies - Expansion of intangible assets -

◆ Digital & IT

- Challenge toward DX
- Implementation of globally standardized and flexible IT infrastructure

◆ Expansion of human capital

- Developing and recruiting cross-functional and specialized talent to support growth strategies
- Promotion of diversity, equity, and inclusion (DE&I) and realization of diverse work styles
- Enhancement of engagement through deep understanding of the Mission

◆ Corporate branding

- Global corporate branding
- Strengthening of internal branding

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◆ Promotion of growth investment

- Strategic acquisition of drug discovery technology and know-how
- Proactive patent applications and use
- Visualization of intellectual property (IP landscape)

◆ Protection of corporate value

- Strengthening of governance structure through enhanced mutual understanding within ONO Group
- Promotion of sustainability

Strengthening of intangible assets: as stated in the plan of Corporate Strategy & Planning

Improvement of cost of capital–conscious management capability

Internal management

- ROE target conscious budgeting and strengthening control over profitability of investment
- New cash generating activities

External management

- Cost of capital-conscious dialogue with shareholders
- Stock price measures through appropriate publication of policy on shareholders returns, etc.

Promotion of human resource management

- Optimizing personnel through personnel/recruiting rolling
- Implementation of strategic resource shift

Portfolio optimization

- Integration with R&D strategy based on medium-long term sales projections
- Improvement of pipeline value utilizing business viability evaluation/market impact analysis

Realizing strategic procurement

- Placing cost reduction in the forefront
- Reviewing outsourcing practice
  : Promoting shift to insourcing/discontinuation

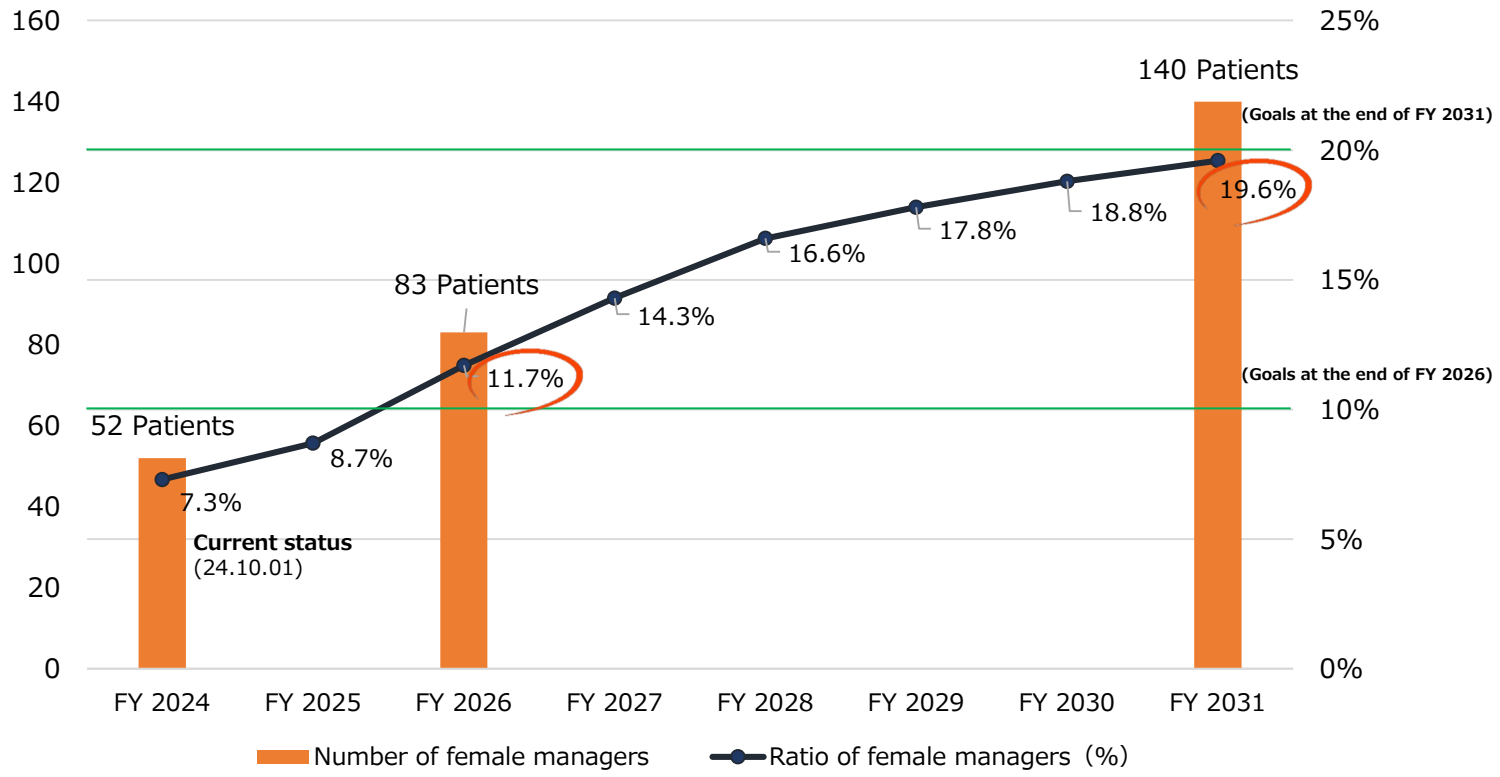
Changes in the ratio of female managers based on the current status and promotion plan

