



ONO PHARMACEUTICAL CO., LTD.

Sustainability Meeting

March 5, 2025

[Number of Speakers]

4	
Toichi Takino	Representative Director, President and Chief Operating Officer
Toshihiro Tsujinaka	Representative Director, Executive Vice President / Executive Director, Corporate Strategy & Planning
Akiko Okuno	Member of the Board of Directors, Outside Director
Ryuta Imura	Senior Director of Public Relations

Presentation

Imura: Thank you very much for attending ONO PHARMACEUTICAL CO., LTD.'s sustainability briefing today. Now let's begin the meeting.

Today, we are using a hybrid format of on-site and online information sessions. Until now, institutional investors and analysts have been invited to participate, but from this time onward, the media are also invited to attend. Thank you in advance for your cooperation.

Agenda



Materiality Updates (13:00-13:15)

Representative Director,
President and Chief Operating Officer

Toichi Takino

Promotion of Diversity (13:15-13:25)

Member of the Board of Directors, Outside Director

Akiko Okuno

ESG Initiatives to Promote Growth Strategies (13:25-13:45)

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

Toshihiro Tsujinaka

Q&A session

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First, President Takino would like to begin with a materiality update. Outside Director Okuno will continue by talking about the promotion of diversity. Finally, Vice President Tsujinaka will explain our ESG initiatives to promote our growth strategy.

Takino: Thank you very much for your continued support.

Before we start today's sustainability briefing, I would like to begin with a very brief explanation of what we announced in our press release at the end of last week.

Reorganize Business Operations in the US and Europe to Accelerate Global Expansion



Consolidating ONO Group's US and Europe business functions into Deciphera to realize growth toward becoming a global specialty pharmaceutical company



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As we aim to become a Global Specialty Pharma that delivers innovative medicines to patients around the world, we acquired Deciphera last year to accelerate this process. We gained Deciphera's pipeline, R&D capabilities, and sales structure in Europe and the United States.

In order to further accelerate our global expansion, which will be critical to our growth, we have decided to reorganize our business functions in the US and Europe. As part of the reorganization, we have decided to integrate the functions of ONO PHARMA USA, called OPUS for short, which has played a leading role as a development and sales base in the United States, into Deciphera by July of this year. In addition, by the end of this month, the development function of ONO PHARMA UK will be closed, and Deciphera will be responsible for this function as well.

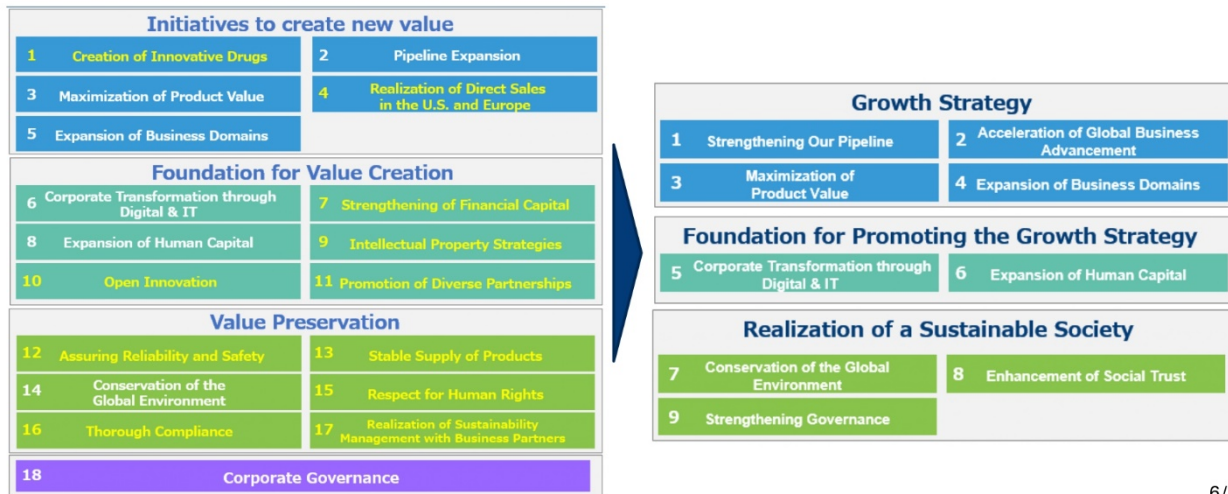
In addition to the existing oncology business, we plan for Deciphera to become a new business base for the Group's development and sales and marketing operations in the US and Europe in other therapeutic areas as well.

By consolidating the functions of the US and Europe into one, we expect to accelerate the global expansion of the ONO Group by further strengthening and using Deciphera's R&D and sales and marketing capabilities.

Materiality Updates



With the acquisition of Deciphera and the establishment of the direct sales system in the US and Europe, we have revised our materiality. Incorporating the opinions of external stakeholders, we consolidated 18 materialities into 9, clarifying our focus and priorities.



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Next, regarding the main topic of our materiality, we have made an update, so I would like to explain that point.

We have formulated a sustainable management policy and we are promoting integrated management of financial and non-financial aspects by setting the following goals: contributing to people's health through our core business, preserving the rich global environment for future generations, creating a society where people can live and work with vitality, and establishing highly transparent and robust management.

We reviewed our initiatives this time from the perspective of the current business environment and social issues, and while clarifying our selection and concentration, we have consolidated the 18 materiality items we have been promoting to date into the nine materiality items on the right.

Some items have changed depending on the business environment, and some items have been consolidated because they have a similar ultimate goal, and the items that have been changed are listed in yellow on the left-hand side.

We have updated the nine materiality items this time as shown, which are largely growth strategies, foundations for promoting growth strategies, and realization of a sustainable society. By dividing the materiality into these three categories, we believe we have been able to create a materiality that is more in line with our current situation and easier to understand.

From here, I would like to introduce some key points for each of three categories and especially for the updated areas.

Materiality (Growth Strategy)



Growth Strategy	
1 Strengthening Our Pipeline	2 Acceleration of Global Business Advancement
3 Maximization of Product Value	4 Expansion of Business Domains

Vision over the medium- to long-term	
1	<ul style="list-style-type: none"> 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.
2	<ul style="list-style-type: none"> As a specialty pharma capable of competing globally, accelerating development and business advancement worldwide.
3	<ul style="list-style-type: none"> 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.
4	<ul style="list-style-type: none"> Contributing to solving social issues and realizing next-generation healthcare by leveraging digital technologies and our strengths.

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First, regarding the growth strategy, we have established four materiality items.

Regarding the first item, materiality, Strengthening Our Pipeline, there is no change to our policy of creating innovative new drugs through collaboration with top scientists by using open innovation.

However, the previous materiality included such things as innovative drug discovery, pipeline expansion, and open innovation, so we have decided to combine them into one and consolidate them into this one item, which is ultimately to strengthen the pipeline.

As you know, the hurdles in the drug discovery environment are rising, but strengthening the pipeline itself is the first item on our list of materialities, so we have consolidated and stipulated it in this way.

As for the second materiality, Acceleration of Global Business Advancement, we have updated the materiality from realization of sales in Europe and the US to Acceleration of Global Business Advancement, since we have acquired our own sales structure in Europe and the US through the acquisition of Deciphera.

Earlier, I mentioned that we will be consolidating our development and sales functions in the US and Europe under Deciphera, but from now on, we will first deliver Deciphera's QINLOCK and ROMVIMZA. These two products deliver to as many patients as possible, and globally, as quickly as possible.

In addition, we are planning to launch tirabrutinib in the US next year, and we will work toward this as well, so that we can make faster and steadier progress in our growth into a Global Specialty Pharma.

On the other hand, the third and fourth materiality, Maximization of Product value and Expansion of Business Domains, remain unchanged and will continue to be addressed as materiality.



