

Mid-term Business Plan 2027

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- This material contains forecasts, projections, goals, plans, and other forward-looking statements regarding the Group's financial results and other data. Such forward-looking statements are based on the Company's assumptions, estimates, outlook, and other judgments made in light of information available at the time of preparation of such statements and involve both known and unknown risks and uncertainties.
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- Information concerning pharmaceuticals and medical devices (including compounds under development) contained herein is not intended as advertising or as medical advice.

Agenda of Mid-term Business Plan (MTBP) 2027 Presentation

- »» Mission and Vision
- »» Review of MTBP 2022
- »» MTBP 2027



Mission and Vision

Mission of Sumitomo Pharma^{*1}

**To broadly contribute to society through value creation based on
innovative research and development activities
for the betterment of healthcare and fuller lives of people worldwide**

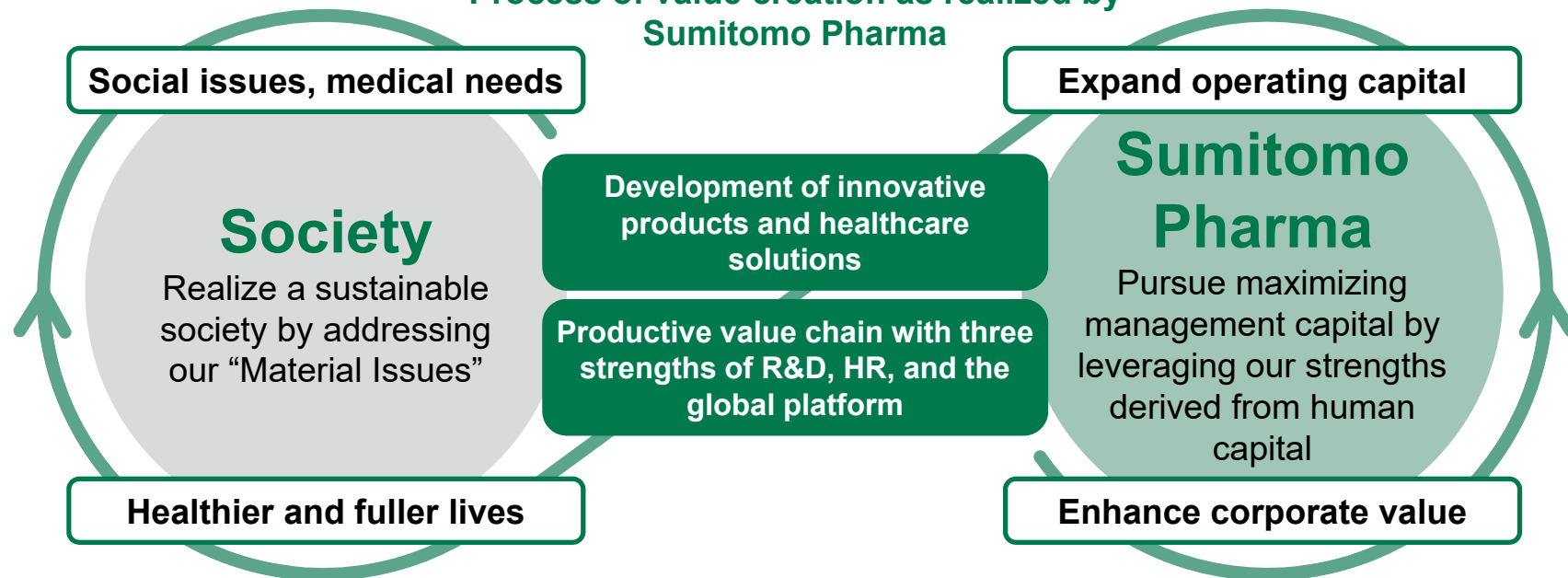
Sumitomo Pharma's Value Creation Process

Maximize corporate value by contributing to the betterment of healthcare and fuller lives of people worldwide, thus realizing greater social sustainability

SDGs addressed by Sumitomo Pharma



Process of value creation as realized by Sumitomo Pharma



Sumitomo Pharma's Material Issues

“Development of innovative products and healthcare solutions” has been identified as the most important material issue in terms of “expectations from society” and “impact on corporate value enhancement”