- **The goals at FY 2026 will be achieved, but the goals at FY 2031 are not expected to be achieved.**
- **We need more active promotion of development plans and recruitment, especially of personnel who can serve as role models**

[Current status] 2024.10.01

	Total (male and female)	Female
Manager (number of persons)	714	52
Percentage of managers (%)	—	**7.3**

[Changes in the ratio of female managers based on the promotion plan]



Roadmap for recruitment, development, and promotion of female managers

Learning, mindset and growth

Promotion to management

HR-lead

GROW

This training helps female colleagues achieve continuous self growth.

Interacting with other company employees

In this program, female employees gain stimulation and awareness through interactions with female managers and employees of other companies.

Internal Mentoring Program

This program encourages female employees to take on the challenge of becoming a manager, enhances their viewpoints and perspectives.

Culture building: **Unconscious bias training, etc.**

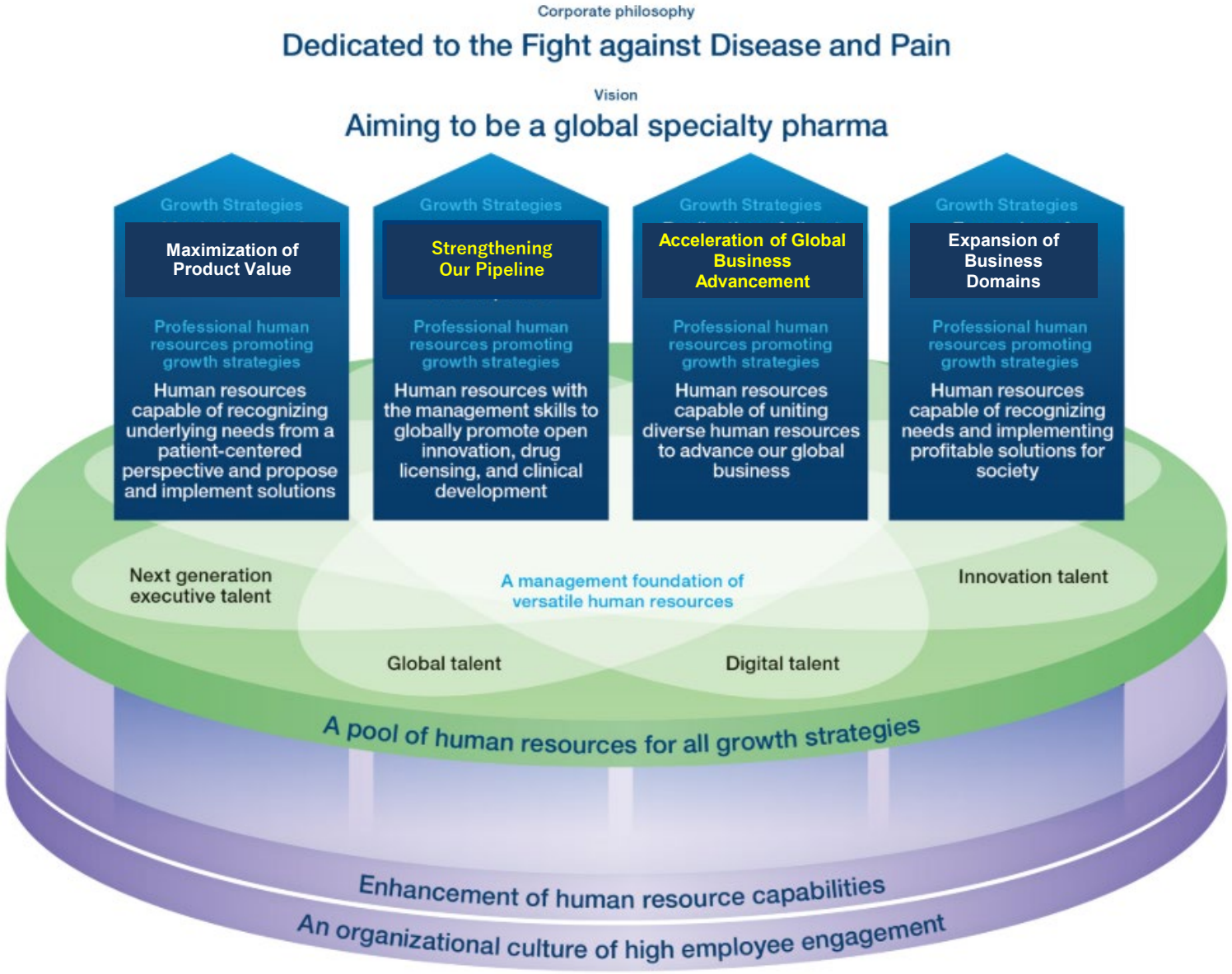
Department/HRBP Lead

Development plan
(Including: OJT/OFF-JT according to the promotion plan)