Foundation for Promoting the Growth Strategy		
5 Corporate Transformation through Digital & IT	6 Expansion of Human Capital	
Vision over the medium- to long-term		
5	<ul style="list-style-type: none"> A secured global IT infrastructure is being implemented and corporate transformation through digital is being realized. 	
6	<ul style="list-style-type: none"> 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. 	
Realization of a Sustainable Society		
7 Conservation of the Global Environment	8 Enhancement of Social Trust	9 Strengthening Governance
Vision over the medium- to long-term		
7	<ul style="list-style-type: none"> 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. 	
8	<ul style="list-style-type: none"> 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. 	
9	<ul style="list-style-type: none"> Establishing an effective corporate governance system to achieve our sustainable growth, including the establishment of a compliance risk management system to support global 	

The second category is the foundation for promoting growth strategies, which includes two materiality items. Since none of these changes have been made, I would like to note that we have only slightly updated the medium- and long-term goals of each of them.

First, the fifth point, "Corporate Transformation through Digital & IT," has been updated. Because we are improving IT infrastructure with a focus on information security systems.

In addition, I will not mention "Expansion of Human Capital", the sixth materiality item, on which two people will speak after me.

And the third and final category is realization of a sustainable society. We have decided to leave the item unchanged, which is "Conservation of the Global Environment," and update the eighth and ninth items.

First, the eighth one. "Enhancement of social trust". This is a combination of our previous materiality items, which included ensuring reliability and safety and fulfilling our responsibilities as a pharmaceutical company to ensure a stable supply of products, as well as our previous item of respecting human rights, and we have consolidated them into the final item "Enhancement of Social Trust.

On the other hand, item nine, Strengthening Governance. There were two previous materialities, "Thorough Compliance" and "Corporate Governance," that have been consolidated into the new ninth materiality, "Strengthening Governance."

With regard to this update, we have made changes based on the opinions of our stakeholders, as well as internal discussions, and we have also included discussions at the board of directors meeting.

New Materiality



Under our sustainable management policy, we are committed to growth strategies, expanding key foundations, and realizing a sustainable society. By contributing to people's health, we aim to achieve sustainable growth for both society and our company.



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I am again presenting the new materiality here.

As we have introduced so far, we have decided to set nine materiality issues in three categories, growth strategies, the foundations for promoting these growth strategies, and the realization of a sustainable society, to make new materialities.

By making solid and reliable efforts in the future, we hope to contribute to people's health in a sustainable manner and achieve sustainable growth of society and the company.

After this, as for the sixth materiality, the theme related to expansion of human capital, Ms. Okuno, Outside Director, will speak on the theme of promoting diversity.

In addition to expansion of human capital, Mr. Tsujinaka, Vice President, who will talk about the seventh, eighth, and ninth materiality, ESG initiatives to promote the growth strategy.

That is all from me.

Imura: Outside Director Okuno will introduce and explain the promotion of diversity, which was mentioned earlier.

Management List



		Name	Positions, Responsibilities and Significant Concurrent 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, HR Division, EHS Promotion
	Outside (3)	Masao Nomura	Advisor, Iwatani Corporation Outside Director, Keihanshin Building Co., Ltd.
		Akiko Okuno	Professor, Faculty of Business Administration, Konan University
		Shusaku Choei	Special Corporate Advisor, Panasonic Holdings Corporation Outside Audit & Supervisory Board Member, Nikkei Inc. Outside Director, Poppins Corporation
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

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Okuno: Hello everyone, I am Akiko Okuno, Outside Director. Thank you very much for your cooperation today. At the outset, I would like to discuss my position while presenting the composition of our Board of Directors members, especially our outside Board of Directors.

Currently, there are three internal directors and three outside directors. I took office in June 2020, at which time there were five internal directors and three outside directors. Currently, the ratio is 50-50.

Of the outside directors, Director Nomura and Director Nagae have management experience. They often offer their opinions at board meetings based on their own extensive experience. I have no such experience. I think that because I don't have such experience, I can say things from a perspective that two of them may not have noticed or considered.

I am a researcher in human resource management, particularly female labor, so I always try to speak about our DEI efforts from that perspective, and from the perspective of minorities, since I am indeed a minority board member myself.

Last year, the president was replaced, and the company now has three representative directors. At the same time, the acquisition of Deciphera last year has brought our company into a period of significant growth. I think it was very good that we were able to transition to the new structure to coincide with that. As the number of decisions to be made is increasing, I think it is necessary to have a three-top management system. Although it has only been a year since the changeover, we believe that it is necessary to demonstrate and realize this substantial change both internally and externally in the future.

Approach to tackle the OPDIVO Patent Cliff

Global expansion, Pipeline expansion

⇒ Accelerate global expansion through the acquisition of Deciphera

Issues from the perspective of outside directors
“Adapting to change” (Especially in HR policies)

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Next, I would like to present our challenges from the perspective as an outside director.

The biggest challenge, needless to say, is the OPDIVO patent cliff that will come in stages from 2028 onwards. To address this issue, we have positioned global expansion and the expansion of our pipeline as key issues in our mid-term plan and are working on them. The Deciphera acquisition will hopefully provide a significant boost to that effort.

The acquisition of Deciphera had a very big impact on our company. This is our first major acquisition, and on top of OPUS that's already in place, we are currently putting considerable energy into PMI. If this PMI goes well, it will be a success story for our company.

The success of an acquisition depends on whether synergies can be created between the acquiring company and the acquired company. I believe that Deciphera will play a major role in helping us become a truly global company. It is change, change.

Since becoming Director and Outside Director in 2020, I have always felt that the company is a domestic and traditional company. Of course, having 300 years of history is a strength, but as we expand globally, I have wondered if we should remain content with the advantages of this traditional Japanese company.

Traditional Japanese companies, in particular, are monotone and lack diversity. I am hopeful that the Deciphera acquisition will be the catalyst for a major change in this monotone management.

First global M&A for Ono Pharmaceutical

Task differences: Technical problems

⇒ Adapt effectively

Cultural differences: Social and corporate culture (people-related issues)

⇒ Understanding and Leveraging Diversity



Need to share/empathize

**The Group's Common Values
(Corporate Philosophy, etc.)**

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In order to create the benefits of acquisitions in the future, it will be necessary to align differences in tasks, such as differences in work and compliance with laws and regulations. To this end, I hope that you will work with Deciphera's resources, experts, etc., to deal with the issues technically and overcome them.

On the other hand, a more fundamental issue is the need to understand each other's different values and corporate culture to enhance corporate value. To do so, it is important to share values such as corporate philosophy, and to understand and utilize diversity.

Instilling corporate philosophy is an important and fundamental issue for any company. Our measures to spread our corporate philosophy seem to have been successful so far if we are talking about Japan alone. A clear and powerful mission statement can be seen or heard in various places in the company or at gatherings. As a traditional Japanese company, the HR department has shared the results of high employee engagement among employees.

So, the next challenge is to ensure that newer employees and members of minorities who have previously had difficulty being considered members are highly engaged and working together.

For example, career-entry recruitment, which began actively in 2014, is increasing in various departments throughout the company with a view to global expansion since 2021. Sharing the mission is essential for onboarding such people.

The acquisition of Deciphera will further increase diversity. We need to promote PMI to create synergy by incorporating the good points of Deciphera while promoting the penetration of common values shared by the group.

Fairness and Transparency

Establish a global HR system, promote the active participation of women and mid-career hires

Expression of individuality

Systems for open internal job posting & "Challenge jobs"* etc.

* Exploring new opportunities by taking on roles in multiple departments

Work style

Respond to different work styles (expand systems)

Monitor the status of diversity and readiness to change through reports and engagement survey results, employee dialogue, etc.

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In our efforts to increase diversity and engagement, we are focusing our measures on fairness and transparency, individuality, and work styles. The HR system for fairness and transparency is undergoing a major revision starting in 2023 to be globally compatible.

As part of our efforts to encourage individuality, we have prepared a number of hand-picked opportunities, such as internal job openings and challenging jobs, and have provided opportunities to share the results and achievements with outside directors. Workplace diversity is my specialty, and I often speak to the Board of Directors about whether the way assignments, postings, and transfers are made hindering employees' opportunities to work and to be promoted and advanced in their careers.

