



ONO PHARMACEUTICAL CO., LTD.

Sustainability Day

March 24, 2026

[Number of Speakers]

4

Toichi Takino

Representative Director, President and Chief Operating Officer

Toshihiro Tsujinaka

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

Shusaku Nagae

Member of the Board of Directors, Outside Director

Ryuta Imura

Senior Director, Corporate Communications

Presentation

Imura: Thank you very much for attending ONO PHARMACEUTICAL CO., LTD.'s sustainability briefing today.

We will now begin the online briefing.

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)

2/29

First, President Takino will talk about "Toward Sustainable Growth," then Vice President Tsujinaka will talk about initiatives to foster a sense of group unity for sustainable growth, and finally, Outside Director Nagae will explain the Deciphera acquisition from the perspective of an outside director.

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)

4/29

Takino: Hello everyone. Thank you for your time today.

As you are already aware, we are currently focusing on business expansion in global markets, particularly in the United States and Europe, in order to achieve sustainable growth in the future.

In this meeting, I would like to report on the non-financial aspects of the progress, especially the integration with Deciphera in the US, which became one of our group companies about two years ago.

Let me begin by outlining our company's commitment to sustainable growth.

We are currently pursuing a three-pronged growth strategy. One is to maximize the value of products already on the market. This is to maximize the value of OPDIVO, which currently accounts for about half of our sales revenue. We are actively promoting lifecycle management, including the development of subcutaneous formulations, combinations, and the expansion of indications.

We will then use the proceeds to invest in future growth, such as pipeline expansion and global expansion.

Second, in the enhancement of the pipeline, we have made some positive progress in the last year. We are in the process of developing and marketing these pipelines on a global basis.

As for the third pillar, Deciphera's product line acquired in 2024 is having a very good start in the global market, as we have reported in our financial results meetings and other occasions.

As I will explain later, we are also making good progress in integrating operations, organization, functions, and governance with Deciphera, which backs up our product pipeline.

Life Cycle Management of OPDIVO : Strategic LCM Initiatives in Progress



OPDIVO Sales in JP (JPY bn)

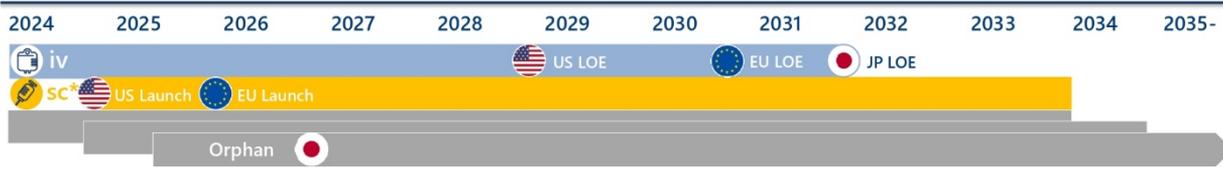


Approved Indications

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



SC* : OPDIVO Quantig

Orphan : Pharmaceuticals designated and approved for rare diseases are granted 10 years as a re-examination period.

5/29

First of all, I would like to talk about OPDIVO.

Since its launch in 2014, this product has been approved for 14 cancer indications. As you know, there have been several NHI price reductions during that period. However, as shown in the graph, sales have steadily increased, especially in the Japanese market.

On the other hand, the patent for the intravenous formulation will expire in 2028 in the US, in 2030 in Europe, and in 2031 in Japan. However, the subcutaneous formulation was launched in the US in December 2024, followed by Europe, and royalties on the sales of the subcutaneous formulation will be earned for 10 years after the launch. So the more the switch from intravenous to subcutaneous injections is made, the more the patent cliff is alleviated.

Launch Projections (- 2031)



US & EU

Sustaining Global Pipeline Momentum Toward Continuous Launches



Japan



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

6/29

Here are the expected launches of new products through 2031.

In the US and European markets, we acquired Deciphera in 2024 to obtain QINLOCK and were able to launch ROMVIMZA in the US and Europe the following year in 2025. We also expect to launch tirabrutinib in the US in 2026.

Originally, Ono was planning to expand globally with tirabrutinib on its own. On the other hand, for Deciphera, there was no prospect for a product to follow QINLOCK and ROMVIMZA on its own.

However, we believe that this M&A was very significant in that it enabled both companies to bring new medicines to market on a sustained and consistent basis.

As for the future, we are beginning to see the possibility of launching new products in the global market almost every year, and we feel that we are steadily gaining the ability to do so.

In fact, we plan to initiate three global Phase III studies of ONO-2808, ONO-4578, and sapablursen during 2026. We are able to start these projects smoothly because Deciphera has become a part of the Ono Group. Thus, we feel that we are beginning to see significant synergies from the M&A.

