

Strategy for Sustainable Growth

May 12, 2022

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:

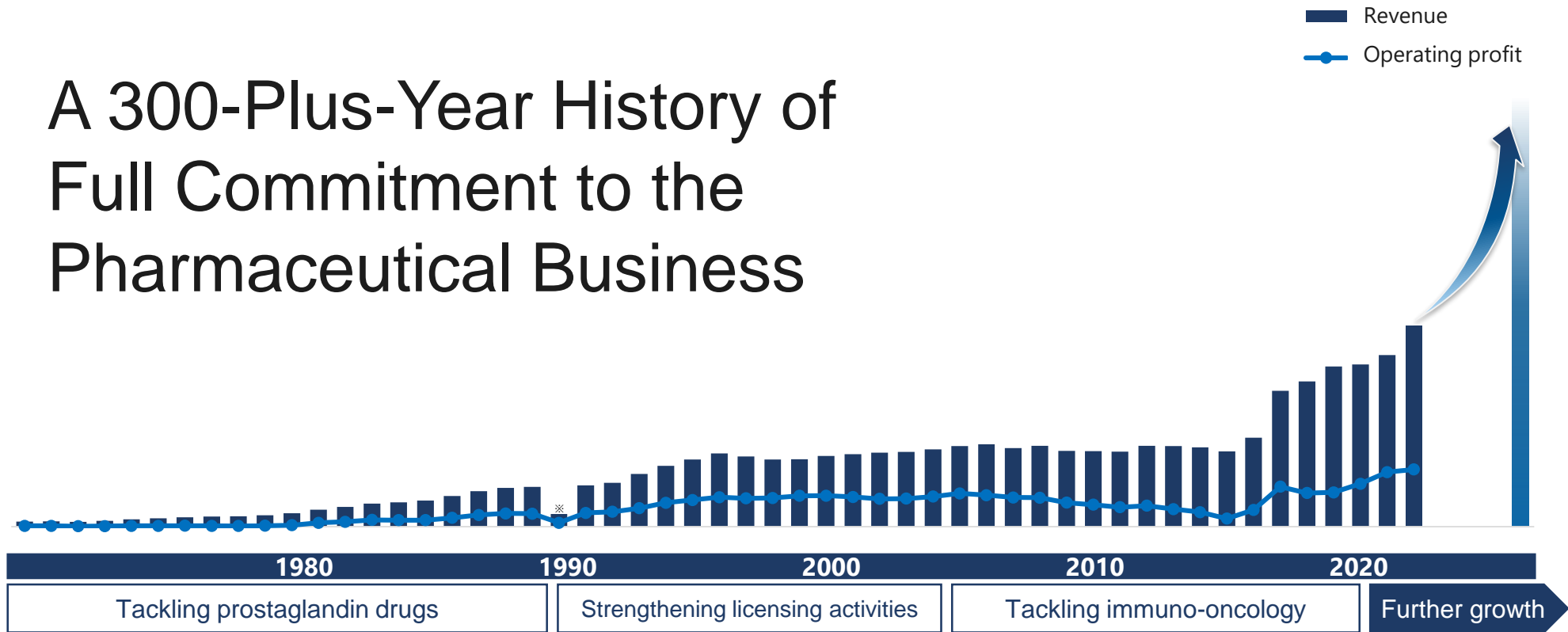
- (i) failures in new product development***
- (ii) changes in general economic conditions due to reform of medical insurance system***
- (iii) failures in obtaining the expected results due to effects of competing products or generic drugs***
- (iv) infringements of the Company's intellectual property 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.



ONO's History Timeline

A 300-Plus-Year History of Full Commitment to the Pharmaceutical Business



Since our foundation in 1717, we have made progress for more than 300 years in our commitment to relieving pain of patients and focus on their health improvement.

“We believe there are new drugs that only we can develop.” We still continue to unite our efforts in meeting the challenge of discovering our own innovative drugs.

