

Sustainability Day

March 24, 2026



Forward-Looking Statements

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:

Forward-looking statements:	This presentation contains forward-looking statements regarding the Company's future plans, strategies, and performance.
Current assumptions:	These statements are based on current expectations, assumptions, and information available to management at this time.
Risks and uncertainties:	Forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially.
No guarantee of outcomes:	Forecasts, targets, and projections are not guarantees of future performance or achievement of stated goals.
Official guidance:	Official financial guidance should be referred to in accordance with relevant regulatory requirements and disclosures.
Product/market risks:	Risks include, but are not limited to, product development challenges, regulatory approvals, market acceptance, and competition.
Economic/industry risks:	Additional risks may arise from changes in economic conditions, currency fluctuations, and healthcare policy reforms.
No obligation to update:	The Company undertakes no obligation to update or revise any forward-looking statements as a result of new information or future events.
Prevailing language:	In the event of any inconsistency between language versions, the original Japanese language version shall prevail.

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

Agenda

Toward Sustainable Growth (14:00-14:20)

Representative Director,
President and Chief Operating Officer

Toichi Takino

Initiative to Foster a Sense of Group Unity for Sustainable Growth (14:20-14:35)

Representative Director, Executive Vice President /
Executive Director / Corporate Strategy & Planning HR Division

Toshihiro Tsujinaka

Acquisition of Deciphera from the Perspective of an Independent Outside Director (14:35-14:45)

Member of the Board of Directors, Outside Director

Shusaku Nagae

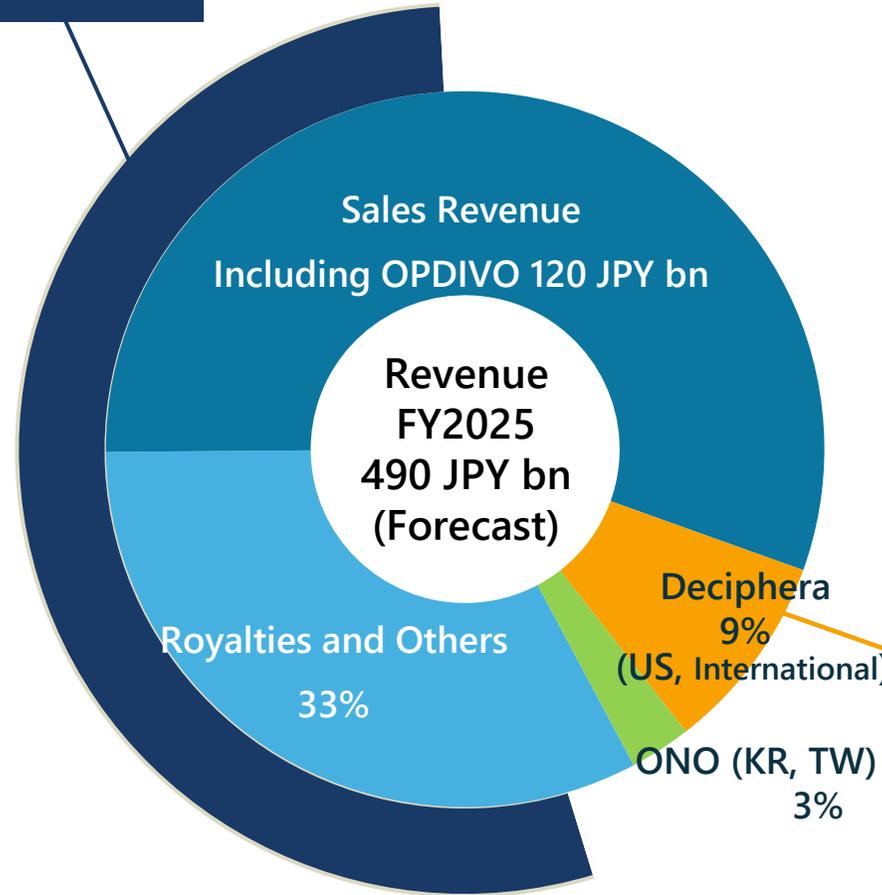
Q&A session (14:45-15:00)

Toward Sustainable Growth

Three Pillars of Sustainable Growth

Life Cycle Management of OPDIVO

- Loss of Exclusivity
 - US: 2028
 - EU: 2030
 - JP : 2031
- New Formulation
 - OPDIVO Qvantig (SC)
- Combination Therapies
 - Opdualag
 - ONO-4578
- Indication expansion



R&D : 150 JPY bn (30.6%)
Core OP : 114 JPY bn (23.3%)

Strengthening the Pipeline

- Tirabrutinib / ONO-4059 (Filed)
 - Sapablursen / ONO-0530 (Phase 2) **P**
 - ONO-4578 (Phase 2) **P**
 - ONO-2808 (Phase 2) **P**
 - ONO-1110, ONO-2020 **★**
- P** Preparation for Phase 3
★ Recent clinical update