We also see the above-mentioned initiatives clearly as we too have numerous opportunities for dialogue between outside directors and employees, internal ventures, participation in outside venture dispatches and debriefings, and opportunities to receive lectures from various departments to understand our business.

We hope to continue to take advantage of such opportunities to check on the status of diversity and employee engagement, and to provide necessary advice to encourage growth.

Next Steps



Promote active careers for women

- **The harsh current reality: (Percentage of female managers: Currently 7.3%, target for FY2026: 10% / target for FY2031: 20%)**
- **We are making steady, consistent effort. Although there has been no rapid progress, the organization's culture is beginning to change.**
- **More expectations for increased career hires and the globalization of our talent base as a result of acquisitions.**
- **Need to expedite the promotion of women to executive-level positions. (To establish role models.)**

Human Resources Development

- **Efforts are underway to develop our personnel and encourage embracing challenges. (Based on employee feedback.)**
- **We need to leverage the diverse talent we have cultivated and create role models.**

It is important to demonstrate from the top how to create an organization that accepts and makes the most of capable and diverse talent

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Finally, from my point of view, I would like to discuss what our company should work on in the future.

Among our ESG initiatives, our environmental efforts have been highly evaluated by external organizations. We feel that governance has also improved over the years through dedicated efforts. However, in terms of society, especially in terms of promoting women's success, we are lagging behind our competitors in the industry. The current ratio of female managers is 7.3%, with a target of 10% by FY2026. This is not sufficient.

However, it takes time to change the organizational culture of traditional Japanese companies. We are surely working on it diligently. We may not see immediate results, but we feel that the foundation is being laid for the future.

One of the diversities is the increasing number of career-entry hires. We believe that as members of our career hires become more active in the organization, we will see more change in our company. We also expect that the acquisition of Deciphera will help us to diversify our human capital. I would like to see synergies through mutual exchange of human resources and, more importantly, through appointments to the board. We will also strongly encourage the promotion of women at the executive level.

In terms of human resource development, as I mentioned earlier, we have an extensive system that encourages people to take on challenges. In our dialogue sessions with employees, we have heard from young and career hires that the company encourages them to take on challenges. There are many human resources who are willing to take on challenges, and I hope that top management will encourage them to create role models of diverse human resources in the upper echelons of the organization.

In the future, change and transformation will become possible when top management demonstrates an attitude of acceptance and utilization of sharp and heterogeneous human resources. I will fulfill my responsibility to contribute to the change in any way I can. Thank you very much for your attention.

Imura: Vice President Tsujinaka will explain ESG initiatives to promote our growth strategy.

Strengthening the management infrastructures



Management infrastructures to support growth strategies - Expansion of intangible assets -

<p>◆ Digital & IT</p> <ul style="list-style-type: none"> • Challenge toward DX • Implementation of globally standardized and flexible IT infrastructure 	
<p>◆ Expansion of human capital</p> <ul style="list-style-type: none"> • Developing and recruiting cross-functional and specialized talent to support growth strategies • Promotion of diversity, equity, and inclusion (DE&I) and realization of diverse work styles • Enhancement of engagement through deep understanding of the Mission 	<p>◆ Corporate branding</p> <ul style="list-style-type: none"> • Global corporate branding • Strengthening of internal branding
<p>◆ Promotion of growth investment</p> <ul style="list-style-type: none"> • Strategic acquisition of drug discovery technology and know-how • Proactive patent applications and use • Visualization of intellectual property (IP landscape) 	<p>◆ Protection of corporate value</p> <ul style="list-style-type: none"> • Strengthening of governance structure through enhanced mutual understanding within ONO Group • Promotion of sustainability

Strengthening of intangible assets: as stated in the plan of Corporate Strategy & Planning

<p>Improvement of cost of capital-conscious management capability</p>		<p>Promotion of human resource management</p>	<p>Portfolio optimization</p>	<p>Realizing strategic procurement</p>
<p>Internal management</p> <ul style="list-style-type: none"> • ROE target conscious budgeting and strengthening control over profitability of investment • New cash generating activities 	<p>External management</p> <ul style="list-style-type: none"> • Cost of capital-conscious dialogue with shareholders • Stock price measures through appropriate publication of policy on shareholders returns, etc. 	<ul style="list-style-type: none"> • Optimizing personnel through personnel/recruiting rolling • Implementation of strategic resource shift 	<ul style="list-style-type: none"> • Integration with R&D strategy based on medium-long term sales projections • Improvement of pipeline value utilizing business viability evaluation/market impact analysis 	<ul style="list-style-type: none"> • Placing cost reduction in the forefront • Reviewing outsourcing practice : Promoting shift to insourcing/discontinuation

Tsujinaka: There are two main topics I will discuss today. Since we also acquired Deciphera for the area of expanding human capital, we would like to strengthen our mission and work together with them to become a company with higher engagement. So, I would like to touch on that point and talk about how we have been working on it.

As President Takino also mentioned, I would like to give a brief introduction to our company's ESG initiatives, particularly our efforts to promote sustainability, and where we are now and what our future plans are.

In addition, we are asked every year at these Sustainability meetings that, although we understand the expansion of human capital, we need to be able to visualize the human resources needed to achieve this, set targets, develop these human resources, and to report on these activities. I would like to answer this question first.

One more thing, Director Okuno pointed out earlier that we have not made much progress in diversity, especially in the appointment of women to management positions. We are not sitting on our hands by any means, so I would like to touch on this point a little.

Changes in the ratio of female managers based on the current status and promotion plan

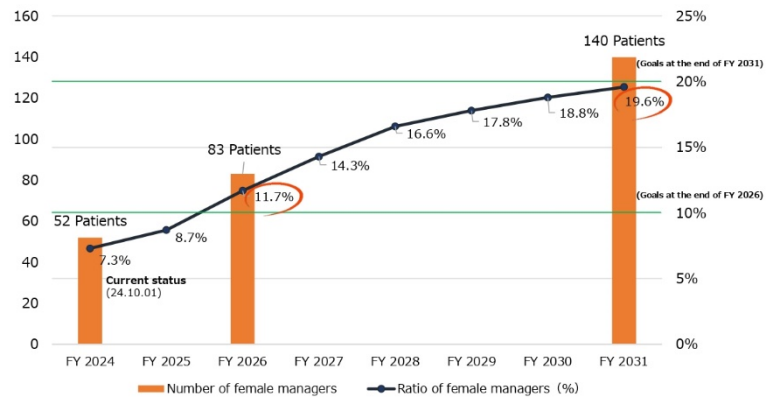


- The goals at FY 2026 will be achieved, but the goals at FY 2031 are not expected to be achieved.
- We need more active promotion of development plans and recruitment, especially of personnel who can serve as role models

[Current status] 2024.10.01

	Total (male and female)	Female
Manager (number of persons)	714	52
Percentage of managers (%)	—	7.3

[Changes in the ratio of female managers based on the promotion plan]



First, let us look at the ratio of female managers.