※Only for FY1989 (ended on March31, 1990), the fiscal results are for four months from December 1, 1989 to March 31, 1990

Key investment areas for growth

Strengthen R&D investment

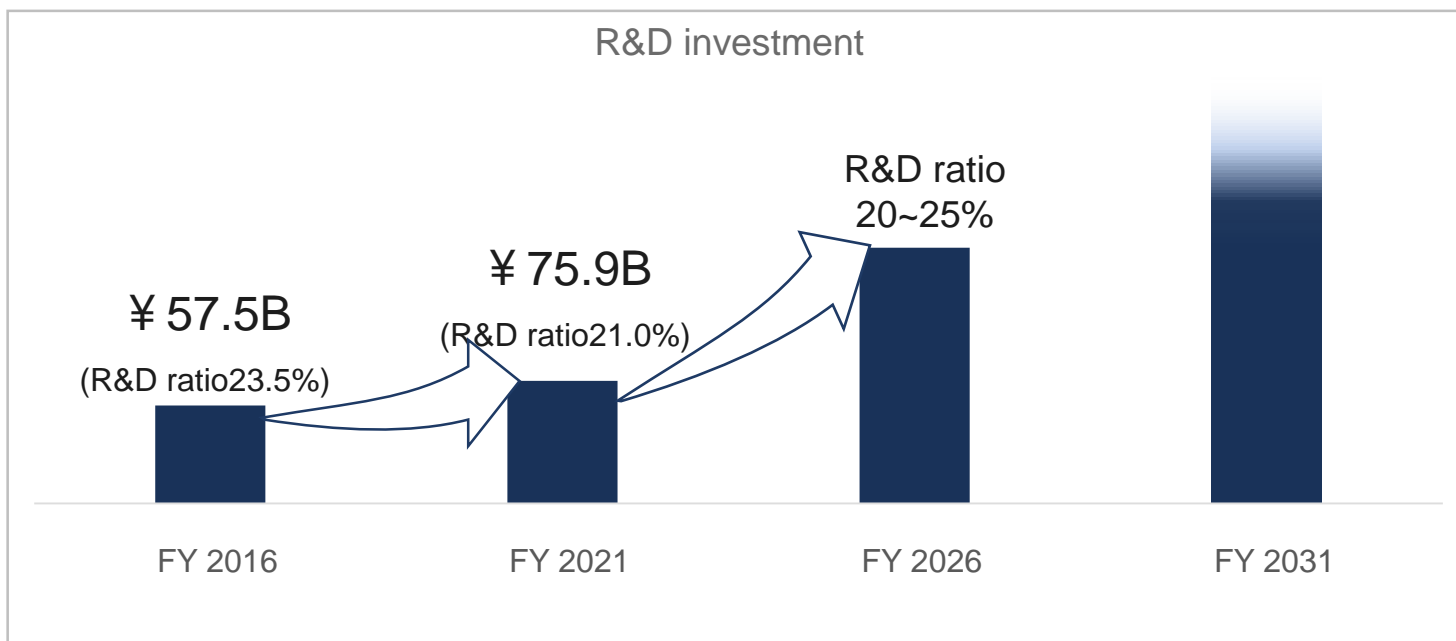
Approx. ¥ 600B
(from FY 2022 to 2026)
Additional strategic investment
over ¥ 250B

Promote unique drug discovery research

Strengthen pipeline

To the global market

Global development
Direct sales in Europe and the
US



Strengthen development pipeline by promoting unique drug discovery research

Vision

Accelerate the development of new drugs that will change the world in collaboration with top scientists



Promoting open innovation

<Accelerating drug discovery by using optimal modality/technology>

<Promote in-license projects at the drug discovery stage>

Elucidation of human disease biology

<Improvement of target accuracy and promotion of translational research through the use of latest technology>



Strengthening and Enhancing Translational / Reverse Translational Research



Improvement in quantity/quality of PoC studies

In-license of products that meet unmet needs

<Global/Japan>

Disease specialization

Oncology

Immunology

Neurology

Specialty

Drug
Discovery
Research



Clinical
development



Licensing



To the global market Continued expansion of global pipeline

Vision

Aiming to be a Specialty Pharma capable of competing globally, marketing new drugs in Europe and the US

Global Development (Medium- and Long-term)

Oncology

VELEXBRU

(BTK inhibitor / PCNSL)

ONO-7475

(Axl / Mer inhibitor / Acute leukemia, etc)

ONO-4685

(PD-1 × CD3 bispecific antibody / T cell Lymphoma)

ONO-7018

(MALT1 inhibitor / Malignancies of lymphocytes)

ONO-4578

(EP4 antagonist / Solid tumor, Gastric cancer, etc)

Neurology

ONO-2808

(S1P5 receptor agonist / Neurodegenerative disease)