Evolution of the Collaboration with Deciphera



7/29

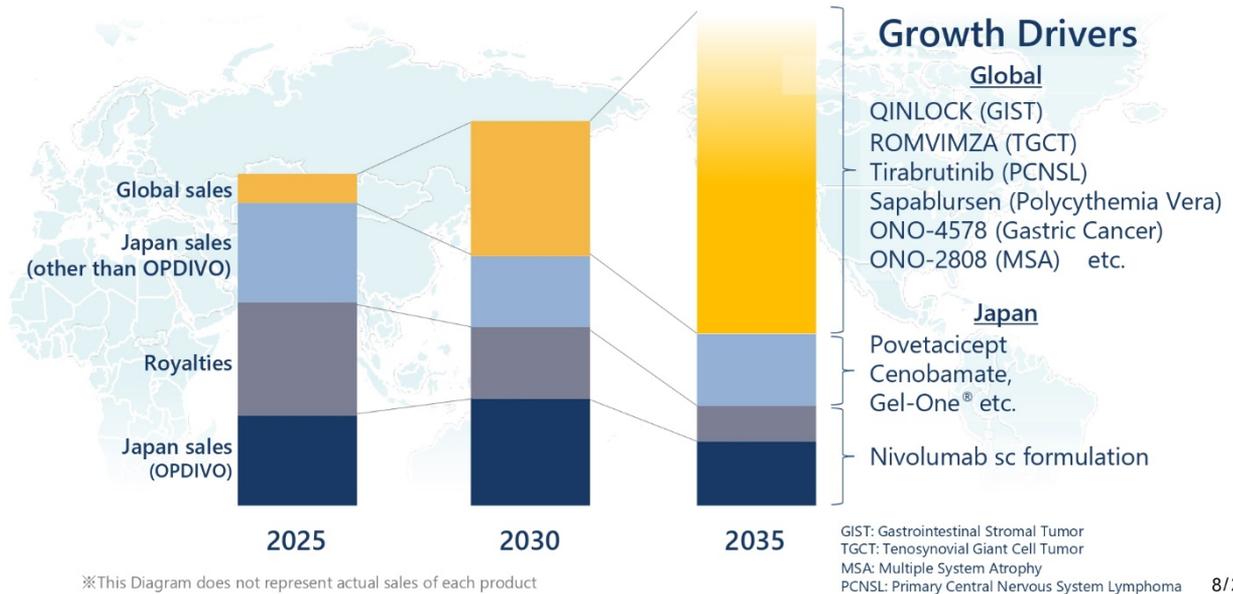
I would like to talk about our cooperative structure with Deciphera.

Although I commented earlier that we are making good progress, immediately after the merger, the operating structure of Deciphera was set up to prioritize operations for QINLOCK and ROMVIMZA, as they were at a very sensitive point in their development, with market penetration or launch of these products on the horizon.

However, by the end of 2026, two years after the acquisition, we will initiate three global trials, as I mentioned earlier, ONO-2808, ONO-4578, and sapablursen. So we are beginning to shift to a more integrated R&D structure to develop new projects globally. We hope that this will allow for efficient and speedy deployment.

Vice President Tsujinaka will touch on this again later.

Prospect for the Next 10 Years



Here is an image of projected growth over the next 10 years.

The Company will first face the patent expiration of diabetes products in Japan, and then of OPDIVO, in phases, region by region. However, as we are talking about today, we have an approximate expectation that we will be able to grow further and sustainably, compensating for OPDIVO's patent expiration, by maximizing the product value of existing products, mainly through OPDIVO's life cycle management, the growth of Deciphera's products, and the subsequent launch of a number of development pipeline products.

We would like to change our business model from one centered on the Japanese market to the global market and foster a more sustainable management system by growing and changing into a global company together with Deciphera, which we have acquired. To this end, it is essential to expand and accelerate our global operations. Furthermore, we will continue to improve our drug development and sales capabilities.

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

9/29

Here is my last slide. In relation to sustainability, this is a list of current external evaluations of the Company with respect to ESG.

While we will continue our transformation into a global company as I have just explained, it is by no means sufficient to improve sales and profits alone. We are committed to environmental, social, and governance initiatives as a matter of course.

Nowadays, some companies are publicizing the relevance and impact of these initiatives to their core business. It is only natural for us to contribute to society and patients around the world through our core business of drug manufacturing. We will continue to make steady efforts in ESG initiatives so that we can continue to be highly regarded as a global company, and as a result, survive and grow sustainably on a global scale.

That's all from me.

Imura: Thank you very much.

Next, Vice President Tsujinaka will explain the "Initiative to Foster a Sense of Group Unity for Sustainable Growth."

Evolution of the Collaboration with Deciphera



11/29

Tsujinaka: In the presentation by President Takino, he mentioned that the relationship between Ono and Deciphera has entered a new stage or phase as the pipeline of both companies have been enhanced. With this in mind, I would like to talk about how Deciphera and Ono have worked to foster a sense of unity in the intangible aspects to date.

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



12/29

We began by sharing our values.

What you see here is Ono's most important value, Ono's mission statement. We formulated this mission statement in 2014 when we launched OPDIVO, as Takino-san mentioned earlier.

It remained to be seen how far Ono would be able to grow with OPDIVO at the core. However, it was easy to imagine that it would probably be driven considerably, and that the number of employees would increase, and that we would have to make diverse decisions in various situations in the future.