Driving Global Growth with Deciphera

Deciphera's Launched Products

- QINLOCK (Launched)
 - US (Feb 2025)
 - EU (Sep 2025)
- ROMVIMZA (Launched)

Life Cycle Management of OPDIVO : Strategic LCM Initiatives in Progress



OPDIVO Sales in JP (JPY bn)

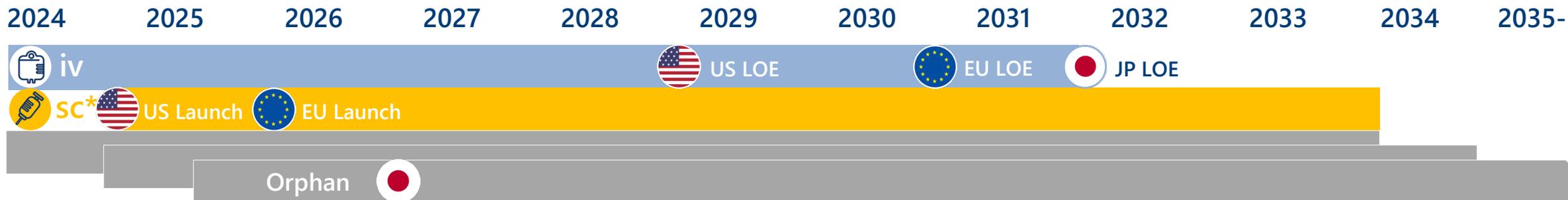


Approved Indications

Melanoma	2014
NSCLC	2015
RCC	2016
Hodgkin's lymphoma	2016
Head and Neck Cancer	2017
Gastric Cancer	2017
Malignant Pleural Mesothelioma	2018
Colorectal Cancer (MSI-High)	2020
Esophageal Cancer	2020
Cancer of Unknown Primary	2021
Urothelial Cancer/Bladder Cancer	2022
Malignant Mesothelioma (Excluding Pleura)	2023
Epithelial Skin Malignancies	2024
Hepatocellular Carcinoma	2025



Ongoing LCM Activities



Launch Projections (- 2031)

US & EU

Sustaining Global Pipeline Momentum Toward Continuous Launches



- Multiple System Atrophy
ONO-2808
- Gastric Cancer
ONO-4578
- Polycythemia Vera
Sapablursen (ONO-0530)
- cGVHD
ROMVIMZA

Japan

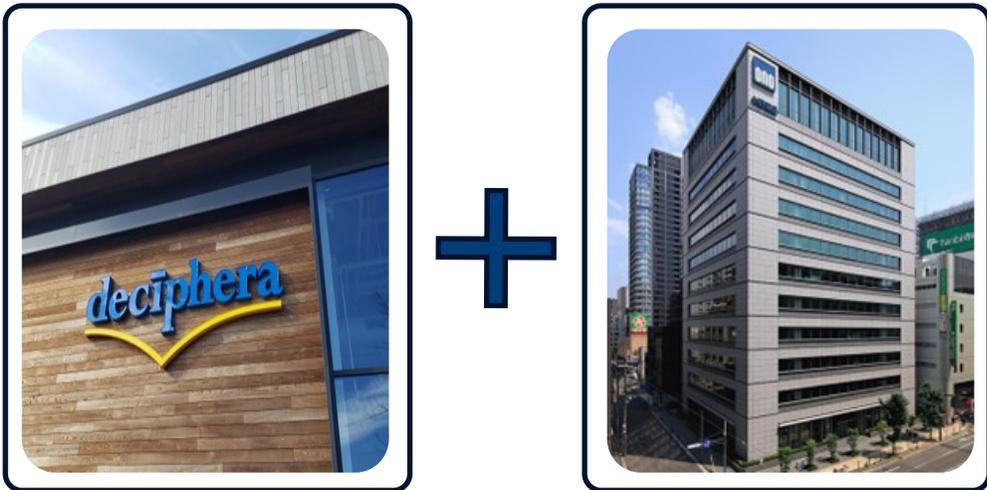
- CRC 1L
BRAFTOVI
- MSI-H/dMMR CRC 1L
OPDIVO/YERVOY
- HCC 1L
OPDIVO/YERVOY
- UC, Neoadjuvant, Adjuvant
OPDIVO
- HCC Adjuvant
OPDIVO
- Epilepsy
Cenobamate (ONO-2017)
- Solid Tumor
Nivolumab sc
(ONO-4538HSC)
- IgA Nephropathy
Povetacicept (ONO-8531)
- Osteoarthritis
Gel-One (ONO-5532)

GIST: Gastrointestinal Stromal Tumor
 TGCT: Tenosynovial Giant Cell Tumor
 CRC: Colorectal Cancer
 HCC: Hepatocellular Carcinoma
 UC: Urothelial Cancer
 cGVHD: chronic Graft Versus Host Disease
 PCNSL: Primary Central Nervous System Lymphoma