ONO-2909

(DP1 antagonist / Narcolepsy)

ONO-2910

(Schwann cell differentiation promoter / Diabetic polyneuropathy)

Immunology

ONO-4685

(PD-1 × CD3 bispecific antibody / Autoimmune disease)

Specialty

ONO-7684

(FXIa inhibitor / Thrombosis)

New drug candidates created by Discovery & Research

Newly in-licensed drug candidates for global development



License/Discovery Alliance Partners

Cancer	Cancer Supportive Care	Immunology	Neurology	Specialty
<p>AMGEN KYPROLIS® / Carfilzomib MM (Japan)</p> <p>REPARE THERAPEUTICS Polθ inhibitor Cancer</p> <p>GILEAD ONO-7913 / Magrolimab Cancer (Japan, South Korea, Taiwan and ASEAN countries)</p> <p>ribon therapeutics ONO-7119 / RBN-2397 Cancer (Japan, South Korea, Taiwan and ASEAN countries)</p> <p>numab Drug Innovators Biologics</p> <p>CANCER RESEARCH UK Small molecule</p> <p>Pfizer BRAFTOVI® / Encorafenib MEKTOVI® / Binimetinib mBRAF melanoma / CRC (Japan, South Korea)</p> <p>RAFAEL Pharmaceuticals, Inc. "To Save A Life Is To Save A Universe" ONO-7912 / Devimistat Cancer (Japan, South Korea, Taiwan and ASEAN countries)</p> <p>Chordia Therapeutics ONO-7018 / CTX-177 Cancer (Worldwide)</p> <p>Fote THERAPEUTICS Biologics</p> <p>LifeArc Biologics</p>	<p>Merck EMEND® PROEMEND® CINV (Japan)</p> <p>HELSINN Building quality cancer care together ADLUMIZ® / Anamorelin Cancer anorexia / Cachexia (Japan, South Korea and Taiwan)</p> <p>Bausch Health DEMSE® / Metyrosine Pheochromocytoma (Japan)</p>	<p>Bristol Myers Squibb™ ORENCIA® RA (Japan)</p> <p>Merus Biologics</p> <p>ARIA PHARMACEUTICALS AI-Drug</p> <p>Vanderbilt Univ. Ion Channel</p>	<p>NOVARTIS RIVASTACH® / EXELON® AD (Japan)</p> <p>Bial ONGENTYS® / Opicapone PD (Japan)</p> <p>SK biopharmaceuticals ONO-2017 / Cenobamate Epilepsy (Japan)</p> <p>neurimmune Prominent antibody therapeutics Biologics</p>	<p>AMGEN PARSABIV® / Etecalcetide SHPT (Japan)</p> <p>SEIKAGAKU CORPORATION JOYCLU® / SI-613 OA (Japan)</p> <p>DOMAIN THERAPEUTICS</p> <p>Université de Montréal GPCR</p>
Undisclosed therapeutic area				
<p>Ligand Biologics</p> <p>MiraBiologics Biologics</p> <p>SCHRÖDINGER Computational Chemistry</p> <p>PeptiDream Peptide Drug Discov.</p> <p>healx AI Drug Discov.</p> <p>IKTOS Artificial Intelligence for new drug design AI Drug Discov.</p>				

To the global market

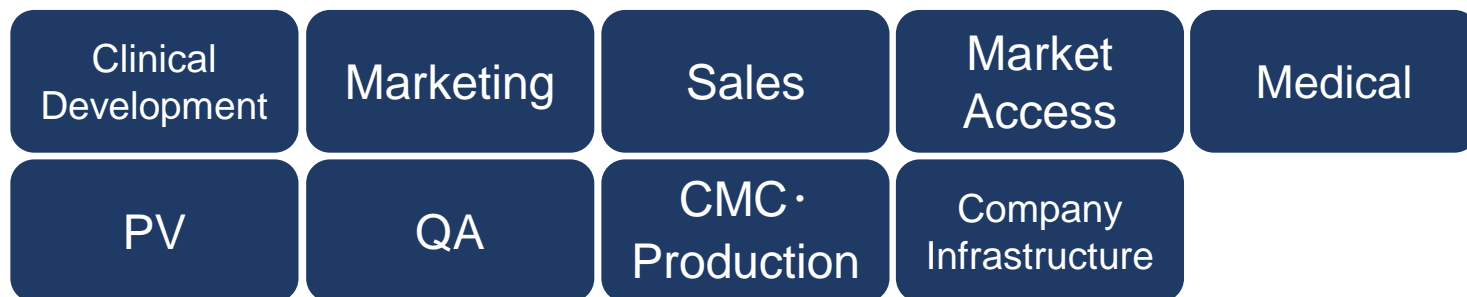
Establish the organizational structure and system in US and Europe