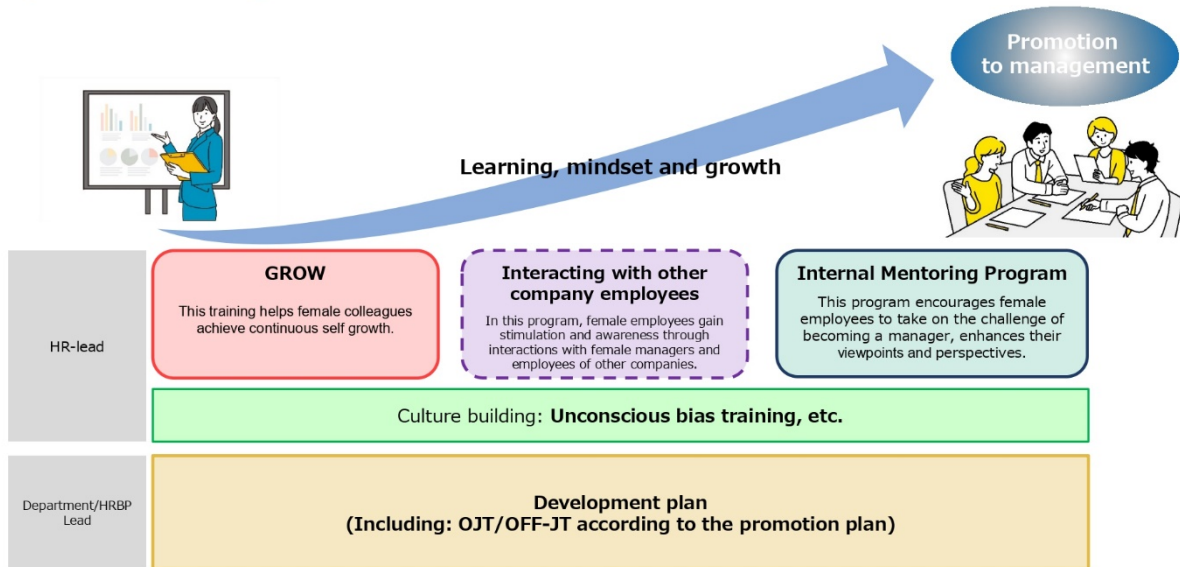
As Director Okuno mentioned earlier, 7.3% of our management positions are currently held by women. We flag the promising female employees we have now, and with a plan for their development, we set a target date for them to take on various jobs like this. We are aiming to get it up to just over 11% by 2026, and close to 20% by 2031, but we are still a little short.

As Director Okuno mentioned earlier, I think we should actively recruit women who can act as role models and fill the gaps in our organization by hiring them. And then we would like to develop people who are willing to take on the challenge of aiming higher and playing an active role in upper-level positions.

Incidentally, we had a woman join our company in June last year. It is a very well-known M&A firm in a different industry. After working as the head of the accounting department there, she joined our company and from April this year she will be taking on the role of director, one step before becoming an executive officer.

We hope that many more talented people will follow in the footsteps of these role models, and we would like to promote this strategy.

Roadmap for recruitment, development, and promotion of female managers



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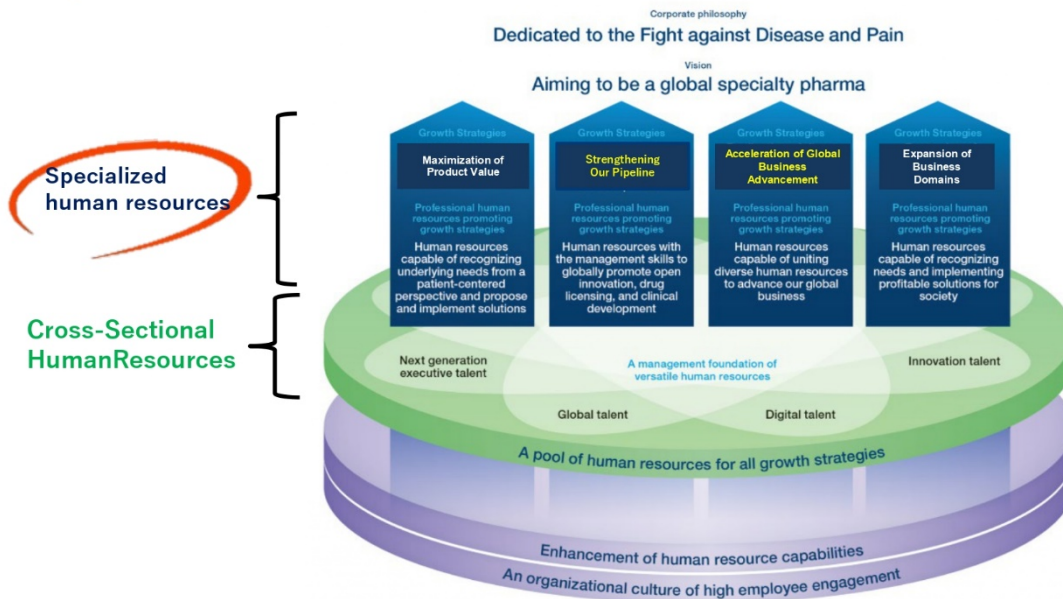
In addition, we have various measures to promote women's activities, called GROW, which is a special training program for female managers, with interaction with female managers at other companies, and an in-house mentoring system.

These were the ideas of the company, and what they recommended was that we should try something like this. They said that the executives should first try to understand the true feelings of a woman who is just one step away from becoming a manager and then try to support her by becoming their mentor. I was also able to play a part in this program. President Takino also served as a mentor until just before he became president.

In this program, I learned a lot from this opportunity about these things, a mentee who is on the verge of becoming a manager was hesitating about and what she was thinking about.

In addition, the company will work together to recruit, train, and promote female managers, including training in areas such as unconscious bias and climate building.

Human resource strategy to expand human capital



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In addition, we are currently implementing a medium-term management plan with four growth strategies.

And the human resources that can carry out these four growth strategies are indispensable. We are often asked if we are making progress in developing these human resources.

At the end of each fiscal year, we define and visualize the new human resources we need to move forward in the direction we want to go, taking into account the market and business environment, and set goals to develop them and to seek outside help where we are lacking.

As Mr. Takino mentioned earlier, the most important change over the past year has been in the growth strategy, particularly in strengthening the pipeline, expanding and accelerating overseas business, and developing human talents who can contribute to this.

[Reference] Examples of development of specialized human resources in each division

