

Material Issues

Material issues		Vision over the medium-to long-term	Indicators/KPI	Evaluation (2025)	Main initiatives and achievements in FY2025
Growth Strategy	1 Reinforcement of Pipelines	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.	- Number of clinical development stage transitions - The number of new products going to clinical trials - The number of research/drug discovery partnerships - Number of compound license agreements	○ ○ ○ ○	- Number of clinical development stage transitions P1: 5, P2: 0, P3: 4, regulatory submissions: 2, approvals: 3 (including OPDIVO-related) - Number of POCs established: 2 - Projects newly entering clinical development: 4 (ONO-2416, ONO-7429, ONO-3310, DCC-2812) - Number of research/drug discovery partnerships: Approx. 120 in Japan and overseas (40 new agreements concluded in 2025) - Number of compound license agreements: 4
	2 Acceleration of Global Business Advancement	As a specialty pharma capable of competing globally, accelerating development and business advancement worldwide.	- Maximization of Product Value for QINLOCK and ROMVIMZA - Tirabrutinib U.S. application and launch preparation	○ ○	- Completed integration of U.S. and European development and sales operations into Deciphera - Full-year sales of QINLOCK: ¥38.4 billion, up ¥12.9 billion (50.6%) year on year - Sales of ROMVIMZA: ¥8.3 billion following approval and launch in Europe - Completed the U.S. FDA regulatory filing for VELEXBRU; application accepted for review
	3 Maximization of Product Value	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.	- Number of patients to whom our new drugs are delivered - Sales by major product - Number of applications and approvals obtained in Japan, South Korea, and Taiwan	○ ○ ○	- Number of patients to whom our new drugs are delivered: Approx. 1.1 million patients - Sales by major product: OPDIVO Intravenous Infusion: ¥114.3 billion / FORXIGA Tablets: ¥88.2 billion - Number of approvals obtained: Japan 3, South Korea 3, Taiwan 2, Europe 1 - Number of approval applications filed: Japan 2, South Korea 4, Taiwan 2, U.S. 1
	4 Expansion of Business Domains	Contributing to solving social issues and realizing next-generation healthcare by leveraging digital technologies and our strengths.	The number of new products and services provided	△	- Notification for the new Food with Functional Claims “SAEFULL” accepted - Expanded the cancer types covered by michiteku and increased the number of users
Foundation for Promoting the Growth Strategy	5 Corporate Transformation through Digital & IT	A secured global IT infrastructure is being implemented and corporate transformation through digital is being realized.	- Number of DX/IT projects that contributed to the creation of new drug candidates and faster development speed - Status of global business infrastructure development - Zero business impact from major incidents - Achievement status of key milestones for DX/IT projects - Status of development of IT asset portfolio management methodologies	○ ○ ○ ○ ○	- Number of DX/IT projects that contributed to the creation of new drug candidates and faster development speed: Multiple projects underway as planned - Status of PMI for global business infrastructure development: Progressing as planned - Zero business impact from major incidents: No major incidents occurred in FY2025 - Achievement status of key milestones for DX/IT projects: Progressing as planned - Status of development of IT asset portfolio management methodologies: Established an environment providing company-wide visibility into IT assets
	6 Expansion of Human Capital	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.	Number of employees in the following: - The next executive talent pool: FY2026 target: at least 250 - The globally competent talent pool: FY2026 target: at least 300 (1) Those ready to participate in DX projects: FY2026 target: at least 500 (2) Those capable of planning, managing and executing DX projects: FY2026 target: at least 200 - Those with core innovation talent: FY2026 target: at least 180	○ ○ ○ ○ ○	- Promoted systematic selection and development of candidates for division head and general manager positions - Next generation executive talent pool: 239 - Implemented training and personnel transfers to develop talent for global business - Global talent pool: 181 - Developed talent to plan and lead digital transformation and implemented training programs - Digital talent pool: 1,056 ((1) 786 + (2) 270) - Provided programs to trigger innovation and promoted transformation - Innovation talent pool: 135 - Implemented Mission Statement training globally, along with DE&I promotion initiatives, etc.

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Realization of a Sustainable Society	7 Conservation of the Global Environment	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.	- Achievement of medium- to long-term environmental targets associated with ECO VISION 2050 - Realization of a decarbonized society: Scope 1 + 2 emissions (compared to FY2017) reduced by 73%, renewable energy utilization rate in purchased electricity reached 100% - Realization of a water-recycling society: Efficient use of water resources, 100% assessment of the impact of wastewater on aquatic organisms (target sites: our factories and research institutes) - Realization of a resource-recycling society: Recycling rate of unnecessary materials 60%	○ ○ ○	- Achievement of medium- to long-term environmental targets associated with ECO VISION 2050 - Realization of a decarbonized society: Achieved carbon neutrality for Scope 1 + 2 in 2025 (net zero through the use of voluntary credits); renewable energy utilization rate in purchased electricity reached 100% - Realization of a water-recycling society: Water resource use (water withdrawal) reduced by 42.8% compared with FY2017 - Realization of a resource-recycling society: Recycling rate of unnecessary materials 66.0%
	8 Enhancement of Social Trust	- 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.	- Quality assurance, safety management and stable supply of products - Completion of global quality assurance and safety management systems - Zero critical findings from regulatory inspections - Zero recalls of Ono products - No out-of-stock incidences	○ ○ × ○	- Quality assurance, safety management, stable supply - Create appropriate global systems for product quality and safety management - Development of inspection response systems for U.S.-bound products in preparation for U.S. launch of Tirabrutinib - Build a stable supply system capable of handling uncertainty - Recalls of Ono products: 1 - Out-of-stock incidences: 0
			- Build relationships with numerous partners related to our business (until 2026) - Establish a stronger risk management system (formulate policies and the Sustainable Procurement Code, and establish related systems) - Conduct comprehensive evaluations of companies in high-risk areas	○ ○	- Build relationships with numerous partners related to our business - Build a robust risk management system (formulate policies, establish the Sustainable Procurement Code, and develop systems) - Obtain signed agreements to the Sustainable Procurement Code from business partners, conduct risk assessments
			- Human rights risk management (until 2026) - Conduct human rights due diligence within the Ono Group - Conduct human rights risk assessments for high-priority suppliers	○ ○	- Human rights risk management (up to 2026) - Conduct human rights due diligence within the Group - Conduct human rights risk assessments for high-priority suppliers - Conduct employee training on human rights
			- Improving access to healthcare - Number of approved rare disease/pediatric indications - Project outcome goals	○ ○	- Improving access to healthcare - Develop new drugs and get additional approvals for rare diseases and pediatric indications with high unmet medical needs - Number of approved rare disease/pediatric indications: Japan 2, Europe 1 - Support local capacity building in regions with underdeveloped medical infrastructure through collaboration with NPOs/NGOs
	9 Strengthening Governance	Establishing an effective corporate governance system to achieve our sustainable growth, including the establishment of a compliance risk management system to support global business expansion and prevent compliance violations.	- Number of significant compliance violations - Improve operation through evaluations of the effectiveness of the Board of Directors	○ ○	- Establish overall risk management (ERM) for global response, including compliance - Comply with relevant laws and regulations of the pharmaceutical business, promote proper use of pharmaceuticals, prevent corruption and corrupt practices, protect information, etc. - Foster a culture of proactive involvement in preventing compliance violations - Number of significant compliance violations: 0 - Strengthen governance by the Board of Directors - Set agendas and review submission standards for the Board of Directors based on progress of growth strategies, etc. (Speed up decision-making through proper submission standards, strengthen oversight functions in response to changes in the business environment)