At such times, making decisions after confirming everything with top management would slow down the process. Therefore, we wanted to create a yardstick that is more accessible and with which each employee can make a judgment or decision. This was the background for the creation of this mission statement.

Ono's Mission Statement



14/29

Our corporate philosophy, "Dedicated to the Fight against Disease and Pain," formulated in 1968, is a noble idea that has been instilled in each and every one of our employees. However, these words alone will not be the yardstick for judging things.

So, we have formulated our Vision "Be Passionate Challengers," and our Values: "Ono aims to be a world-changing team," "The greater the challenge, the more passionately Ono will rise to meet it," and "Ono acts with dignity and pride." We have told each employee to make a "Go" decision, based on a "Go" or "No Go" assessment, if it meets these words.

For Dissemination of the Mission Statement



■ Understanding the background and significance of the Mission Statement



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.



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.

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.

15/29

Chairman Sagara has spoken to each and every employee in his own words about the background and history behind the formulation of these words, and President Takino has passionately shared his thoughts in his own words to spread this thinking. We have fostered this corporate philosophy and mission statement in our company by constantly sharing the patient feedback we have received.

The same thing has been carefully implemented so far for Deciphera's employees.

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.

16/29

In addition, our first task was to understand their values and corporate values. What Deciphera values is PATHS. This is the basic principle by which they go about their work.

Role and Responsibilities

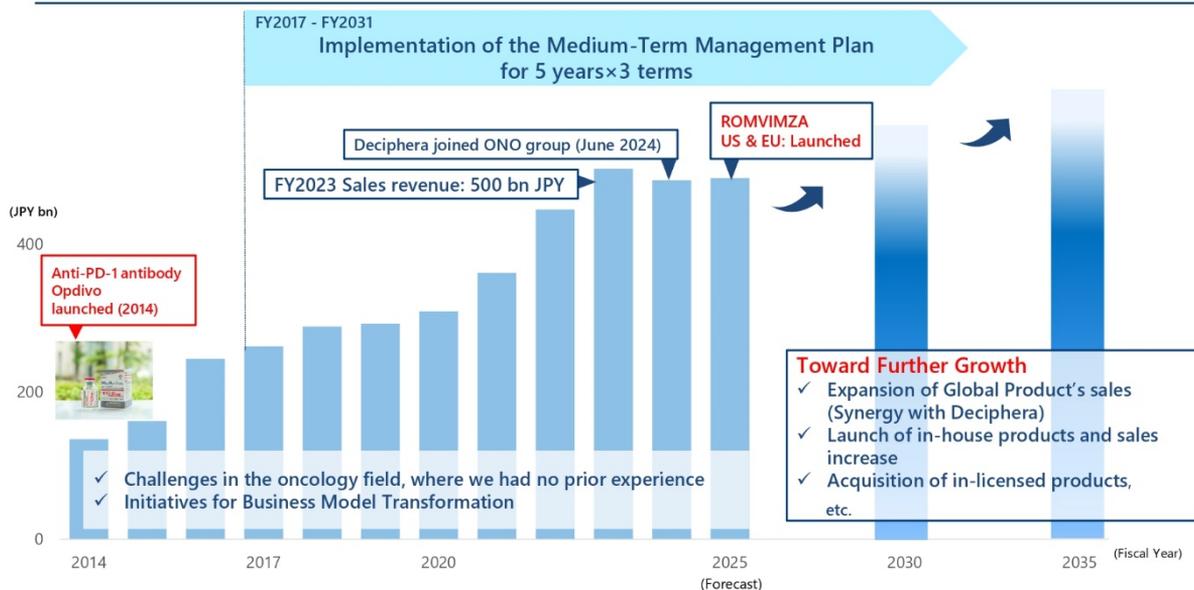


17/29

This corporate value of PATHS is also reflected in their personnel performance evaluations. It is, of course, important to know what was accomplished, but whether or not it was done with actions based on the values of PATHS seems to have a significant impact on their personnel performance evaluations.

This fits very well with Ono's corporate culture. We also verbalize our competencies based on our mission statement and use them in our daily personnel evaluations. These show that the two companies are really very similar. From this point on, we first deepened our mutual understanding.

History of Ono Pharmaceutical (FY2017 -)