Human resource strategy to expand human capital

Specialized human resources

Cross-Sectional HumanResources

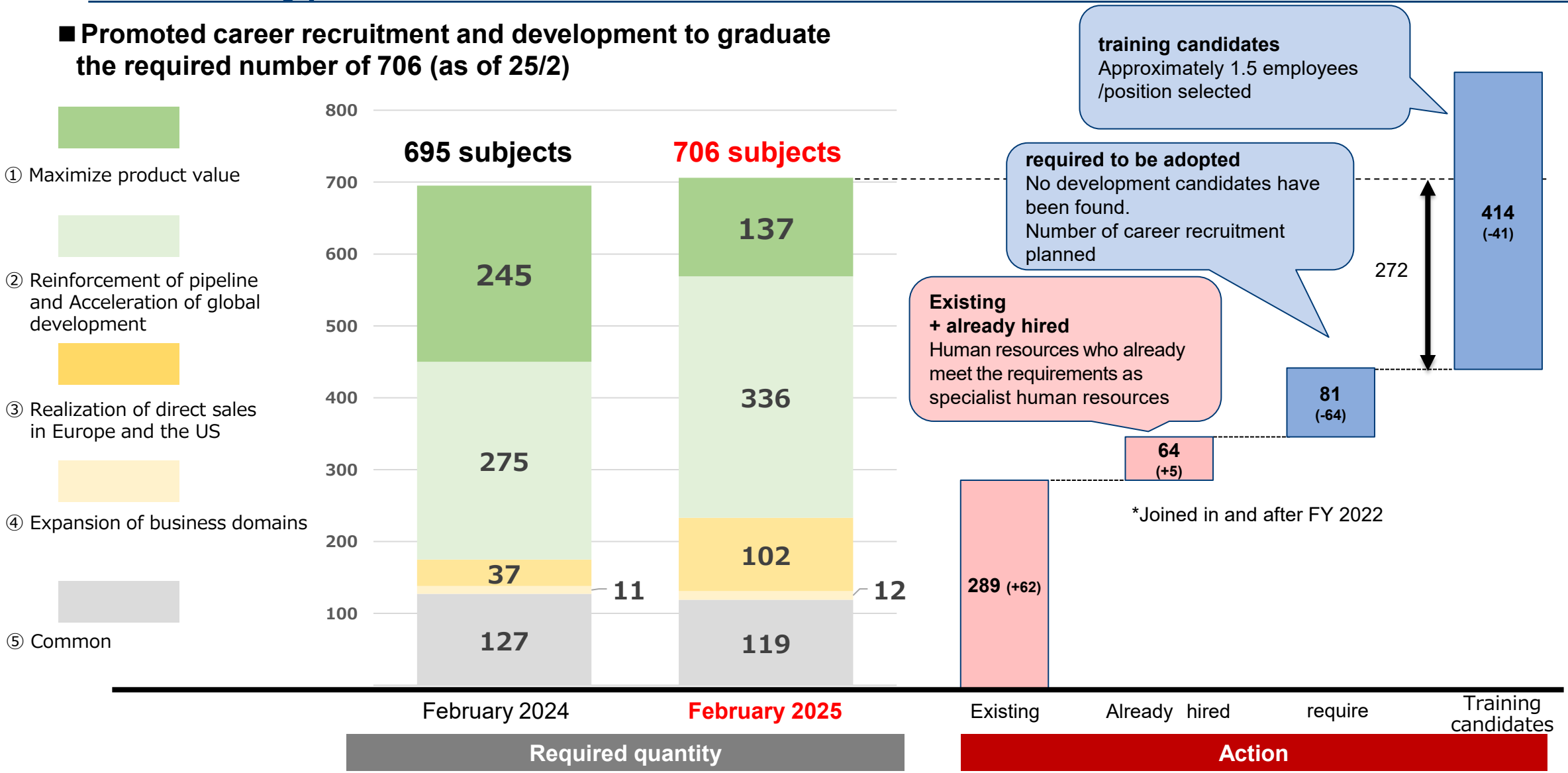


[Reference] Examples of development of specialized human resources in each division

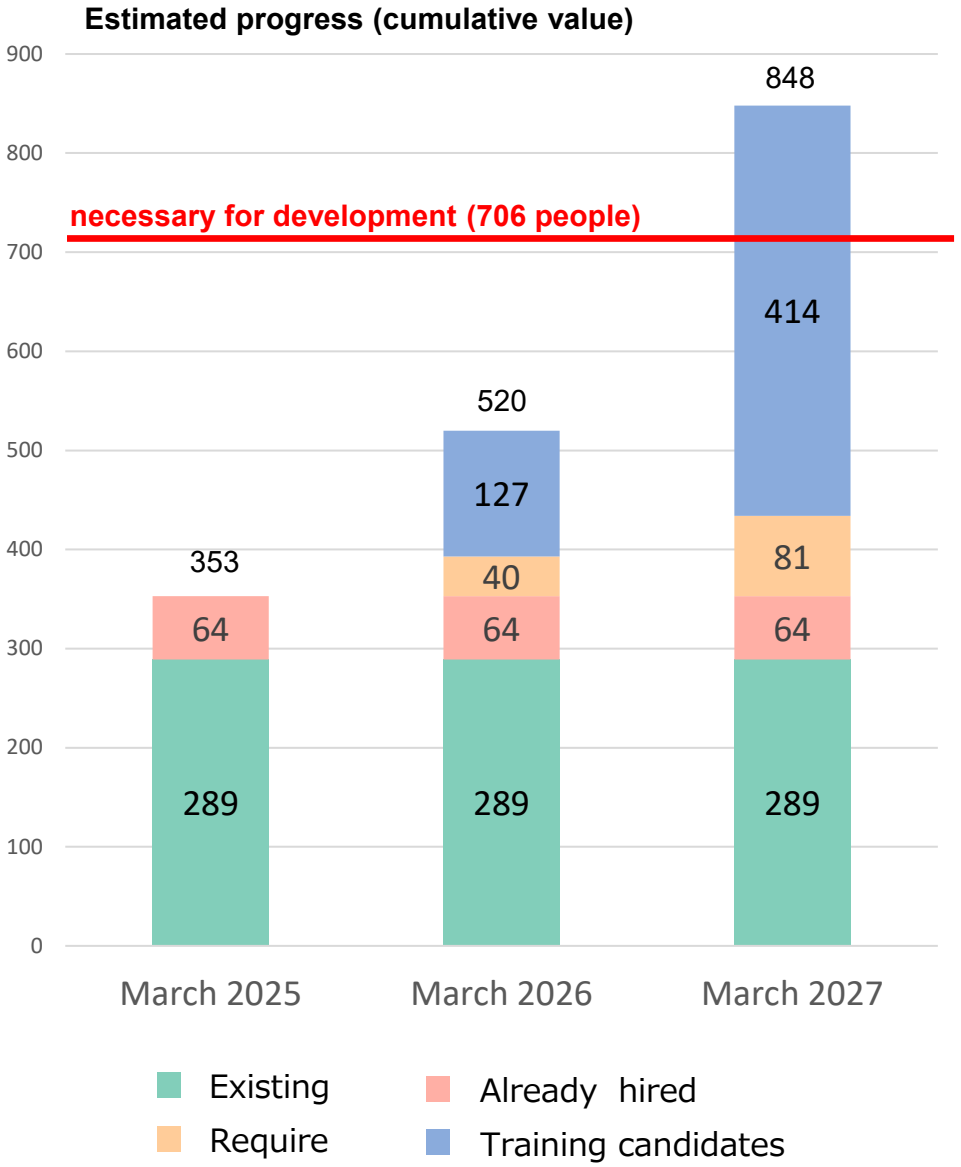
Headquarters	Human Resources Requirements	Training content
Corporate Strategy & Planning	After M & A, deal with consolidated financial statements and PMI in the Finance area Human resources capable of promoting	We will work with FA to develop an integrated accounting, tax and finance Supervise DD (OJT)
Discovery & Research	He has extensive knowledge and experience in drug discovery in the area of oncology. Collaboration with academia and CROs for drug discovery projects in Japan and overseas Human resources capable of promoting	Pharmacologist (OJT) Leadership training (Off-JT)
Clinical Development	BM analysis plan consistent with drug profile and development strategy Human resources who can draw up proposals, globally and execute/instruct	Clinical BM Lead (Japanese/overseas studies, Global Project (OJT) CTD/CSR Joint Learning, Basic/Clinical Participation in academic conferences (off-JT)
CMC & Production	Global Understand various regulatory requirements required in CMC development plan, Draw up plans for the investigational drug substance supply, quality design, and establishment of the production system; Human resources capable of executing Global knowledgeable and regulatory based on GMP requirements Human resources capable of performing outsourcing management Align with FDA expectations based on review trends and conventions that are not explicitly stated Human resources capable of preparing NDA application materials	Leader of a group working group to extract NDA specific requirements, etc. (OJT) Dealing with inquiries from the US NDA of Velexbru, Leader of application related actions such as change application (OJT) GSIP(Off-JT)