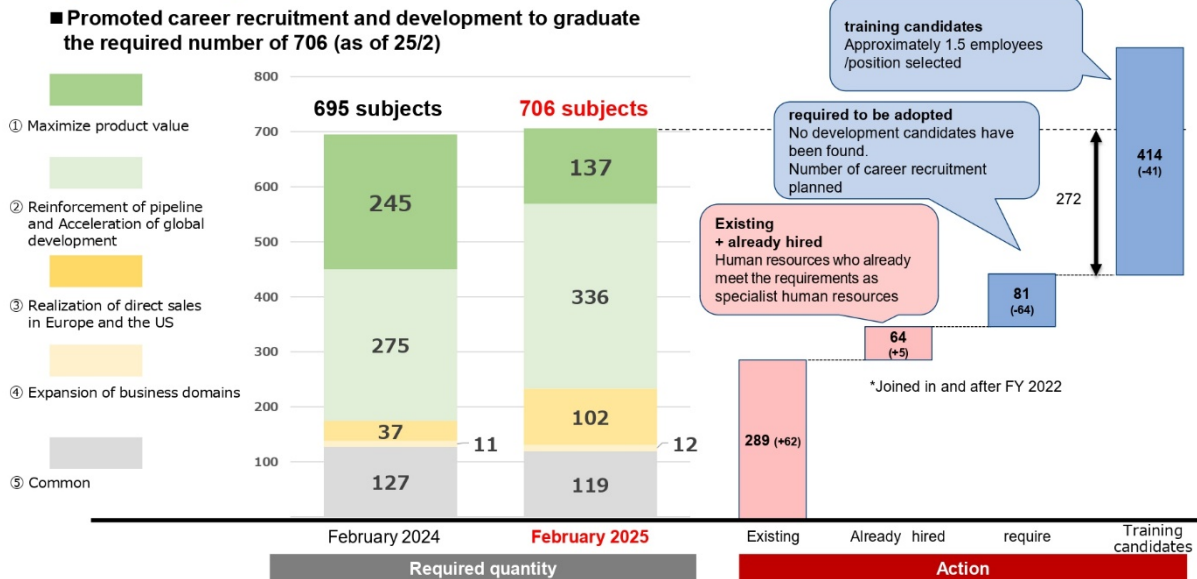


Headquarters	Human Resources Requirements	Training content
Corporate Strategy & Planning	After M & A, deal with consolidated financial statements and PMI in the Finance area Human resources capable of promoting	We will work with FA to develop an integrated accounting, tax and finance Supervise DD (OJT)
Discovery & Research	He has extensive knowledge and experience in drug discovery in the area of oncology. Collaboration with academia and CROs for drug discovery projects in Japan and overseas Human resources capable of promoting	Pharmacologist (OJT) Leadership training (Off-JT)
Clinical Development	BM analysis plan consistent with drug profile and development strategy Human resources who can draw up proposals, globally and execute/instruct	Clinical BM Lead (Japanese/overseas studies, Global Project (OJT) CTD/CSR Joint Learning, Basic/Clinical Participation in academic conferences (off-JT)
CMC & Production	Global Understand various regulatory requirements required in CMC development plan, Draw up plans for the investigational drug substance supply, quality design, and establishment of the production system; Human resources capable of executing Global knowledgeable and regulatory based on GMP requirements Human resources capable of performing outsourcing management Align with FDA expectations based on review trends and conventions that are not explicitly stated Human resources capable of preparing NDA application materials	Leader of a group working group to extract NDA specific requirements, etc. (OJT) Dealing with inquiries from the US NDA of Velebrub, Leader of application related actions such as change application (OJT) GSIP(Off-JT)

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Each function in charge of growth strategies is working to identify the human resources needed in light of their respective goals, and to set targets for the number of such people to be trained and hired and by when.

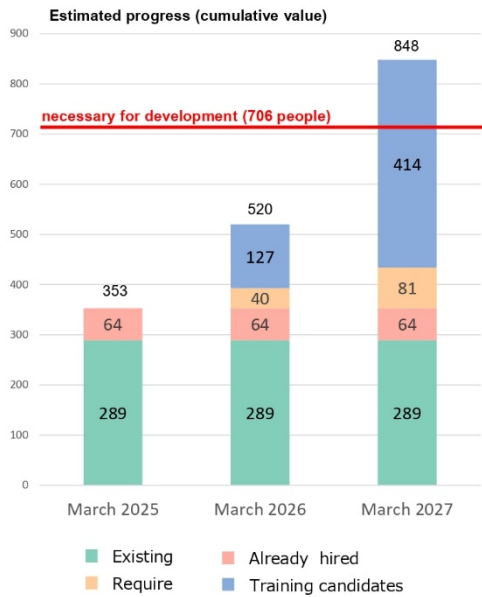
Results of Survey on Specialized Human Resources (Overall Summary)



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As of February 2024, it was visualized that 695 such people would be needed. And we have been rolling it out, and February in 2025, that is 706 people, and of those, 289 people have already been trained, and 64 people have been hired. The remaining 81 or so must be brought in from the outside, but for the rest, we are working on the goal of cultivating them from the company internally.

Progress of specialized human resources by the end of FY 2026 (forecast)



➤ As shown in the left figure, by FY 2026, Specialized human resources exceeding the required number (706) Expected to be secured

Summarizing up the slides, I think that we will manage to develop human resources in time to achieve the goals we are considering now by March 2027. I believe that the environment will change significantly after one year, and I would like to make sure that we do a good job of recruiting and training our employees without falling behind.

Engagement Survey Results (FY 2023)



- Engagement is at a high level compared to benchmarks of all domestic industries while increasing the response rate. (Slightly below the benchmark of global life sciences)
- The engagement score increased by one point compared to last year.

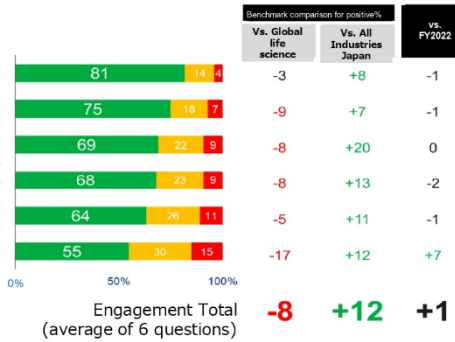
Survey period	Scope	Response rate
Nov. 13 - Nov. 30, 2023	3,637 employees across ONO Group	95.6% (FY2022: 92.9%)

Engagement (ONO Group overall)



By question

- 3. I am willing to put in extra effort to help this company succeed.
- 5. I am proud to work at this company.
- 1. I would recommend this company as a great place to work.
- 6. Overall, how satisfied are you with this company at the present time?
- 2. Even if I received a comparable offer from another company, I would still choose to stay at this company.
- 4. I look forward to coming to work.



*Benchmarks are green/red for ≥ +5/-5.

From here, I would like to move to engagement.

Deciphera joined with us, and in order to incorporate the capabilities of Deciphera into our company, I think we need to become a company with high engagement.

This is the result of the engagement survey at the time prior to the acquisition of Deciphera, the global engagement survey. The total score was 69 points. This score of 69 is up one point from last year's Ono score. And this is 12 points above the average for all industries in Japan, but if you mention life sciences among global companies, it is a little less than the average score there by about 8 points.

However, as the majority of employees who took this assessment were Japanese, there seems to be a strong tendency for Japanese people to choose answers that are around the middle of the scale when asked to choose from a range of high to low, and it is difficult to get high scores, but I would like to work on this so that we can be on a par with global companies without making excuses.

Engagement and Mission Statement



5 most positive responses



I sympathize with Mission Statement of the company



The management encourages the employees to escalate important information to the supervisors even if it is bad news.



My direct supervisor treats me with respect and dignity.

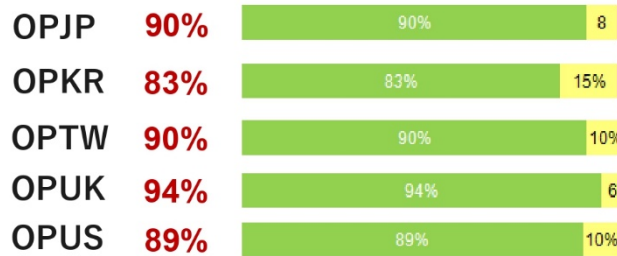


I myself want to work on activities to realize a sustainable society.



I clearly understand how my work helps the achievement of the goals of the company.

Percentage of affirmative responses to “I sympathize with Mission Statement of the company” in each country



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In this context, when we asked the employees of OPUS OPUK, OPTW (Taiwan), and OPKR (South Korea), as well as those in Japan, what they found most motivating about working at Ono, we received answers such as “I deeply identify with ONO’s mission statement.”



Corporate Philosophy	Dedicated to the Fight against Disease and Pain
Our Vision	Be Passionate Challengers Our Vision is to strive with the utmost effort and strong determination to meet the challenge of combining our individual competencies to deliver new, innovative drugs to patients. We will continue being the most passionate champion in the fight against disease and pain, together with patients, their families, and healthcare providers.
Our Value	Ono aims to be a world-changing team What we are trying to achieve is to meet a challenge that nobody has ever successfully overcome before. It is therefore vital that we bring together our greatest wisdom, heart, aspirations and power as a united team. The greater the challenge, the more passionately Ono will rise to meet it We will inevitably come up against brick walls when we are facing unprecedented challenges. When we encounter such obstacles, we should unhesitatingly rise to confront them and unflinchingly persevere in applying our ingenuity to overcome them. Ono acts with dignity and pride We should never lose the sense of dignity and pride we feel as people working in the pharmaceutical industry. We should be the bringers of hope for all those around the world who are waiting for us to deliver solutions.

They mean our mission statement.

Under our corporate philosophy, "be passionate challengers," we set the ideal goal as "dedicated to the fight against disease and pain." And three principles of action are set forth.

The corporate philosophy is that, we have, and where we should return to in our day-to-day work. We decided on this mission statement from the perspective that it would be good to have something that we could return to in times of trouble and use as a yardstick to make decisions and move forward. Many employees, not only permanent employees, but also career and overseas employees have supported the goal so far.