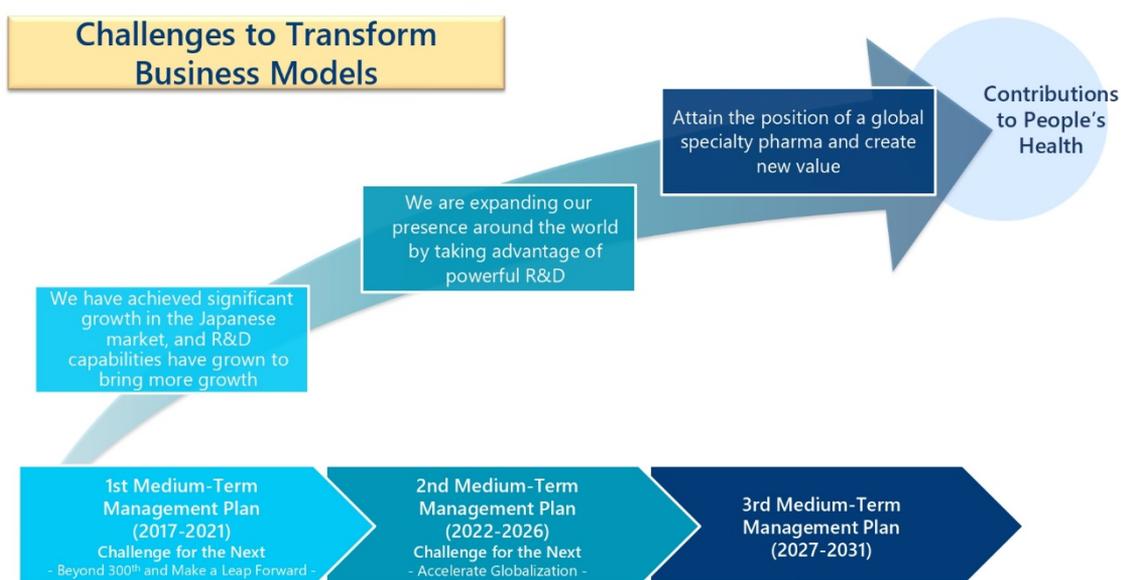
18/29

In addition, we began by correctly and appropriately communicating to Deciphera employees the background and history of the medium-term management plan that the Ono Group values.

This medium-term management plan was drafted in 2017. As the president explained earlier, we launched OPDIVO in 2014 and started with the indication for melanoma. Then, in December 2015, Ono obtained a second-line indication for non-small cell lung cancer, and in FY2016, Ono surpassed JPY 200 billion in sales for the first time since its founding.

The next year FY2017, marked the 300th anniversary of Ono's founding. There have been times when we have suffered from a lack of new drugs. We got through that period, then had a growth driver, OPDIVO. However, the OPDIVO patent will also expire in 2031, 15 years after FY2017. As OPDIVO grew as a growth driver, it was easy to imagine that the next time overcoming the patent cliff would be more challenging than anything we had ever experienced. Therefore, starting from FY2017, we drew up a medium-term management plan covering three terms of five years each, for a total of 15 years.

Medium-Term Management Plan: Growth Strategies for Going Global



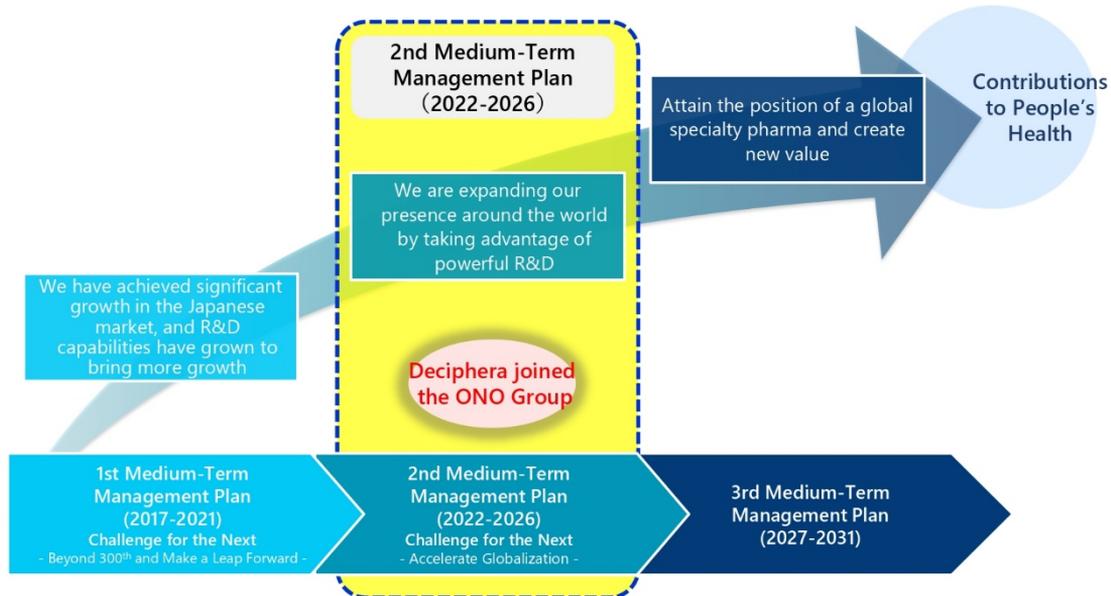
19/29

In the first five years, we licensed out OPDIVO, our valuable asset, to Bristol Myers Squibb, even though we were aiming for global expansion. Therefore, for the first five years, we strived to maximize the product value of our existing assets to secure the resources needed for the growth strategy over the next 10 years.

In the subsequent five years, we have used our strengths to successfully conduct clinical product trials using assets created in Ono's laboratories to achieve overseas expansion. In addition, we will establish the prospects for a follow-on successor products.

In the last five years, we will become a global specialty pharma that can grow sustainably. With this in mind, we created this medium-term management plan.