Evolution of the Collaboration with Deciphera

Past

Prioritize QINLOCK/ROMVIMZA growth and launch through collaboration



deciphera[®]
a member of
ONO PHARMA

ONO ONO PHARMA

Current

One-team collaboration focused on global development of new projects

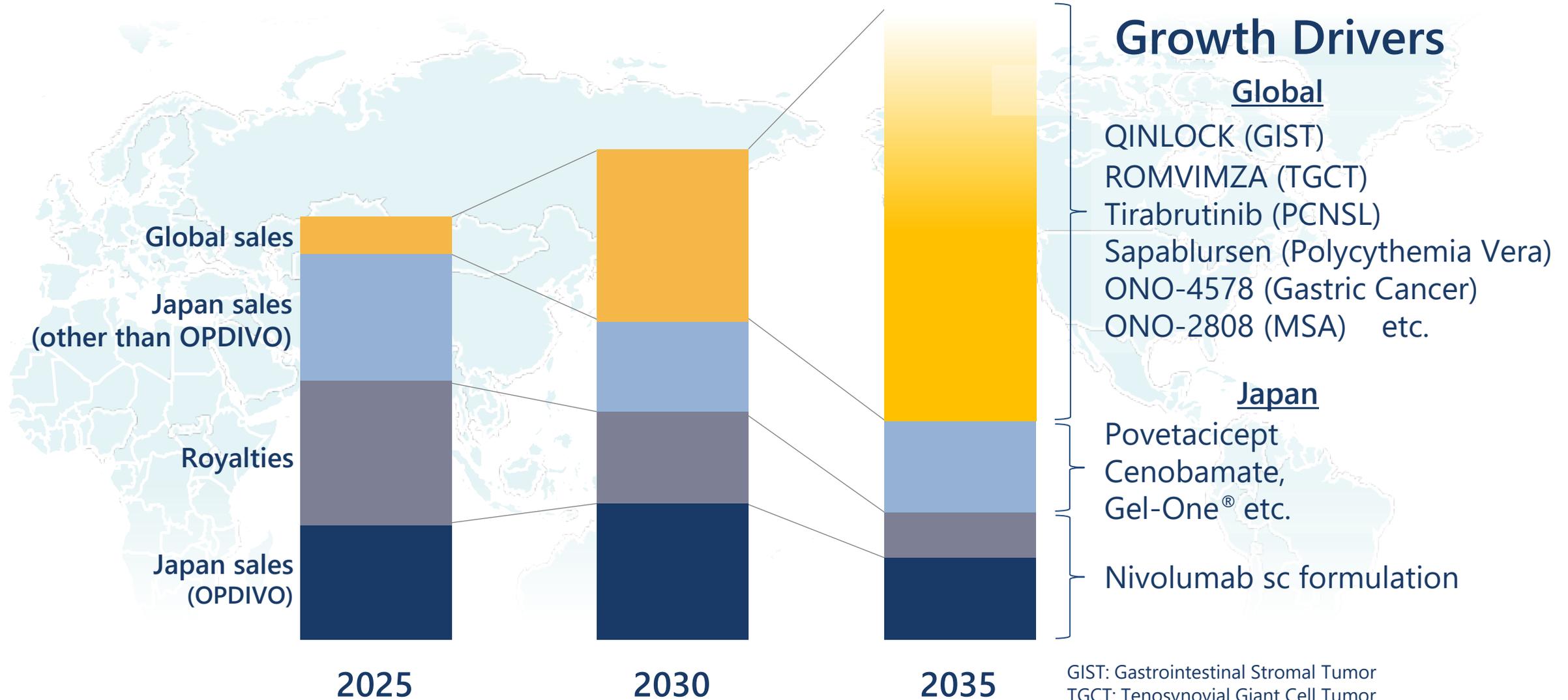


deciphera[®]
a member of
ONO PHARMA

ONO ONO PHARMA

Shift from standalone to group-wide collaboration
Faster and more Efficient Ono Group execution

Prospect for the Next 10 Years



※This Diagram does not represent actual sales of each product

GIST: Gastrointestinal Stromal Tumor
 TGCT: Tenosynovial Giant Cell Tumor
 MSA: Multiple System Atrophy
 PCNSL: Primary Central Nervous System Lymphoma

External evaluation of ESG in FY 2025



Rating Agency	Evaluation Content	Number of Selections
CDP	A-list in the climate change	Both Climate Change and Water Security Efforts A (Double A) : 5 consecutive years Climate Change : 8 consecutive years Water Security efforts : 5 consecutive years
	A-list in the water security efforts	
S&P Global社	Sustainability Yearbook 2026	6 consecutive years
MSCI	MSCI NIHONKABU ESG Select Leaders Index	Selected upon index launch in 2024
	MSCI JAPAN ESG Select Leaders Index	7 consecutive years
FTSE Russell	FTSE JPX Blossom Japan Index	8 consecutive years
	FTSE JPX Blossom Japan Sector Relative Index	4 consecutive years
	FTSE4Good Index Series	8 consecutive years
S&P/JPX	S&P/JPX Carbon Efficient Index	8 consecutive years
Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange	2026 Health & Productivity Stock	Third time in two years since 2024
	2026 Certified Health & Productivity Management Outstanding Organization (White 500 / Large Enterprise Category)	8 consecutive years