**Accelerate the construction of a self-sales organization in the US
taking the launch of VELEXBRU into account**

Promote development and establish a self-sales organization in Europe

ONO PHARMA USA 

Approx. 60 people at present → After 5 years, expand to more than 120 people having a self-sales organization



ONO PHARMA UK 

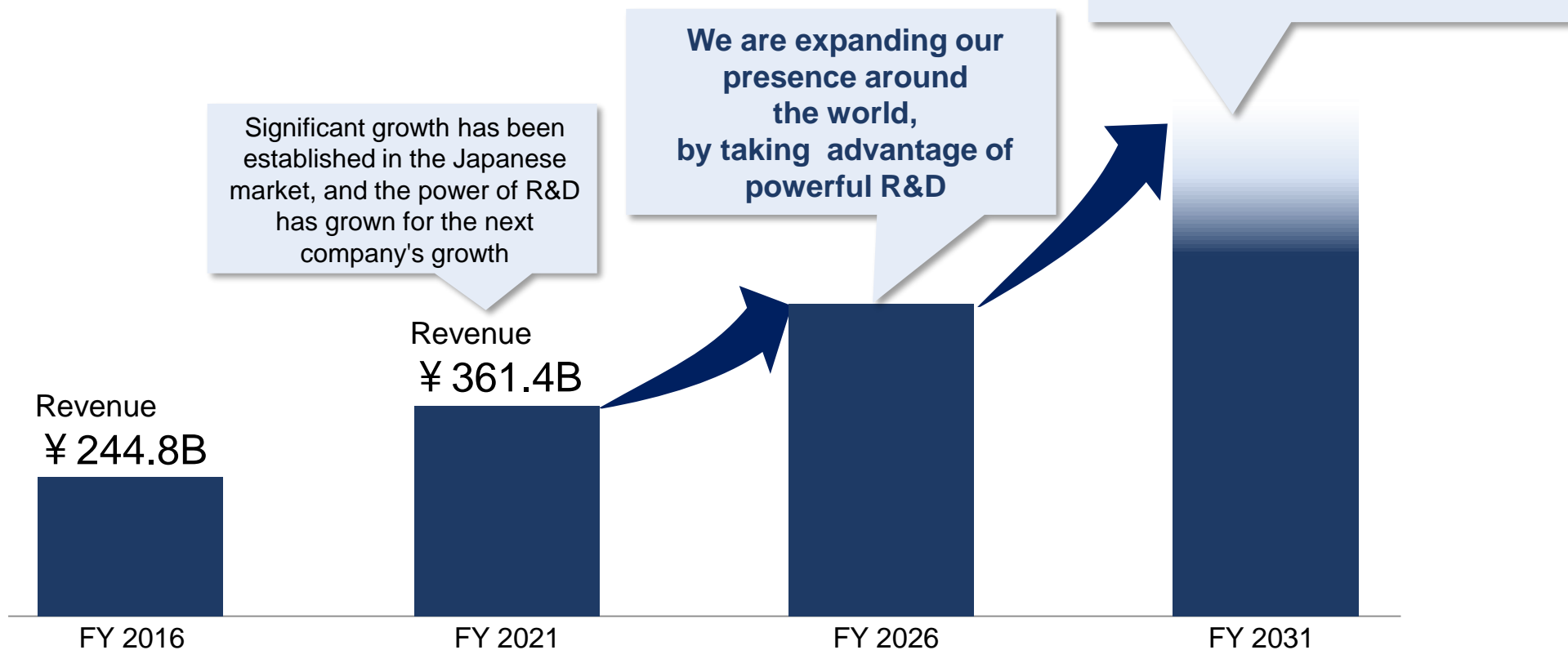
Approx. 50 people at present. Consider establishing a self-sales organization including marketing and sales etc. under the progress of development in Europe