Expectations from society	Very large	<ul style="list-style-type: none"> • Stable supply of high-quality pharmaceutical products • Provision of high-quality product information and promotion of proper use • Improving access to medicines and advocacy 	<ul style="list-style-type: none"> • Development of innovative products and healthcare solutions
		<ul style="list-style-type: none"> • Respect for human rights • Promotion of environmental initiatives • Enhancement of corporate governance • Strengthening of risk management • Pursuing compliance 	<ul style="list-style-type: none"> • Expansion of human capital and instillment of corporate culture
	Large		
		Large	Very large
		Impact on corporate value enhancement	

Sumitomo Pharma's Responses to Social Issues and Changes in the External Environment

Our initiatives

Development of innovative products and healthcare solutions

Development of innovative pharmaceutical products in the Psychiatry & Neurology and Oncology areas, where the therapeutic effect of drugs is relatively low

Provide new treatment options using diverse modalities such as the Regenerative Medicine/Cell Therapy and non-pharmaceutical solutions (Frontier Business)

Relieving the burden on not only patients but their families and caregivers and improvement of social productivity

Social issues and changes in the external environment

Declining birthrate and aging population

- Healthcare needs expanding in the Psychiatry & Neurology and Oncology areas

Pandemic and conflicts

- More patients in the Psychiatry & Neurology area
- Unstable supply of pharmaceutical products

Advanced healthcare needs and diversifying modalities

- Clarification of disease mechanisms and enhancement of preventive and interventional measures

Penetration of value based healthcare

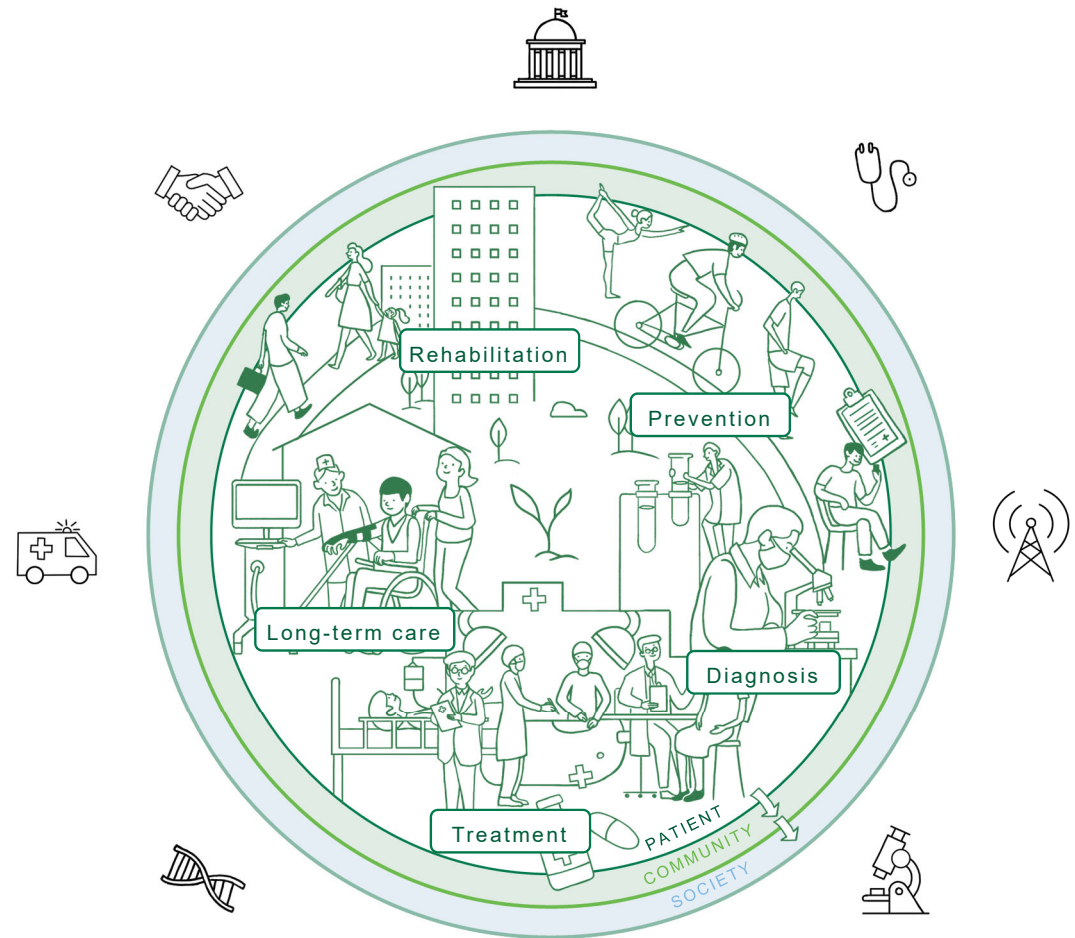
- Sustainable social security

Lifestyle fused digital and real life, and diversifying values

- Patients' participation in treatment, increase in health management consciousness