Medium-Term Management Plan: Growth Strategies for Going Global



20/29

In 2024, the second year of this medium-term management plan, Deciphera and Ono were able to connect. At that time, it seemed difficult for us to achieve sustainable growth globally on our own, but we were able to create new synergies by connecting with Deciphera. This was explained earlier by President Takino.

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



21/29

We have carefully explained to Deciphera employees why Ono came together with Deciphera, and what kind of work Ono would like to accomplish with Deciphera in the future. Chairman Sagara, President Takino, and the leaders of each function have visited Deciphera in person to convey these thoughts.

In addition, we have informed our colleagues in Taiwan and South Korea about how Ono came together with Deciphera and where we are headed in the future.



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



22/29

In addition, we invite Deciphera and our colleagues from South Korea and Taiwan to our all-departmental meetings for our mid-term management plan, which is of utmost importance to us at Ono, to confirm the direction we should take every year.

Among these is the CEO Award, an event that honors employees who have made outstanding achievements during the year. Employees from Ono, Deciphera, Taiwan, and South Korea participate in this annual global event to honor our employees for their achievements.



- 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

23/29

So far, I have mainly introduced initiatives that contribute to engagement from the perspective of globalization. However, we must also take into consideration the fact that when business starts to advance from the perspective of globalization, it can cause a certain amount of anxiety to employees who have

supported the business in Japan up until now. In regard to that, of course the Chairman and President conduct town hall meetings every year in more than three dozen locations in Japan and abroad.

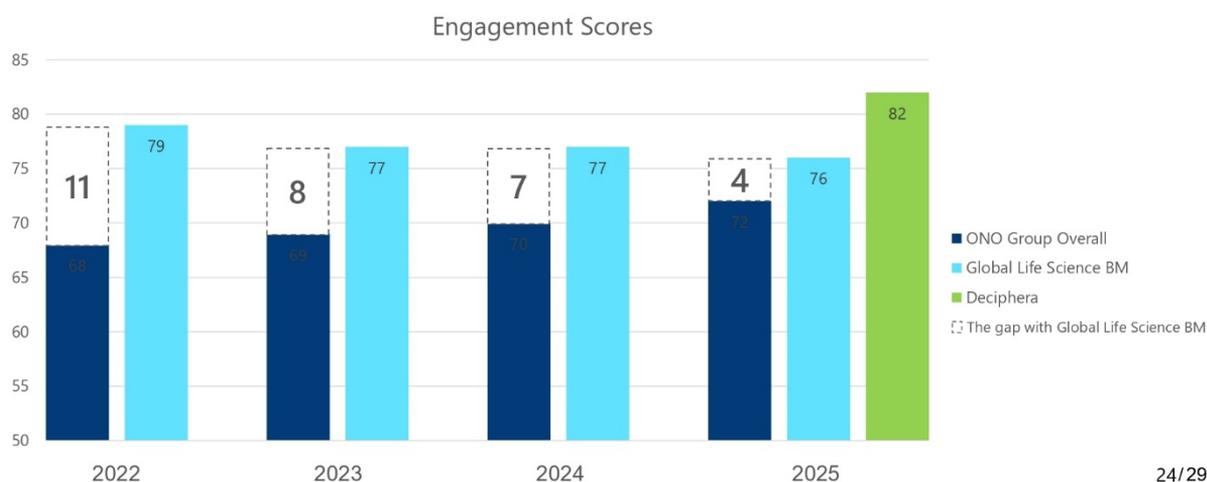
But that may not be enough. The annual engagement survey highlights challenges for each function. We carefully scrutinized those challenges for each function, and the leaders of each function held more than 200 town hall meetings this year in various forms.

Through such careful communication, we are now operating with the intention of firmly developing our business on a global scale, while never leaving our employees behind.

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, Deciphera participated in this survey for the first time as part of the ONO Group (Engagement score: 82, N=398)



These are the results of the engagement survey.

We changed engagement survey firms in 2022. Previous surveys had been mainly about the Japan domestic market and were only able to make comparisons with other different industries in Japan.

The Ono Group's engagement survey results for 2022 were 67 points. We benchmarked life science companies with the highest engagement index among global companies.

In the first year, there was a difference of 11 points. However, the gap has narrowed over the years, and by 2025, the gap between Ono and the global life science companies has narrowed to four points, with Ono at 72 points and the global life science companies at 76 points. Incidentally, the average score for all industries in Japan is 58 points. We still need to do more, but we would like to further unite our employees to advance our business and catch up with the global life science companies.

Incidentally, the green bar at the far right is Deciphera. This year, Deciphera is also participating in the same engagement survey that we are conducting. Their engagement index is 82 points. Deciphera continues to have very high and ambitious numbers among global life science companies.

In terms of retention, Deciphera's turnover period is about three years, which I heard is very long for a company in this region of the United States. The turnover rate is between 10% and 15% per year, which I heard is also very low. Regarding this, it has maintained the same figure since joining the Ono Group.

While continuing to foster a sense of unity between Deciphera and Ono, we will never leave behind the employees who have supported the Ono Group to date. Through such operations, we are committed to becoming a company that can grow even more. We look forward to your continued support and guidance.