Qualitative Objectives

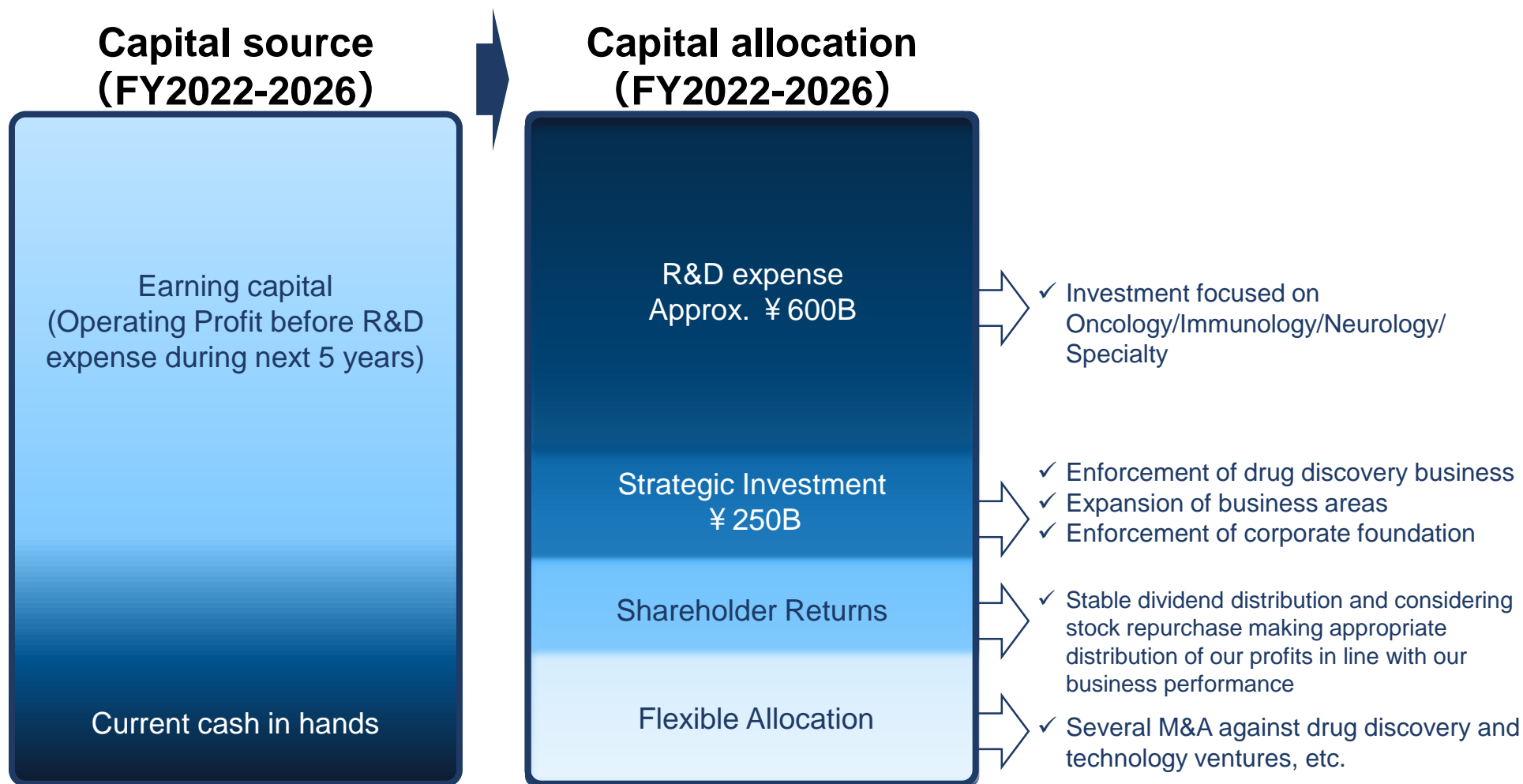
	FY2022~2026
Revenue CAGR*	late-single digit
R&D ratio	Maintaining 20-25%
Operating profit margin	Maintaining over 25%

* Comparison with FY2021



Investment policy for the next 5 years

Focus on R&D to overcome upcoming patent cliffs and achieve sustainable growth





Challenge for the Next

~ Accelerate Globalization ~





ONO PHARMACEUTICAL CO.,LTD.

Dedicated to the Fight against Disease and Pain