We would like to introduce this to the members of Deciphera and make it one of the major ways to improve engagement.

What is required to accomplish our mission



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.



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We then compared the corporate philosophy and mission statement of the ONO Group with the corporate philosophy that Deciphera has.

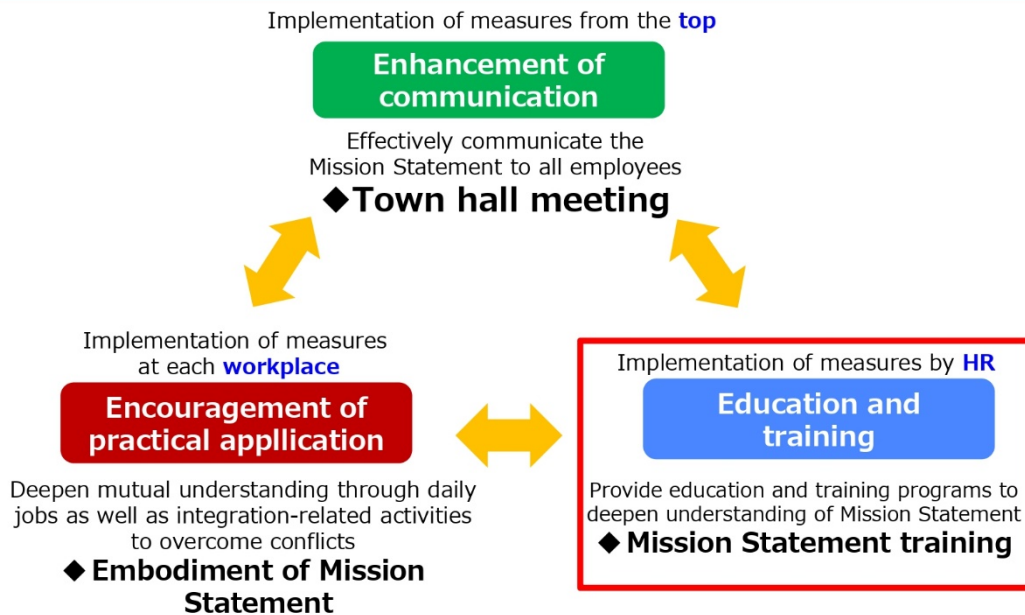
Deciphera has a corporate philosophy called One Mission. As for our values, our commitment to our patients and our work is based on the fundamental value of "PATHS"! PATHS is patient, accountability, and so on.

When we read it carefully, it means that they want to be sincere about disease and pain of the patients and their families in good faith. Then, they will show people the results and make it their mission.

We can see that they are a company with similar aspirations at their core, and we have already started this kind of dialogue with them. Since we have the same roots, we are aiming at the same goal, and we are sure we will be able to work together.

However, what is lacking is a deep mutual understanding. I believe that no matter how many aspirations we have together, if we do not advance mutual understanding, we will not be able to unite as one.

Measures to disseminate Mission Statement



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I wonder what the term "mutual understanding" would be if we unpack that mutual understanding a bit. Even if we share the same aspirations, we cannot walk together unless we both have the same image and goals we are aiming for in the short and medium term. Naturally, we have different histories and backgrounds.

The way we approach things, the way we think, the way we make decisions - each of us has our own personality and habits, and we don't understand those backgrounds so quickly, and if we don't understand that, and you demand things from ONO or Deciphera, it will be difficult to progress towards mutual understanding.

Regarding the sharing of the top goal, last year, Mr. Sagara, the Chairman, held town hall meetings in more than 30 locations throughout Japan and overseas. President Takino has already expressed his determination to take his own turn this year. Including those overseas, the number of meetings will exceed 40.

I think that by continuing this kind of dialogue, setting common goals and objectives, and having the entire HR department work together to share each other's missions, we can enhance the idea that we are all connected at our roots and can work together, and by having each function share each other's culture through practice and deepen mutual understanding, I think that to disseminate Mission Statement can be achieved by going around in circles with these three things.

Let's make the ONO Mission Statement our common language and use it to facilitate communication across countries, regions, and divisions, deepening mutual understanding and foster a sense of unity.



We have been communicating across countries, regions, and divisions using the ONO Group's mission statement as a common language. We are sure that we will be able to do it with Deciphera. We would like to deepen mutual understanding and foster a sense of unity to accomplish the PMI mentioned by Director Okuno.

What is ONO Sustainability?



[Policy for the next 100 years]

Sustainable Management Policy

For more than 300 years since our founding, we have walked hand in hand with society. To help people who are suffering from disease, we have created a series of innovative new medicines that had been thought to be impossible. We will continue to contribute to people's health by practicing our Corporate Philosophy and taking on the challenge of realizing a sustainable society through responsible business activities.



We contribute to the sustainable development of society through our business.

In addition to contributing to people's health through our core business, we will continue to take on the challenge of realizing a sustainable society under the policies of "preserving a rich global environment for the next generation," "realizing a society where people can play active roles," and "establishing highly transparent and robust management."

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Through these efforts, we hope to realize our company's goals by delivering better and more innovative pharmaceutical products.

At the same time, in the sustainable management policy issued, we declare that we are not only committed to our core business, but also to fulfilling the demands of society and fulfilling our social responsibilities.

I would like to touch a little on where ONO is now and where it is going in terms of fulfilling its current social responsibility.

External evaluation of ESG in FY 2024



Rating Agency	Evaluation Content	Number of Selections
Dow Jones Sustainability Index	DJSI World Index	5 consecutive years
	DJSI Asia Pacific Index	5 consecutive years
MSCI	MSCI NIHONKABU ESG Select Leaders Index	Selected for operation start in 2024
	MSCI JAPAN ESG Select Leaders Index	6 consecutive years
FTSE Russell	FTSE Blossom Japan Index	7 consecutive years
	FTSE Blossom Japan Sector Relative Index	3 consecutive years
	FTSE4Good Index Series	7 consecutive years
S&P/JPX	S&P/JPX Carbon Efficient Index	7 consecutive years
Ministry of Economy, Trade and Industry and Tokyo Stock Exchange	Health & Productivity Stock Selection 2024	Second time in four years since 2020
	Health & Productivity Management Outstanding Organization – White 500 (Large Enterprise Category)	6 consecutive years



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We do not believe that the points from external ESG evaluations are the only measure of a company's fulfillment of its social responsibility, but we do believe that they can be used as a yardstick to inspire employees.

The world started paying attention to ESG and SDGs around 2015 to 2016. It was around 2016 to 2017 that such themes began to be discussed in our company. In 2017, the year of our 300th anniversary, our sales exceeded JPY200 billion, and I remember that we started with the idea that we must become a company that can fulfill its social responsibility in this area as well.

Starting from such a point, we have finally become a company that is on par with our global peers and have become a company that is recognized by external organizations for our ESG initiatives. In terms of our reputation, we have been selected as a global manufacturer by Dow Jones for five consecutive years, and this year we were ranked as the best global pharmaceutical company. We will continue to work hard to ensure that we do not fall short of this evaluation.

Initiatives on Biodiversity



Minimizing the negative impact on the nature, contribute to the realization of Nature Positive* by 2030

A first for a pharmaceutical company

In August 2024, disclosure will be in line with the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD)

- ✓ Assess nature-related dependencies and impacts and identify risks and opportunities

Activities related to biodiversity conservation: Wild bird protection at Fujiyama Plant

- ✓ Observing wild birds on the plant grounds (four times a year since 2017, in collaboration with the Wild Bird Society of Japan)
- ✓ Development of green space around the plant (3.6 hectares) (construction of an artificial stream and green belt of broadleaf and coniferous trees)



Artificial stream



green belt



Common buzzard (Accipitridae)
observed in December 2024

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Although we in the pharmaceutical industry are not an industry that places much burden on the environment, I believe that we need to make efforts to address biodiversity, which is something we are more familiar with.