Results of Survey on Specialized Human Resources (Overall Summary)

■ **Promoted career recruitment and development to graduate the required number of 706 (as of 25/2)**



Progress of specialized human resources by the end of FY 2026 (forecast)



➢ **As shown in the left figure, by FY 2026, Specialized human resources exceeding the required number (706) Expected to be secured**

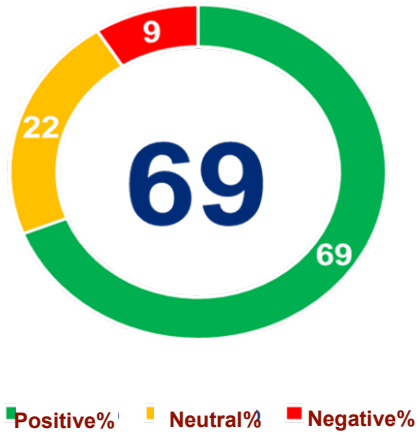
Engagement Survey Results (FY 2023)

Points

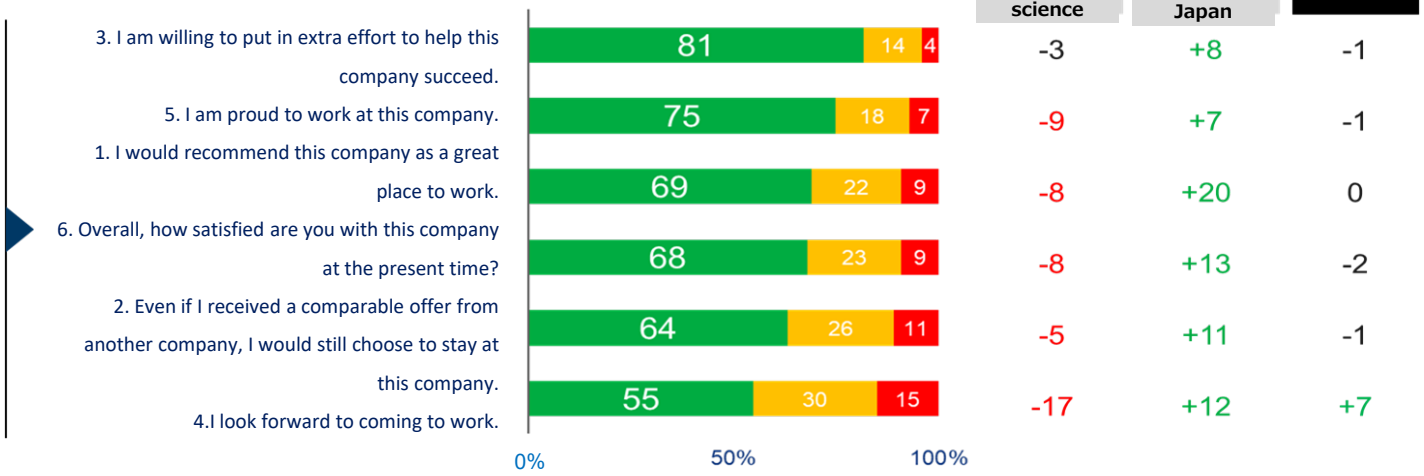
- **Engagement is at a high level compared to benchmarks of all domestic industries while increasing the response rate.**
  (Slightly below the benchmark of global life sciences)
- **The engagement score increased by one point compared to last year.**