Vision

For Longer and Healthier Lives
We unlock the future with
cutting-edge technology and ideas

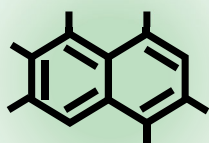


 **Sumitomo Pharma**

A Global Specialized Player (GSP) as Envisioned by Sumitomo Pharma

Psychiatry & Neurology and Oncology as Priority Disease Areas, contribute to the betterment of healthcare and fuller lives of people worldwide through diverse approaches (pharmaceutical products, regenerative medicine/cell therapy, and non-pharmaceutical solutions), thus establishing a unique position globally

Small molecule



Molecular design/synthesis based on accumulated experience/know-how

Non-pharmaceutical (Frontier)



To be developed in the mental resilience area

Regenerative medicine/cell therapy



Know-how acquired by pioneering initiatives

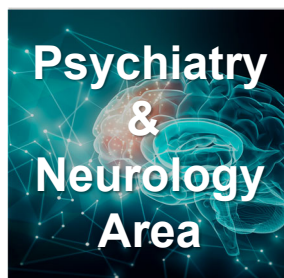
Other modalities



Pursuit of optimal modalities



Psychiatry & Neurology Area



Diverse approaches to innovate the conventional treatment system

- Our core area
- Accumulated data, experience, and know-how

Oncology Area



Distinguished products to innovate standard treatment

- Carefully selected R&D pipeline
- Unique fundamentals for drug discovery

Other Areas



Deliver value to patients by leveraging our assets

- Women's health issues, urological diseases, diabetes
- Rare diseases, infectious diseases



Review of MTBP 2022

Mid-term Business Plan (MTBP) 2022 in Review

- ✓ Acquired medium- to long-term growth drivers and launched the Regenerative Medicine/Cell Therapy Business and Frontier Business
- ✓ From now on, we will shift to a profit structure through in-house created products and build a business structure that responds to changes

Establishment of Growth Engine

◆ Acquired ORGOVYX®, MYFEMBREE®, and GEMTESA®

Strategic alliance with Roivant Sciences Ltd.
Upfront investment for early recording of sales

◆ Obtained POC for ulotaront and SEP-4199

Strategic alliance with Otsuka Pharmaceutical Co., Ltd.

◆ Expanded early pipeline

◆ Launched new businesses

(Regenerative Medicine/Cell Therapy Business and Frontier Business)

◆ Shifted regional strategies

(Sold European Business, strengthened the business structure in China & Asia)

◆ Extended LATUDA®'s exclusive marketing period by patent strategies

◆ Revised new product sales forecasts downward

KYNMOBI®, LONHALA® MAGNAIR®

◆ Discontinued late-stage development of potential blockbusters

napabucasin, alvocidib, DSP-7888, dasotraline

Building of Flexible and Efficient Organization

◆ Work/compensation systems designed to accelerate the principles of self-discipline, delivering results, and taking on challenges