Imura:

Finally, Mr. Nagae, an outside director, will give an explanation about the "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
		Kiyooki 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

26/29

Nagae: I am Nagae, the Outside Director just introduced. I have become an Outside Director in 2021, and this June will mark five full years.

I would like to explain some of the issues that the Board of Directors had discussed regarding this acquisition.

Board Deliberations Prior to the Acquisition



Review and Assessment	<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
Advice Provided	<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")

27/29

First of all, I think it was exactly two years ago, in March 2024, when the acquisition of Deciphera came up. When I heard about this, my first thought was: is this in line with Ono's medium-term strategy?

As you are aware, sales will decline sharply once the OPDIVO patent cliff is reached, and they have created a medium-term plan to compensate for this. The major pillar of the plan is overseas expansion, so the acquisition is very much in line with the medium-term strategy.

Second, we considered the expected synergies. Before that, I had always believed that there are two ways to go about M&A. First of all, if the business that has been conducted so far is divided into the three major categories of manufacturing, sales, and technology, one way of M&A is to buy what is lacking when expanding overseas. Another way to do M&A is to do M&A for a new business. However, those who make acquisitions do not have much knowledge, so I believe that this entails a very great deal of risk.

This acquisition is the former, which gives Ono access to Deciphera's sales channels. Deciphera will be able to engage in more pipeline development than ever before. This is a win-win situation for both parties. We also confirmed that this would be the expected synergy for both parties.

We also discussed the appropriateness of the corporate valuation.

The most important aspect of M&A is post-acquisition PMI. I have given them some advice on that as well. First of all, in terms of securing human resources, even if we go to the trouble of acquiring a company, it will be completely meaningless if its employees quit. Therefore, we have asked that the retention plan be done well. Ultimately, most of its employees have stayed on, and so far, I believe they have been successful in terms of securing human resources.

Second is considerations for the acquired company. This means discussions with respect for each other to take things in the right direction. In some cases, the parent company might say, "You should do it this way" based on its past successes. However, the subsidiary may have more insight. Therefore, I advised that they need to go beyond the position of parent company and subsidiary company and discuss the issues on an equal footing with each other.

Regarding the third, governance, I wrote, "delegating while maintaining appropriate oversight." This may sound like a Zen question, but it is a quote from Konosuke Matsushita, the founder of Panasonic, where I used to work, and it describes the relationship between superiors and subordinates. Superiors delegate tasks to their subordinates. It means delegating more and more work to subordinates if possible, delegating work to subordinates even if you cannot do it yourself, and developing your subordinates. Instead, the superior is responsible for the work entrusted to him. Therefore, it is not good to leave things to others, but to entrust them with responsibility.

Translating this to governance, it is difficult when a parent company micromanages its subsidiaries, but at the same time, it is not a good idea to leave it completely unchecked. Therefore, I advised them to leave tasks to them to a moderate degree, which is a difficult thing to do.

Oversight of Post-Merger Integration (PMI)



Governance	<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)
Compliance	<ul style="list-style-type: none"> • Application of the "Ono Group Code of Conduct" • Unification of internal whistleblowing channels • Integration of compliance promotion frameworks
Sustainability	<ul style="list-style-type: none"> • Strategic synergies aligned with our mid- to long-term growth strategy • Cultivating talent with global perspectives and experience

28/29

What happened to the PMI as a result? First, as for the structure of the Board, Ono dispatches its CEO to the Board of Directors. We also discussed and decided on the decision-making authority. However, we decided to review the authority of decision-making on a case-by-case basis.

The most significant point was the integration of the US and European operations. Ono USA and Ono UK merged into Deciphera. I had the experience that when doing business overseas, an employee in the country should take the initiative, otherwise it will not work. I wanted very much to see that happen. Then they did that kind of integration, which I think was very good. As a result, I believe they are building a sense of unity and cooperation as a group.

In terms of compliance, we have created the "Ono Group Code of Conduct" and have integrated the compliance promotion system globally through the creation of a single point of contact for whistleblowing.

Sustainability is not only about ESG, but also a commitment to sustainability in the core business. Ono will create synergies in medium- to long-term growth strategies. Of course, the core of this is people. Therefore, we will continue to develop human resources with a global perspective or global 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.

29/29

Finally, we have evaluated the acquisition and PMI. First, Deciphera is now performing well. It is performing above plan.

As for the development pipeline, although the Company only had one product, QINLOCK, at the time of acquisition, it launched ROMVIMZA in the US and Europe last year, and this has been going well as originally planned.

Global trials for three drug candidates under development, ONO-4578, ONO-2808, and sapablursen, are progressing well. We expect that these drug candidates will be launched in the next few years, and that they will become the core of the Ono Group's sales and profit.

As for whether this acquisition aligns with the sustainable growth strategy, at this point we believe it does. However, we, the outside directors, will continue to oversee and closely monitor the continued collaboration and integration with Deciphera to ensure that it is consistent with the Company's sustainable growth strategy.

Finally, I will summarize.