Survey period	Scope	Response rate
Nov. 13 - Nov. 30, 2023	**3,637 employees** across ONO Group	**95.6%** (FY2022: 92.9%)

Engagement (ONO Group overall)



By question



	Benchmark comparison for positive%		
	Vs. Global life science	Vs. All Industries Japan	vs. FY2022
3. I am willing to put in extra effort to help this company succeed.	-3	+8	-1
5. I am proud to work at this company.	-9	+7	-1
1. I would recommend this company as a great place to work.	-8	+20	0
6. Overall, how satisfied are you with this company at the present time?	-8	+13	-2
2. Even if I received a comparable offer from another company, I would still choose to stay at this company.	-5	+11	-1
4.I look forward to coming to work.	-17	+12	+7
Engagement Total (average of 6 questions)	**-8**	**+12**	**+1**

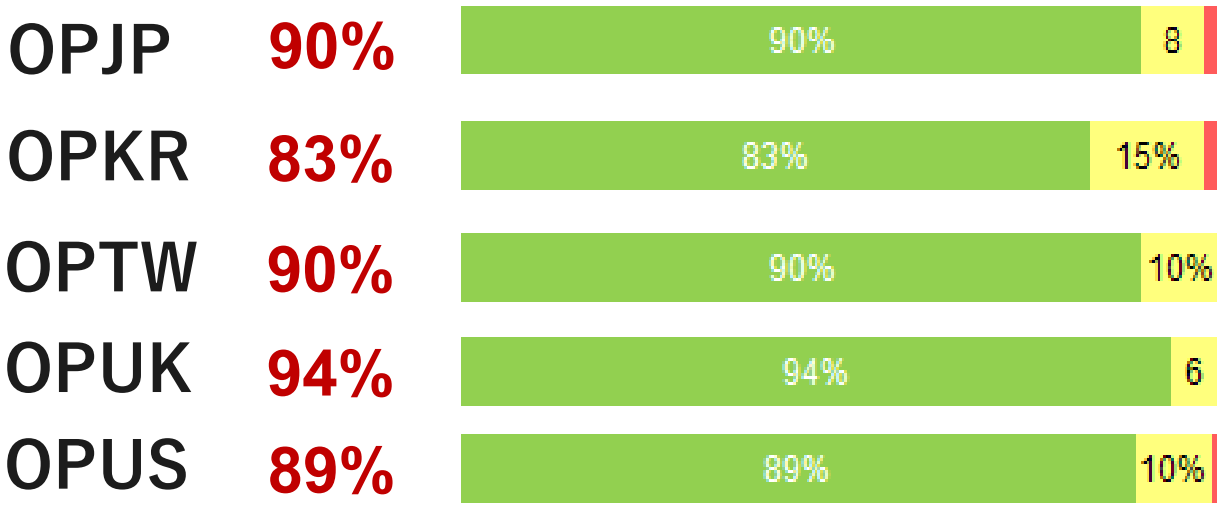
*Benchmarks are green/red for ≥ +5/-5.

Engagement and Mission Statement

5 most positive responses

1. **I sympathize with Mission Statement of the company**
2. The management encourages the employees to escalate important information to the supervisors even if it is bad news.
3. My direct supervisor treats me with respect and dignity.
4. I myself want to work on activities to realize a sustainable society.
5. I clearly understand how my work helps the achievement of the goals of the company.

Percentage of affirmative responses to “I sympathize with Mission Statement of the company” in each country



ONO's Mission Statement

Corporate Philosophy

Dedicated to the Fight against Disease and Pain

Our Vision

Be Passionate Challengers

Our Vision is to strive with the utmost effort and strong determination to meet the challenge of combining our individual competencies to deliver new, innovative drugs to patients. We will continue being the most passionate champion in the fight against disease and pain, together with patients, their families, and healthcare providers.