Initiative to Foster a Sense of Group Unity for Sustainable Growth

Evolution of the Collaboration with Deciphera

Past

Prioritize QINLOCK/ROMVIMZA growth and launch through collaboration



deciphera[®]
a member of
ONO PHARMA

ONO ONO PHARMA

Current

One-team collaboration focused on global development of new projects



deciphera[®]
a member of
ONO PHARMA

ONO ONO PHARMA

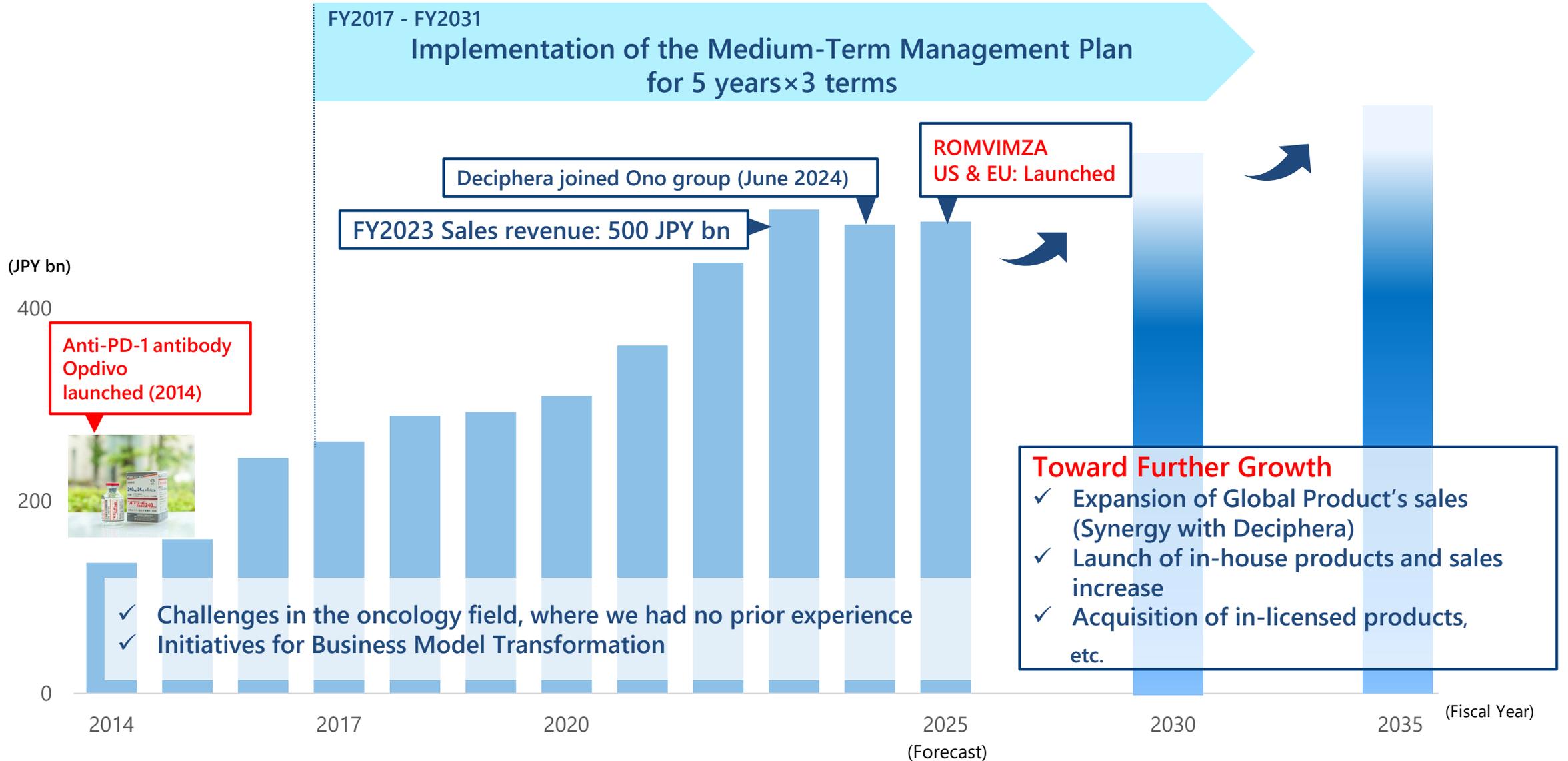
Shift from standalone to group-wide collaboration
Faster and more Efficient Ono Group execution