To conclude, acquiring Deciphera has given greater substance to our medium- and long-term growth strategy as we prepare for the Opdivo cliff. We now feel that our vision for growth is gradually being embraced by the market.

This concludes my explanation. Thank you very much.

Question & Answer

Imura : From now, we would like to take your questions.

Mr. Yamaguchi of Citigroup, please proceed.

Yamaguchi : I would like to know more details about Deciphera, if possible.

A lot has been mentioned today about culture and sustainability. Are synergies between Ono's researchers and Deciphera's researchers actually already emerging?

The other is about sales. I don't think Deciphera has a large staff. I believe it is operating efficiently in the US. Do you see any synergy in bringing this efficient US sales operation to Japan? Other than culture, if there are any synergies in the areas of sales and drug discovery, could you please share them with us?

Takino : I did not explain this time, but Deciphera has a research center in Lawrence, Kansas, with a few dozen people, where they have been conducting kinase-focused drug discovery research for almost 20 years.

We would like to make active use of this as well. We, of course, have been involved in kinase with Velebr, for example, but it is better to leave it to the experts. I am not sure if kinase inhibitors or activators will emerge from their kinase drug discovery, but I hope that they will.

Various drug discovery technologies are now evolving, and the parent company Ono is slightly better in drug discovery technology, informatics, and computational science. We are beginning to work on making it available to them as well. In fact, we have started to have researchers come here for a certain period of time, work on drug discovery, and then return home.

In this way, we are working to increase productivity as efficiently as possible by collaborating where we can, while maintaining some diversity in the areas of drug discovery that they are targeting and the areas that we continue to target.

In terms of sales, their products to date have been QINLOCK for GIST and ROMVIMZA for TGCT. Focusing on sarcoma, they operate efficiently with a fairly compact organization.

You are probably already familiar with our operations, so I will skip the explanation. We are sometimes inspired by their approach. We expect that such know-how will be put to good use when Deciphera products enter the Japan domestic market in the future.

Imura : Mr. Hashiguchi from Daiwa Securities, please proceed.

Hashiguchi : During Mr. Takino's presentation, he mentioned that you now have a rough idea of sustainable growth. You also mentioned that you have gained a global sales network through the acquisition of Deciphera. So, do you have enough business bases in place? Or do you think there are still parts that need to be strengthened and, in some cases, need to be brought in from the outside?

Also, regarding pipelines, you mentioned earlier names such as sapablursen, ONO-4578, and ONO-2808. Do you think this is sufficient in terms of probability of success? Or do you still think there is a need to continue to add pipelines from outside, something like sapablursen? If possible, I would like to know the view from each of you, Mr. Takino and Mr. Nagae.

Takino : Now you have asked whether Deciphera's capability is sufficient. Of course, considering Deciphera's history to date, it is more of an oncology company. We would like to increase our capability, as ONO-2808, tirabrutinib, or sapablursen, which I mentioned earlier, also have potential for neurological and hematological diseases. However, we have a base for development and regulatory, and we envision adding talent.

And indeed, ONO-2808, ONO-4578, and sapablursen will be added to the list. Now, is this really enough? I have also included two more projects on the slide. ONO-4685, for example, and the additional efficacy of ROMVIMZA. However, we would like to acquire one or two more in-licensed drug candidates globally. We continue to be proactive about that.

Hashiguchi : As for adding talent, do you think it would be sufficient to strengthen recruitment with the current organizational structure? Or are you thinking of acquiring a company that has such a thing, in the sense of buying time?

Takino : Basically, the idea is to add human resources. But, of course, we are not at all denying the opportunity to license-in projects with talent through mergers and acquisitions. I believe that such a possibility is always possible.

Imura : Ms. Yatsunami of Nissay Asset Management, please proceed.

Yatsunami : I have two questions. First, Mr. Tsujinaka made a comment earlier about not leaving Ono employees behind. If possible, I hope that the next phase will be something that creates innovation and enhances each other's development capabilities and will be more like the evolution of the human capital strategy that your company is pursuing. What are your challenges and thoughts as you move toward such a goal?

Tsujinaka :As I mentioned earlier in terms of engagement, we are, of course, not leaving our employees behind.

In order to grow globally each year, how many people are needed in each function, how many global personnel are needed across departments, and how many specialized personnel are needed to carry each function on their shoulders? We are in the process of promoting human resources development by setting goals and expectations for the roles that we expect each employee to play, on a rolling basis, each year.

Of course, we would like to proceed with human resources development as you have indicated. If there is an opportunity, I would like to explain from the perspective of how we are developing our human resources. Thank you for your question.

Yatsunami : Thank you. I am looking forward to it.

On another point, the outside director mentioned earlier that the PMI at Deciphera is going very well with supervision. You are also correct that management should best be left to the people in the region. However, if you leave too much to them, when things are going well, it is fine, but when some issues arise, it can be very difficult to supervise. Could you tell us how you are supervising it, based on your experience, or are there any other things that you are taking care of?

Nagae : I mentioned earlier about how management should be carried out: "delegating while maintaining appropriate oversight." This is a concept, and what exactly to do about it is very difficult to say.

