

Material Issue 3

Maximization of Product Value

Management of Priority Issues

Reason for being a priority issue	Our mission is to contribute to people's health through our products. To achieve this mission, it is essential to maximize the potential of our products and promptly deliver drugs to patients in need. At the same time, we aim to enrich our resources for continued research and development through the maximization of product value.
Vision over the medium to long term	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. * "Well-being" refers to a state in which satisfaction in mental, physical, social, and life conditions are achieved.
Indicators	<ul style="list-style-type: none"> • Number of patients to whom our new drugs are delivered • Sales by major product • Number of approvals received in Japan, Korea, and Taiwan
Major initiatives	<ul style="list-style-type: none"> • Engaging in effective marketing activities, using digital communications to provide information, and improving the expertise of MRs • Obtaining approvals for drugs with indications and usage, dosage and administration that maximize the potential of developed compounds • Identifying needs of patients and healthcare professionals and designing products to meet them • Generating evidence focused on extension of the healthy life span (efficacy, safety, and QoL)

Concept of Product Value Maximization

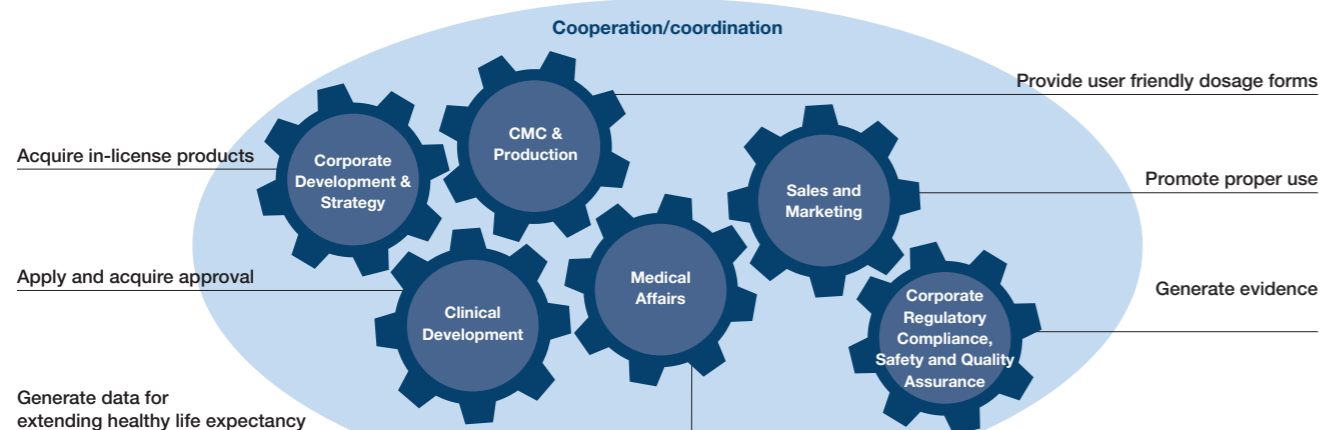
We aim to maximize product value by working with healthcare professionals to realize the wellbeing of patients and their families, resulting in the rapid penetration of our new drugs. Each department works to strengthen cooperation and linkages to maximize product value and engage in activities from the patient's perspective.

to patients who need them. To this end, the Sales and Marketing will promote the development of specialty personnel who can communicate with healthcare professionals from their perspective, and promote the use of digital technology to not only promote appropriate use, but also to work with healthcare professionals to solve medical issues from the patient's perspective. There are many patients with unmet medical needs to which our drugs can contribute, such as those with chronic kidney disease, cancer cachexia, and cancer of unknown primary origin. We aim to maximize product value by working with healthcare professionals to spread disease awareness, diagnosis, and treatment, and by reaching as many patients as possible.

Bringing New Drugs to New Patients

We have a number of products that have been newly launched or had indications added in recent years, and we will continue to contribute to patients' wellbeing by promptly delivering medicines

Activities to Maximize Product Value - From a Patient-Centered Perspective -



Promotion of Information Dissemination Activities Using Digital Technology

Gathering accurate information and providing appropriate information are important to enhance the product value. Due in part to the spread of COVID-19, the channels through which healthcare professionals obtain information are becoming increasingly diverse. In particular, information is increasingly being obtained via the Internet, and we have enhanced our own websites, such as "ONO Medical Navi" and "ONO Oncology." In addition, since October 2020, Remote Communication MRs have been providing and collecting information to, healthcare professionals via remote interviews or emails. Going forward, it will take the lead in promoting seamless and hybrid activities that integrate physical and digital information dissemination based on accumulated data through information provision activities. A system is under construction that will deliver appropriate information to healthcare professionals at appropriate times, in appropriate places, and by appropriate methods.