Mission Statement of Both Ono Pharma and Deciphera

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



History of Ono Pharmaceutical (FY2017 -)



PHILOSOPHY
(Established in
1968)

Dedicated to the Fight against
Disease and Pain

VISION
(Established in
2014)

Be Passionate Challengers

VALUE
(Established in
2014)

- 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

For Dissemination of the Mission Statement

■ Understanding the background and significance of the Mission Statement

What I expect from our employees



Gyo Sagara
Representative Director,
Chairman of the Board & CEO

自分たちのあるいは自分のミッションステートメントを作ることを

Shared the background of the Mission Statement, created as a guide for implementing the Corporate Philosophy, and reminded everyone of the value our initiatives create.

Actions that I expect our employees to take based on the Mission Statement



Toichi Takino
Representative Director,
President & COO

夢というのは 世界中の患者さんに我々が新薬を届けたい

Shared the significance of the Mission Statement for the ONO Group as we accelerate our global expansion, and emphasized the importance of working together based on shared values.

■ Renewing our awareness that our business exists “for the benefit of patients”.

Created videos for employees based on letters we received from patients and their families.



薬を選ぶことは病気を治すだけではなく



やコンチートなど、たくさんのお楽しみを経験するにもできました



Clarified once again that the ONO Group exists for the benefit of patients, and reaffirmed the importance of connecting this purpose to our daily work.

Deciphera's PATHS Values are the Foundation for How We Work



PATIENTS

We are committed to improving the lives of patients living with cancer. They are the driving force behind everything we do.



ACCOUNTABILITY

We demand accountability for our actions, behaviors, and performance. We recognize our duty to maintain a culture that embraces the uniqueness of our people and finds strength in our differences.



TRANSPARENCY

We strive to provide full visibility to internal and external stakeholders for a complete picture of what we are doing and why.



HONESTY AND INTEGRITY

Trust and mutual respect are essential aspects of our culture. We act with honesty and integrity in all facets of our business, and this serves as the foundation of our work and interactions with others.



STEWARDSHIP

We are respectful of the resources entrusted to us by the investment community. We act thoughtfully and allocate resources responsibly in seeking to create value for our shareholders.

Role and Responsibilities



PURPOSE

Performance Management at Deciphera is a holistic, continuous process that aligns individual and team performance with organizational objectives, promotes a high-performance culture, and fosters employee engagement, motivation, and skill-building.



ROLE

Your role is to share your perspective on progress made against "what" you completed (goals and daily job responsibilities), "how" you went about getting your work done (PATHS Values), and what development and support will aid your success in the upcoming year.



RESPONSIBILITIES

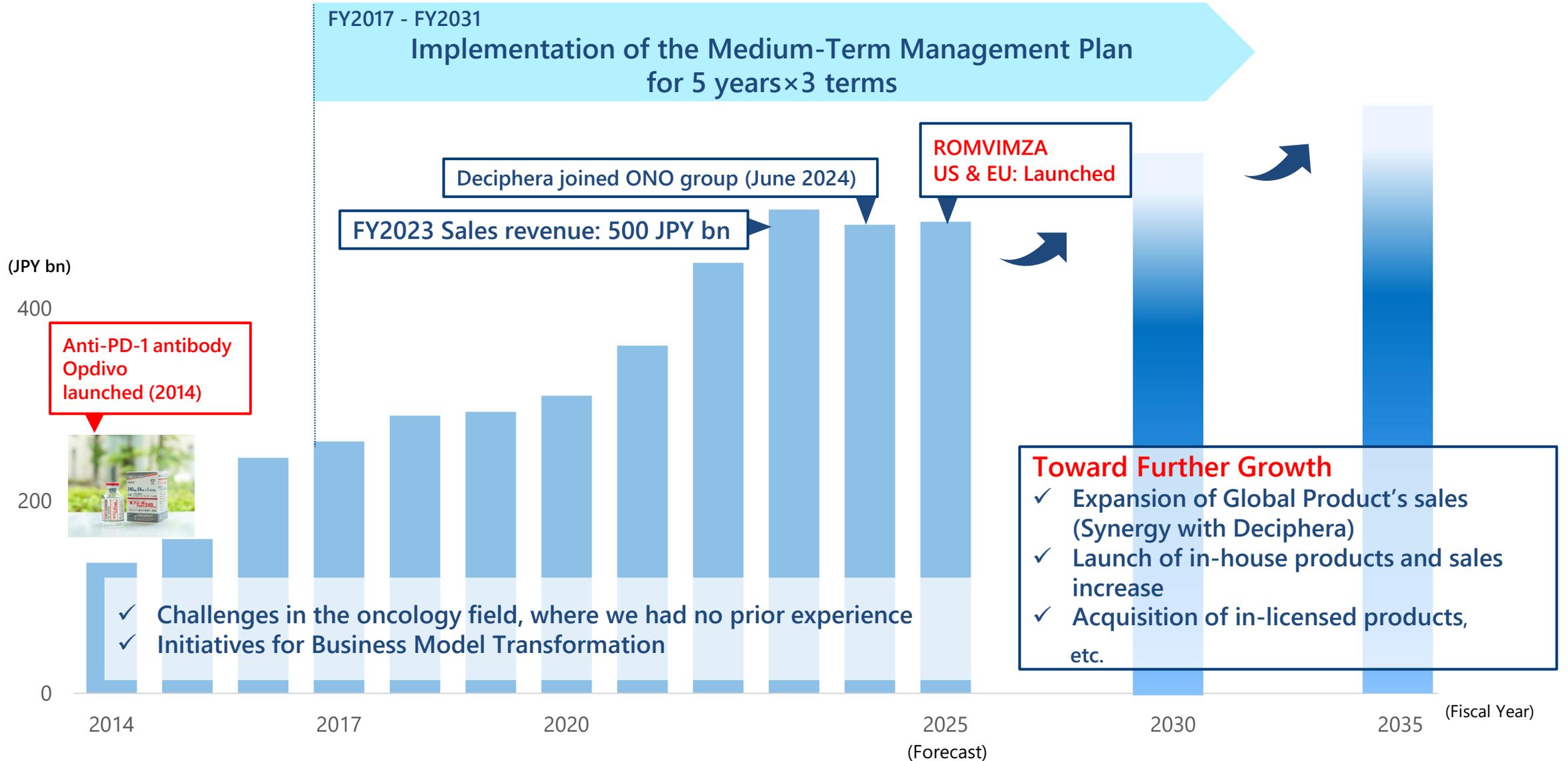
Thoughtfully reflect on progress, goals and achievements