Our Value

Ono aims to be a world-changing team

What we are trying to achieve is to meet a challenge that nobody has ever successfully overcome before. It is therefore vital that we bring together our greatest wisdom, heart, aspirations and power as a united team.

The greater the challenge, the more passionately Ono will rise to meet it

We will inevitably come up against brick walls when we are facing unprecedented challenges. When we encounter such obstacles, we should unhesitatingly rise to confront them and unflinchingly persevere in applying our ingenuity to overcome them.

Ono acts with dignity and pride

We should never lose the sense of dignity and pride we feel as people working in the pharmaceutical industry. We should be the bringers of hope for all those around the world who are waiting for us to deliver solutions.

What is required to accomplish our mission

There are things that ONO Group has valued, and there are things that Deciphera has valued.
By learning about and connecting with each other's values, we can achieve mutual understanding.

Mutual understanding

ONO Group

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- Ono aims to be a world-changing team
- The greater the challenge, the more passionately Ono will rise to meet it
- Ono acts with dignity and pride

Deciphera

One Mission, Inspired by Patients: Defeat Cancer.™

Our values

Our commitment to patients and our work, are built on a foundational set of values, PATHS

- **P**atients
- **A**ccountability
- **T**ransparency
- **H**onesty and Integrity
- **S**tewardship

Measures to disseminate Mission Statement

Implementation of measures from the **top**

Enhancement of communication

Effectively communicate the Mission Statement to all employees

◆Town hall meeting

Implementation of measures at each **workplace**

Encouragement of practical appllication

Deepen mutual understanding through daily jobs as well as integration-related activities to overcome conflicts

◆ Embodiment of Mission Statement

Implementation of measures by **HR**

Education and training

Provide education and training programs to deepen understanding of Mission Statement

◆ Mission Statement training

Lastly...

Let's **make the ONO Mission Statement our common language** and use it to facilitate communication across countries, regions, and divisions, **deepening mutual understanding and foster a sense of unity**.

What is ONO Sustainability?

[Policy for the next 100 years]

We contribute to the sustainable development of society through our business.

In addition to contributing to people's health through our core business, we will continue to take on the challenge of realizing a sustainable society under the policies of "preserving a rich global environment for the next generation," "realizing a society where people can play active roles," and "establishing highly transparent and robust management."

External evaluation of ESG in FY 2024

Rating Agency	Evaluation Content	Number of Selections
Dow Jones Sustainability Index	DJSI World Index	5 consecutive yea
	DJSI Asia Pacific Index	5 consecutive yea
MSCI	MSCI NIHONKABU ESG Select Leaders Index	Selected for operation start in 2024
	MSCI JAPAN ESG Select Leaders Index	6 consecutive years
FTSE Russell	FTSE Blossom Japan Index	7 consecutive years
	FTSE Blossom Japan Sector Relative Index	3 consecutive years
	FTSE4Good Index Series	7 consecutive years
S&P/JPX	S&P/JPX Carbon Efficient Index	7 consecutive years
Ministry of Economy, Trade and Industry and Tokyo Stock Exchange	Health & Productivity Stock Selection 2024	Second time in four years since 2020
	Health & Productivity Management Outstanding Organization – White 500 (Large Enterprise Category)	6 consecutive years

Initiatives on Biodiversity

Minimizing the negative impact on the nature, contribute to the realization of Nature Positive* by 2030

A first for a pharmaceutical company

In August 2024, disclosure will be in line with the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD)

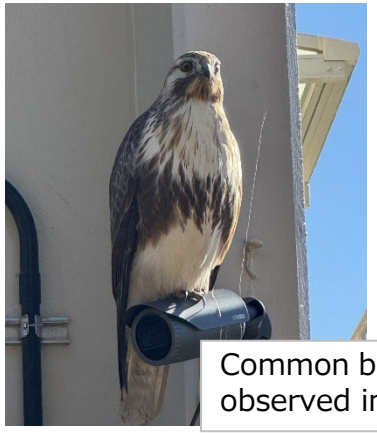
- ✓ Assess nature-related dependencies and impacts and identify risks and opportunities

Activities related to biodiversity conservation: Wild bird protection at Fujiyama Plant