We are in compliance with the recommendations of the Task Force on Nature-related Financial Disclosures, TNFD, and we began such disclosure in August of last year, partially ahead of the industry. We have identified and presented the risks and opportunities by impacting and assessing nature-related dependencies.

So, as an activity that we can get involved in close to home, related to the conservation of biodiversity, we are starting with initiatives that will help biodiversity, such as creating an artificial stream and observing wild birds on the grounds of our factory, which is at the foot of Mt. Fuji, where our factory is located, and working with Fujinomiya City to visualize the contributions we can make as a pharmaceutical company, and we are thinking of pulling this together and implementing it one by one.



Our company aims to enhance corporate value by not only achieving business growth but also sincerely responding to societal demands.

Finally, this is a summary.

The vertical axis represents society's demands, and the horizontal axis represents corporate growth. In order to achieve our mission, we will not only aim to achieve corporate growth, but also to respond to society's demands and become a company that can achieve sustainable growth, while also working to develop human resources who can take on this role. We will continue to strive to become a company that is always appreciated by everyone from the perspective of governance.

We would appreciate your continued support and encouragement. Thank you very much for your attention.

Questions & Answers

Imura: I would like to take your questions from now. This is the sixth time we have held this meeting and we would like to start by taking questions from institutional investors and analysts who have participated in the past and then take questions from the media who are participating today for the first time. We are holding this meeting with the intention of deepening the ongoing discussion based on the past meetings, so we would appreciate your kind understanding today.

First of all, Ms. Yatsunami of Nissay Asset Management.

Yatsunami: My name is Yatsunami from Nissay Asset Management. I would like to ask Director Okuno about her presentation, and also to Mr. Tsujinaka. I would like to know more about this diversity initiative.

Thank you very much for your detailed explanation of this plan and other initiatives. Ms. Okuno said that there was still a long way to go, but according to the information disclosed on the website, the ratio of managers was 2.38% in 2021, so in the three to four years since then, it has risen to 7.3%, and in 2023 it was 5.8%, so it has risen by around 1.5% in one year. I also think it is great that you are disclosing your plan until 2031 based on a proper training plan.

In particular, the target for FY2026 was 10%, so I wonder if that has been raised as well. What is contributing most to this steady increase? Of course, I guess you have set a specific target for each department for the number of fulfillments calculated in reverse. Since you have been working on these things, you are steadily improving, so if there is anything more specific that you can tell us about how you can continue to improve towards 2031, please let us know. Thank you.

Tsujinaka: Over the course of three years starting in 2019, we worked on creating a position just below management, a position that is often referred to as “section chief” in Japanese companies. We started by creating the base in which women in their 30s in that position could develop their skills. It took us three years to get to just over 21%, and we have managed to build up the base. After that, we made the announcement, and we decided that we would continue with it.

During this period, many directors and others have started by breaking out of the shell of the old way of thinking with the opinions of various experts. I think one thing that has happened is that the perspective of the managers who are promoting women has gradually changed. As a result, although there are still no women at the executive level yet, we are beginning to see one or two women at the department manager level, and these women will serve as role models and spread the word.

If we do that, some of the new female employees will want to work in that kind of environment, and some will find it interesting as they take on more responsibility as their workload and scope of responsibility expand. They can take on challenges that are not easily realized by a single employee. We hope that our role models will share this kind of enthusiasm.

In addition, after the COVID-19 pandemic, diverse working styles have spread rapidly within the company. I think it is because women with families are realizing little by little that they can continue to work and develop.

There is no silver bullet, and there are still areas where we are lacking in specifications, but we intend to achieve our goals by filling in those gaps. We would like to work on revising our goals in a positive way.

Yatsunami: Thank you. If I may add one more question, and perhaps I should ask this of Mr. Takino: what positive effect, if any, do you expect this kind of evolution in diversity to have on your company's corporate value and strategy?

Takino: Thank you for your question. This may end up being a general answer, but I think we are currently in a rapidly changing environment where it is difficult to see what the future holds.

In that sense, I think having people with as many diverse backgrounds and ways of thinking as possible on the team will definitely be a plus in finding various breakthroughs. In that way, I think that is something we need to aim for as well.

Another thing is that, especially with the acquisition of Deciphera, I have high hopes that the most value will be created in the shortest time by recognizing more and more different values and striving for a positive direction. That's all.

Yatsunami: Thank you. Lastly, I would like to ask you, Ms. Okuno, as an expert in this field, I am sure that you have seen many examples from various companies, but if you have any suggestions for ONO that you think were good or that should be worked on because they are still issues that need to be addressed? Please let us know.

Okuno: Thank you for your question. As Mr. Tsujinaka mentioned earlier, it is great that you established a training program for each individual. In other words, it is amazing that you set up a training plan for everyone, without lumping them all together as women, by hoisting a flag for everyone. I hope that this will take us to the next level.

And as for future expectations and challenges, until we acquired Deciphera, the board of directors was most focused on diversity, that is, women. However, as Deciphera expands globally, after the keyword women, comes global, although it's okay to have mostly Japanese people.

I hope that we can become a company where people from Deciphera are working around the company in more and more places, not only OPUS, but also other employees from overseas come to the company, and I think that this is the next challenge. Thank you.

Imura: Mr. Yamaguchi from Citigroup, please go ahead.

Yamaguchi: I understand that you recently made some organizational changes. We have heard a lot of talk about the impact of this on your company, including the PMI for Deciphera, and human resources. What specifically have you done? Also, could you tell us about the retention of talent, including the PMI, and whether things like that are going well?

Takino: I guess your question is about the progress of PMI in Deciphera and the benefits that can be derived from it. To be honest, I think that PMI is not going to be completed suddenly. So, as Mr. Tsujinaka mentioned during the process, we are trying to actively create opportunities to discuss what both companies are doing now while increasing transparency as much as possible in terms of mutual understanding.

However, as another window, about half of the operations that we originally had in ONO PHARMA USA will be shifted to Deciphera in July. We expect that the pace will probably increase from there.

Then there are our three perspectives. It's four if you include strengthening the pipeline; plus R&D and sales capabilities, and research in Europe and the US. Among these various pillars, ROMVIMZA, Deciphera's second product, was recently approved in the United States.

This is also a new product flow for our company, and we are also feeling that it will give us a boost. So, rather than a staffing-centered PMI, we are working on it while feeling the benefits of integration in different areas.

I think we need more time to be able to give you a better answer, but does this answer your question?

Yamaguchi: Another question is that you mentioned a change in management, going from one to three people. Has this change in structure resulted in faster management, or faster decision-making?

Takino: As Ms. Okuno mentioned during the discussion, I feel that the three-person team fits very well with the multiple changes that are taking place today.

Each of us have slightly different backgrounds. Vice President Tsujinaka is in charge of business strategy and management. I visit Boston relatively frequently to interact with the R&D and global aspects. Chairman Sagara handles various decision-making based on his experience.

In that sense, I would like to comment that we are currently enjoying the benefits of having three representative directors.

Yamaguchi: Thank you very much.

Imura: Next is Mr. Hashiguchi from Daiwa Securities, please go ahead.

Hashiguchi: You've mentioned many times that you are keen to grow by incorporating new value and increasing what you can do through the acquisition of Deciphera, but over the past few years, the past 10 years or so, your company was already hiring a lot of people from outside the company in the oncology area. Ms. Okuno used the word "monotone" earlier, but I think that compared to before--you now have people with a much wider range of value. Could you tell us what you have learned from these efforts over the past 10 years, what difficulties you have faced, and what improvements you have made for the future?

Tsujinaka: First, we started in 2014 with oncology. The first thing was sales. I remember as if it were yesterday that we started it by hiring MRs. A company that had never done oncology before stepped into oncology and naturally lacked capability. Many employees with expertise in the oncology field joined us.

You said that the oncology area was for career hires who came from outside the company, while the primary oncology staff were in-house employees, but that's not true. From that point on, half of the oncology area was made up of in-house employees, even at that time. We shared what we had learned, and we worked to get them to join while sharing our culture, such as Ono's sales policy, sales methods, and activities, and how development was done.