****NEW**** Complete your Self-Assessment via Workday

Recommend stakeholders to your manager who have perspective on your work to give feedback

Actively participate in Year-end Performance Wrap-up conversations with your manager

History of Ono Pharmaceutical (FY2017 -)



Medium-Term Management Plan: Growth Strategies for Going Global



Challenges to Transform Business Models

Contributions
to People's
Health

Attain the position of a global
specialty pharma and create
new value

We are expanding our
presence around the world
by taking advantage of
powerful R&D

We have achieved significant
growth in the Japanese
market, and R&D
capabilities have grown to
bring more growth

1st Medium-Term
Management Plan
(2017-2021)

Challenge for the Next

- Beyond 300th and Make a Leap Forward -

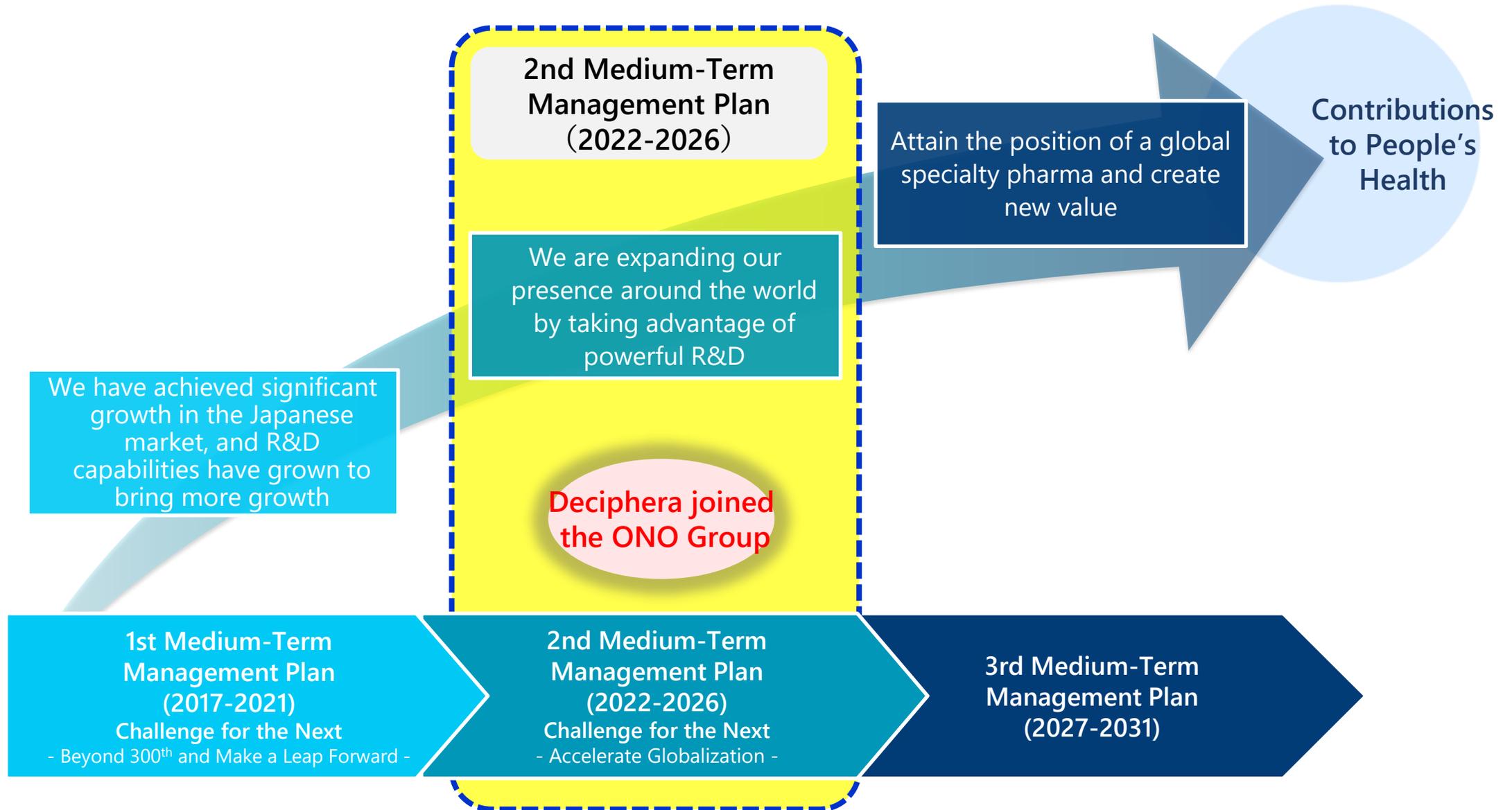
2nd Medium-Term
Management Plan
(2022-2026)