We at Panasonic all know this term. Take Panasonic as an example: the parent company must enforce governance over the operating companies, but although they may talk about how to do this, it is difficult to actually do so. It is not good at all for a parent company to send a director to a subsidiary and not listen to the

subsidiary's opinion at all, so it says that governance should be conducted while listening to the opinions of the subsidiary well.

That said, when something improper happens, we must not let it go unnoticed. So we would like to see that monitored and governed well in the day-to-day operations. I can only say this.

Imura : Mr. Muraoka of Morgan Stanley Securities, please proceed.

Muraoka : I would like to ask both of you, Mr. Takino and Mr. Nagae.

I would like to ask a question about your strategy for future new drug launches and the recent system-related risks. This is about VELEXBRU's launch strategy. Simply put, it is about NHI prices. In Japan, that is about JPY 9 million per year, which translates to about USD 60,000 per year. Is it difficult to get a better price than this in the current MFN environment?

You can't do anything about VELEXBRU since it is already on the market, but what do you think of it? In addition, how about the strategy for launching new drugs in the future that includes these kinds of institutional risks? Will your company consider putting Japan on the back burner, as everyone else is doing globally? I would be glad to know a little bit about how that is discussed by the board of directors.

Takino: I will answer your question.

I understood that you asked about VELEXBRU and in general. As for VELEXBRU, you are exactly right. It has actually been several years since it was launched in Japan, and it will go ahead anyway.

However, we feel that there is still so much uncertainty that none of our Japanese peers can give us a clear answer to that forecast at this time.

So, based on the balance of prices among multiple countries, we believe it is necessary to continue to monitor the US market closely. Basically, we would like to reach as many patients around the world as possible.

However, we believe that there is a good chance that we will change our policy if there seems to be a significant risk of red flags. For now, we are following a path that can be broadly deployed as best we can, with the possibility of making modifications along the way.

Also, the fact that there is still a high degree of uncertainty is a topic of discussion in the board meetings almost every month. Since it is difficult to obtain definitive information, we will continue to monitor this closely.

You asked if we have the option of putting Japan on the back burner. It is really true that we, as a Japanese company, do not want to make such a choice, and we hope that it will not become inevitable.

Muraoka : It is about the recent processing of JPY 20 billion worth of company stock, or rather, as long-term incentives for Deciphera's employees. Of course, we can see that this is important to the Deciphera people. This is a nasty question, but it seems to be the opposite of what you said earlier about not leaving Japanese employees behind. Deciphera probably has a little over 300 employees, so if you divide it up, the amount per employee is quite enviable from a Japanese employee's point of view. Is there any idea of providing incentives of this scale to the Japanese employees as well?

Tsujinaka : I will answer as best I can.

The number of employees is a bit more. Regarding LTI for Japanese employees, there are various factors that form the market rate, such as the personnel system, evaluation system, grading system, compensation system, and especially the compensation system, which has its own market rate in each country and in each industry.

Deciphera also has gone through different phases of business. They were originally a venture that provided large LTI's. As Deciphera becomes part of Ono Pharma, we will need to consider whether these systems should be reviewed going forward, but we do not intend to simply bring them over to Japan as they are.

Each country—Japan, South Korea, Taiwan—has its own compensation systems, customs, and legal requirements. We will benchmark these carefully and create competitive compensation systems for each country. That is our current thinking.

Imura : Time is running out, so we will conclude with the next question. Mr. Ishii of Iyaku Tsushinsha, please proceed.

Ishii : You mentioned that you will continue to integrate with Deciphera in the future; I would like to know if there are any challenges and actions that you will take in this regard.

Takino : You ask if there are any specific challenges and responses to those challenges in the way of collaboration and integrated operations between the two companies that we will continue to work on in the future.

There are many small things that can be done. It depends on what kind of answer we want to give. We will make the best use of their abilities, experience, and know-how as much as possible, while creating a solid consensus on the head office side and the Japanese side.

I believe that having a common understanding will ultimately lead to efficiency. But on the other hand, consensus and speed are often a trade-off.

Therefore, we would like to make a firm commitment to speed and competitiveness in the global competitive arena, while maintaining a firm sense of speed, and to achieve this in the long reach of global operations.

I would like to mention one more thing about culture. As Vice President Tsujinaka explained in detail during the meeting, both companies have very high patient-centricity and are very patient-centered.

We even talked about it all the time from the time we said "hello" to each other at the beginning. However, Deciphera and Ono will work as a team. We often mention the word "cross-functional." This is a very symbolic initiative for both companies, and we will cherish such a culture as much as possible.

We want to make sure that both companies, especially Deciphera, have not completely changed, and that Deciphera, which has always been very committed to its corporate culture, will continue to take pride in its work in the future.

Our ideal image and principles of conduct also include the phrase "with dignity and pride." I believe that the challenge is to bridge this gap and successfully realize a culture of collaboration between the two companies.

There are many issues, so I am not sure if they are appropriate, but I picked these two to answer in the hope that they will be helpful.

Imura :This concludes the Sustainability Day. Thank you very much for joining us today.

[END]