Fortunately, excellent career-hire employees joined us, and they brought a lot of what we were lacking. The company, which had only been able to foster a sense of unity within a homogeneous system with students who had graduated, took on the challenge of taking in hundreds of different people at once and fostering a sense of unity.

As for my impressions, to be honest, at the time I thought it was amazing. If we had studied from scratch and worked hard, it would have taken a year, but with the inclusion of people with new knowledge, we thought it could be done in January, February, or March.

When these career employees come into contact with Ono's culture, they feel that "Ono is an interesting company where it is easy to work," and "I think I can contribute in a new way," and many of our employees come to work here.

In interviews for career-hire employees, we often get asked questions like "What kind of people are active?" and "How can I contribute?" So, I always answer honestly, "People who are too job-focused and limit their scope of work to this or that are not very successful." They need to go beyond their scope of work and do many different things, and get involved in many different things. This makes them busy, but they gradually become relied upon. And because there is nothing more fun than working while being relied upon, they go beyond their scope of work and challenge themselves in many different ways. I think successful people are those who turn gratitude into joy and energy.

Our goal in recruiting career-hires is to have those who join us like the company. As Mr. Takino often says, "Do you like the company, and will you like it?" It starts from that, and we have human resources who think, "I enjoy working at this company," "I enjoy being relied upon," and "My job scope is not limited to this," and we think it is important to continue to expand the relationships between people based on such things. Overseas, OPUS, OPUK, OPKR, and OPTW have been successful, and if Deciphera is also successful, I think I will be able to answer Mr. Hashiguchi's question with confidence, so I'll work hard to be able to do that.

Hashiguchi: Yes. Thank you very much for your attention. That's all from me.

Imura: Mr. Sakai from UBS Securities, please go ahead.

Sakai: On page 15, it says that it is important to demonstrate from the top how to create an organization that accepts and makes use of sharp and unique talent. I totally agree with this. But, I would like to ask this question focusing only on your company's drug discovery and R&D. Previously, Ono used to do cutting-edge research, whether or not anything came out of it, as shown by the so-called prostaglandins and compound orientins. This was probably the era before Chairman Sagara. Then OPDIVO was introduced, and I think the structure changed in various ways. I would like to ask you if your laboratory organization and management has changed since then. What I paid most attention to was the number of papers coming out of your laboratories. Originally there were very few papers from your company when compared to other companies. Is this your culture? Or is it that are writing to be published, so things don't come out--is there a correlation there? I think that Mr. Takino will also be looking anew at the R&D side of things. I would like to ask him what his current understanding is including this question.

Takino: Thank you, It's not often that I get a chance to talk about this kind of thing, so I hope you will allow me to share my thoughts and feelings with you.

Let me start by mentioning the impact of having people with outside experience when they come into research or into R&D. You already know that we have always wanted to do as many cutting-edge projects as possible based on open innovation.

As for how things are flowing now, our understanding is that technological innovation is progressing in a huge number of different directions. In terms of how to incorporate such knowledge in a timely and appropriate manner, we believe that having people who are familiar with the recent technological advancements directly involved in projects is a very useful way to raise our level.

In fact, the part Mr. Tsujinaka already answered Mr. Hashiguchi's question earlier is that we can also do this outside the commercial area as well. We have had outside consultants come in to help us in corporate areas such as our figures, communication, legal, and so on. Ono's ability to respond quickly to rapid changes, which of course may not be sufficient in some areas, is being supplemented by hiring career professionals. I think the best example of this is the technical evolution of R&D, especially in the area of drug discovery.

As you know, for example, we are working to expand our modality options from small molecules, and the skills of people from outside the company have been very helpful. In terms of how to use big data and genetic information to reliably identify drug candidates at an early stage of drug discovery, while we are training so-

called “informaticians” internally, we are also bringing in people from outside, so we are also proud to say that we have some of the top-level personnel in the Japanese pharmaceutical industry.

So, in that sense, drug discovery is changing considerably right now. The ethos of "compound-oriented" itself is changing. Although we continue to maintain the spirit of compound-orientation, drug discovery that is closely linked to the elucidation of biology, especially human biology, is becoming indispensable in the coming era. I have the feeling that we are now getting a variety of talented people who can contribute their abilities in these areas.

Sakai: How about papers?

Takino: Our attitude toward papers may not have changed since the past. We place great importance on a first-in-class approach, so when it comes to publishing papers on first-in-class projects, there is a balance to be struck with predominance. I think it is in a stable state of under-expression.

Sakai: I see. I understand. Thank you.

Imura: If any of the journalists in the audience have any questions, please? Thank you.

Yoshimizu: I am Yoshimizu from Iyaku Keizai. I would like to ask internal and external directors. This time, the ratio of women, on page 17, will rise until FY2026, but why is it a little short in 2031? I feel that at this pace it would be enough, but I would like to ask each of you to explain why it is not enough, both from an internal and external standpoint.

Tsujinaka: This simply indicates that we are a little short when we estimate our plan to flag the female human resources we have now, nurture them by-name, and have them take on this job by when. There will be many women who join in the future, and as you pointed out, we would like to fill that gap by hiring, creating role models, and motivating them to become active.

These are simply the figures we can see at the moment, and based on the fact that this is not enough, we would like to work hard to improve on this.

Yoshimizu: I see. Which do you feel is more important, mid-career hires or the internals?

Tsujinaka: Both. In terms of numbers, we would like to have a good selection from within, but in the short term, we will have to rely on external sources for high spec people.

Okuno: Anyway, I ask them to hire from the outside if they are already short, and I also ask them to be aware of how many women they are hiring, including mid-career hires. But to be frank, the whole of Japan is doing this, so I think it will be extremely difficult, but even so, I am asking them to bring in enough to compete with us.

I also think that if we increase the number of women in management positions, there will be a tipping point at which Ono will feel that it is normal for women to be in management positions. I have a feeling that that is the point we will aim for first.

Yoshimizu: I see. I would like to ask Director Okuno why other pharmaceutical companies are also struggling to increase the number of female managers. Compared to other industries, is there any unique reason why pharmaceutical companies are struggling to increase the ratio of female managers?

Okuno: I don't know, I haven't done any research focusing on that, but I have a feeling that it might be sales. It may be that the way sales representatives and other sales representatives work makes it difficult for women to successfully enter that area of the workforce. If we can create an atmosphere in which women are not at

a disadvantage in sales, and women can do what they normally do, I think we will see an increase in the number of women.

Imura: Please go ahead, Mr. Ishii.

Ishii: I am Ishii from Iyaku Tsushinsha. Are there any current systems in place at Deciphera that we should refer to, for example, in the promotion of women?

Takino: We are just now starting to learn about it. To be honest, I don't know if this is a difference between our two countries, but the percentage of women in Deciphera is already very high. I think there is a lot we can learn from them.

Ishii: Are there any other Deciphera systems or practices that could serve as a reference?

Tsujinaka: We are still learning. I believe that as our mutual understanding progresses further, we will arrive at further discoveries. They have a lot of women working in a wide variety of positions, including the executive team. As interactions with our employees increase, it will have a positive impact on them.

Okada: My name is Okada from Yakuji Nippou. Earlier, it was mentioned you would like to increase the number of foreign employees you hire. Could you please tell us how many foreign employees you currently have, how many managers you have, and if there are any future goals?

Tsujinaka: At the moment, I think there are fewer than 10 people working for us in Japan. As for management positions, one woman recently became a manager, and I think that is only one person. It's taking a little time.

Okuno: They could get to the point where they get some kind of position. I think one of the first things that would be stimulating would be to exchange ideas through training, long-term training, medium- to long-term training, or other forms of exchange that would stimulate the exchange.

Okada: I understand. Thank you.

Imura: There are no more questions from the audience or web participants, so I would like to close the meeting now. Thank you very much for your attention.