Challenge for the Next

- Accelerate Globalization -

3rd Medium-Term
Management Plan
(2027-2031)

Medium-Term Management Plan: Growth Strategies for Going Global



Global Initiatives to Foster a Sense of Unity

- ONO management visits Deciphera, ONO PHARMA KOREA and ONO PHARMA TAIWAN and has regularly dialogue based on Ono's Mission.
- Held Deciphera's All Company Event
- Conducted training sessions aiming to disseminate the Mission Statement at ONO PHARMA KOREA and ONO PHARMA TAIWAN



All-Division Meeting

The All-Division Meeting includes employees in Japan, along with participation from the management of Deciphera, Ono Pharma Korea, and Ono Pharma Taiwan.



CEO Award

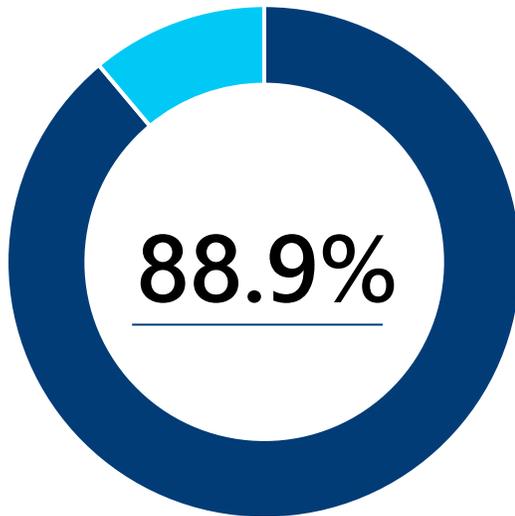
Employees from Deciphera, Ono Pharma Korea, and Ono Pharma Taiwan also participate in the CEO Award



- Engagement score for FY2025 was 72, up 2pt from the previous year.
- The score increased in multiple categories and questions, notably with a significant improvement in questions related to “dialogue with company/trust relationship”.
- Initiatives to promote dialogue with employees, such as townhall meetings implemented in each division, are considered to be a factor influencing the improvement.