Division Cooperation from the Patient's Perspective

The goal of Maximization of product value is not only to increase the number of patients using the product but also to realize the wellbeing of patients. The related divisions cooperate and work together to pursue the optimal dosage forms for patients, enhance the value by generating evidence, and collect and disseminate information on side effects.

Product Design That Reflects the Needs of Patients and Healthcare Professionals

We enhance the value of our products by delivering easy-to-use pharmaceuticals to patients and healthcare professionals. We strive to design products from the perspective of patients and healthcare professionals, and to understand the actual usage and needs of pharmaceutical products in Japan and overseas, in order to develop easy-to-use products and make improvements. In terms of surveying the actual usage of pharmaceuticals in the medical field and collecting needs, our product designers work directly with medical professionals to accurately understand and analyze the needs of the medical field. Such activities lead to prompt initiation of product lifecycle management activities, such

as product improvement. For example, barcodes that show product information on each pill in a PTP sheet, and product information tags that can be easily removed from individual packaging boxes are examples of innovations that have been developed as a result of these efforts. In the future, we will continue to develop new methods of analyzing medical needs with the aim of applying the results obtained from the above activities, the vast amount of information accumulated in-house from patients and healthcare professionals, and real-world data, to product design from the perspective of patients and healthcare professionals.

Maximizing OPDIVO's Product Value

To maximize OPDIVO's product value, we are working with our partner Bristol-Myers Squibb (US) and focusing on the four perspectives of 1: Adding indicated tumors; 2: Adding treatment lines; 3: Developing combination therapies; and 4: Searching for biomarkers.

Generating Evidence Focused on Extending Healthy Life Expectancy

As part of our efforts to generate evidence (efficacy, safety, QoL) focused on extending healthy life expectancy, we are conducting clinical research from the patients' perspective, including surveys of patients and medical professionals. Specifically, we are collecting the opinions of many patients regarding their concerns after cancer surgery, issues they face in post-operative treatment, and their preferences in treatment choices. We plan to publish the collected data as scientifically objective data by using multiple statistical methods, such as sensitivity analysis, rather than simply tabulating patient questionnaires. Each healthcare professional listens to the patient in front of him or her, but providing the opportunity to recognize this as objective data obtained from many patients across Japan reinforces the experience of the healthcare professional and we expect that sometimes it will lead to new insights, which will help the practice to deliver better medical care to patients and improve the product value. In addition, by identifying medical issues that have received little attention in the past through large-scale data on patients' comments, the project will uncover new unmet needs and lead to multifaceted activities aimed at solving them.

Activities to Maximize the Value of OPDIVO through Cooperation with Bristol Myers Squibb

	Activities
Adding indicated tumors	We have already obtained approval for 11 cancers in Japan and are continuing to work on development to obtain approval for additional cancer indications. In FY2021, the drug received its first approval in the world for cancer of unknown primary in Japan. We are working to apply for approval of adjuvant therapy for hepatocellular carcinoma by the end of FY2022.
Adding treatment lines	We are moving ahead with clinical trials to enable OPDIVO to be used at earlier stages in patients with advanced or recurrent cancer, and in FY2021, we received approval for first line treatment of gastric cancer in Japan, South Korea, and Taiwan. We are also developing the drug for adjuvant therapy given before or after primary treatments, such as surgery, to reduce the chance of cancer recurrence. In fiscal 2021, the drug was approved for adjuvant therapy for esophageal cancer in Japan, Korea and Taiwan, and for adjuvant therapy for urothelial carcinoma in Japan and Korea, respectively. We are working to apply for approval of adjuvant therapy for gastric cancer by the end of FY2022.
Developing combination therapies	We are proceeding with development, searching for combinations with other drugs or treatments that boost OPDIVO's therapeutic effects. In May 2022, the drug was approved for use in combination with chemotherapy, the existing standard of care for first-line treatment of esophageal cancer, as well as in combination with Ipilimumab.
Searching for biomarkers	We are advancing the search for optimal biomarkers that will predict which patients are more likely to be expected to exhibit the therapeutic effects of OPDIVO.