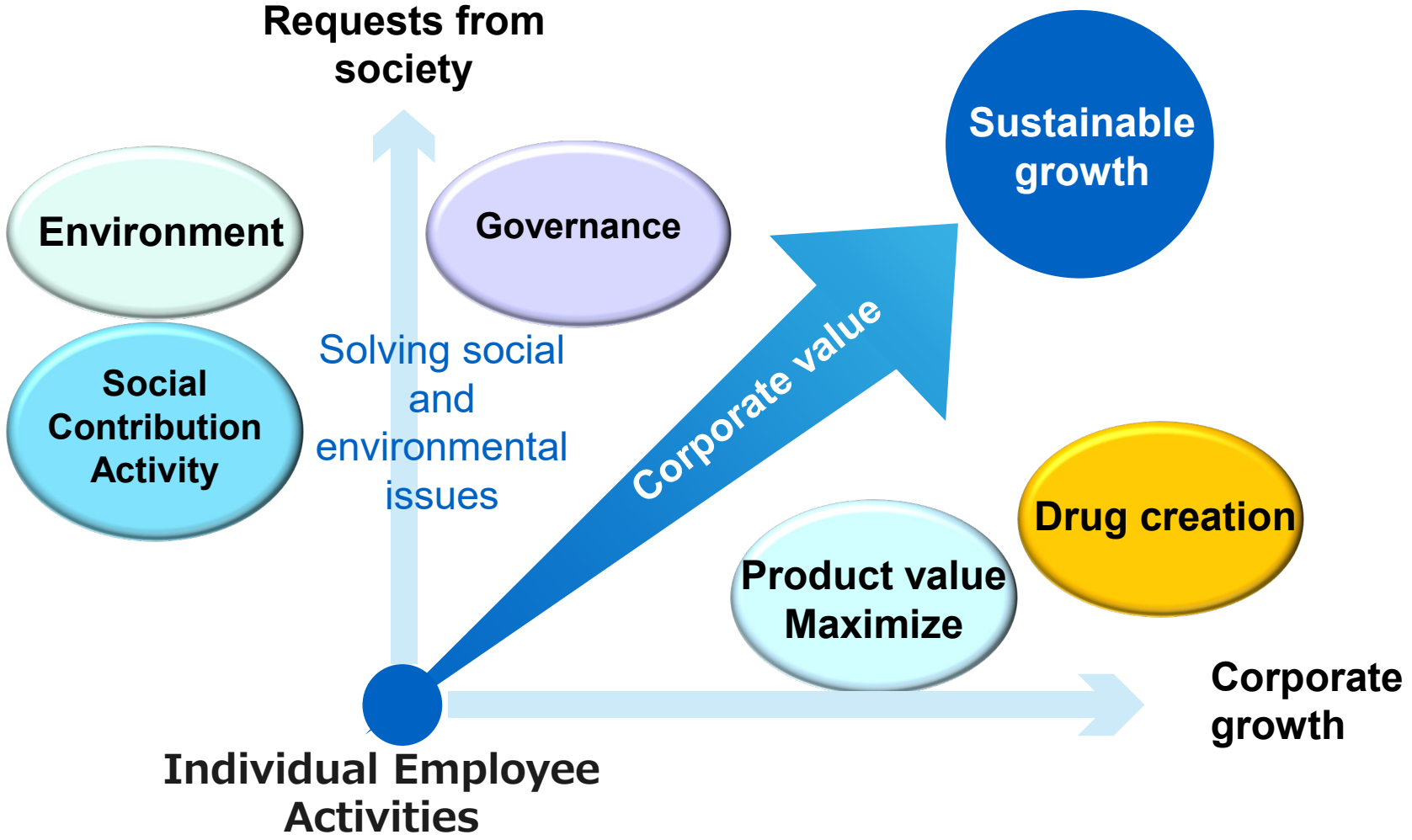
- ✓ Observing wild birds on the plant grounds (four times a year since 2017, in collaboration with the Wild Bird Society of Japan)
- ✓ Development of green space around the plant (3.6 hectares) (construction of an artificial stream and green belt of broadleaf and coniferous trees)

Artificial stream

green belt


Common buzzard (Accipitridae) observed in December 2024

Enhancing Corporate Value Through Sustainability



Our company aims to enhance corporate value by not only achieving business growth but also sincerely responding to societal demands.

ONO PHARMA

Dedicated to the Fight against Disease and Pain