Employee dialogue coverage rate*

Dialogue initiatives by each division head



Forms of dialogue initiatives - example

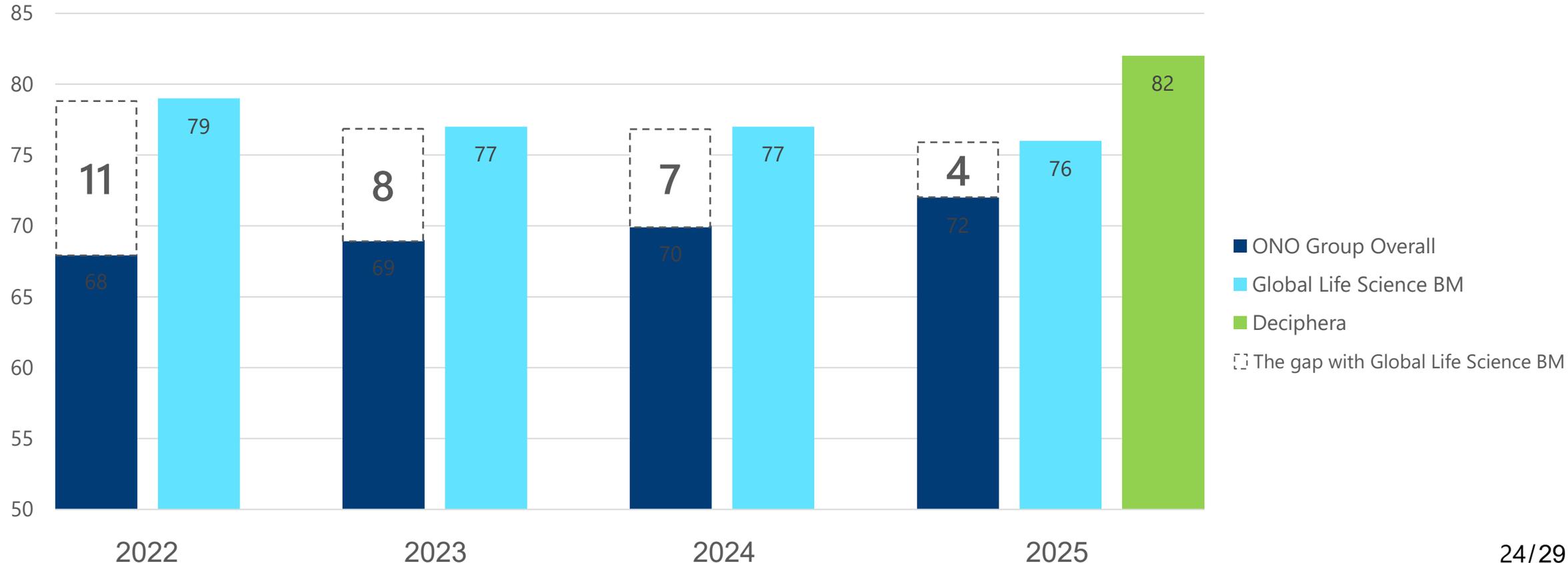
- Roundtable discussions by section
- Small-group lunch meeting to exchange opinions
- Dialogue meeting for union members
- Division-wide, cross-site dialogue session
- Dialogue meeting by sales business unit
- Regular distribution of messages from division heads, not limited to those in townhall meetings

* $\frac{\text{\# Employees participated in the initiatives}}{\text{\# All employees in Japan (incl. Domestic secondees)}}$
As of March 31, 2026

Trend of Engagement Survey Results

- Engagement scores have been increasing every year, narrowing the difference from the Global Life Science Benchmark (BM) score over the years from -11pt in FY2022 to -4pt in FY2025 (Engagement score: 72, N=3,742)
- In FY2025, Deciphea participated in this survey for the first time as part of the ONO Group (Engagement score: 82, N=398)

Engagement Scores



Acquisition of Deciphera from the Perspective of an Independent Outside Director

Management



		Name	Positions, Responsibilities and important concurrent holding of 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
	Outside (3)	Masao Nomura	Corporate Advisor, Iwatani Corporation Outside Director, Keihanshin Building Co., Ltd.
		Akiko Okuno	Professor, Faculty of Business Administration, KONAN UNIVERSITY
		Shusaku Nagae	Special Corporate Advisor, Panasonic Holdings Corporation Outside Audit & Supervisory Board Member, Nikkei Inc.
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

Board Deliberations Prior to the Acquisition

<p>Review and Assessment</p>	<ul style="list-style-type: none"> • Alignment with the Company's mid-term strategy (promotion of global expansion) • Expected synergies • Appropriateness of enterprise value assessment
<p>Advice Provided</p>	<ul style="list-style-type: none"> • Securing and retaining key human resources • Consideration for the acquired company (mutual respect) • Governance structure ("delegating while maintaining appropriate oversight")

Oversight of Post-Merger Integration (PMI)

<p>Governance</p>	<ul style="list-style-type: none"> • Composition of the Board of Directors (dispatch of a CEO from Ono Pharma) • Decision-making authority (to be reviewed on an ongoing basis while fostering mutual understanding) • Integration of European and US operations (promotion of globalization with Deciphera as the core platform)
<p>Compliance</p>	<ul style="list-style-type: none"> • Application of the “Ono Group Code of Conduct” • Unification of internal whistleblowing channels • Integration of compliance promotion frameworks
<p>Sustainability</p>	<ul style="list-style-type: none"> • Strategic synergies aligned with our mid- to long-term growth strategy • Cultivating talent with global perspectives and experience

Evaluation of the Acquisition and PMI

- Deciphera's business performance is progressing steadily
- The development pipeline (including ROMVIMZA) is progressing smoothly as originally planned, and three development candidates (ONO-4578, ONO-2808, and sapablursen) are expected to transition smoothly to global clinical trials
- Aligned with the sustainable growth strategy



The Deciphera acquisition has clarified and strengthened our medium- to long-term growth strategy beyond the "Opdivo cliff," and reinforced our growth narrative with the market.



ONO PHARMA

Dedicated to the Fight against Disease and Pain