◆ Further instilled CHANTO

◆ Acquired the digital technology foundation

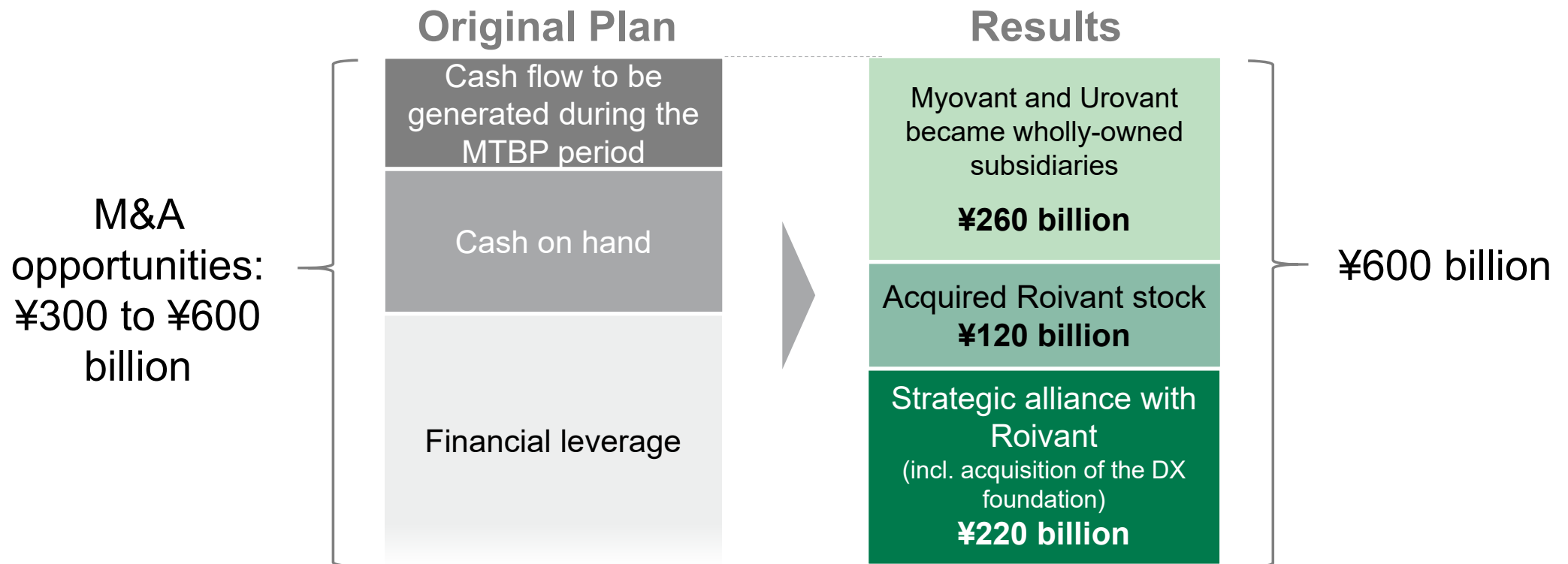
DrugOME / Digital Innovation

◆ Sold non-core assets

◆ Expanded the business foundation in North America in pursuit of business optimization, but **the NA business structure became complicated as a result**

Investment Record

Enabled investment of ¥300 to ¥600 billion for M&As, formed a strategic alliance with Roivant, and made Myovant Sciences (“Myovant”) and Urovant Sciences (“Urovant”) into wholly-owned subsidiaries, thus acquiring three key products*1 and the foundation for DX (digital transformation)



MTBP 2022: Goals and Results

- ✓ Despite growth in key products, revenue did not meet the original expectations
- ✓ ROIC and ROE managed to meet the revised goals levels for five-year total, but both ROIC and ROE in the last year turned negative due to impairment loss on intangible assets

	Original Goals (April 2019)	Revised Goals (May 2021, Revised MTBP)	FY2022 Forecasts
Revenue	¥600 billion	¥600 billion	¥555.5 billion
Core operating profit	¥120 billion	¥60 billion	¥16.4 billion
ROIC	10 %	3 %	(3.9)% (2.5% for the 5-year period)
ROE	12 %	3 %	(14.7)% (4.8% for the 5-year period)
Payout ratio	≥20%	≥20%	41.4% (5-year period)
Exchange rate (to the U.S. dollar)	¥110	¥110	¥135.5



MTBP 2027

MTBP 2027 Basic Strategy

Make a “qualitative transformation” of the business structure and business practices

Achieve renewed growth from the “LATUDA® Cliff” and build a foothold for becoming a GSP

“Qualitative transformation”



Establish a revenue base facilitating sustained growth

Priority Issue 1

- Maximize value of the three key products*1 early
- Optimize management resource allocation



Bring own innovations to fruition

Priority Issue 2

- Launch late-stage development products early
- Develop late-stage products that will underpin the Group’s revenue in the 2030s by accelerating the late-stage development of prioritized products from early-stage development
- Full scale launch of the Regenerative Medicine/Cell Therapy Business and the Frontier Business



Change to a flexible and efficient business foundation

Priority Issue 3

- Realize integrated management for the Group by reorganizing the global business structure

Priority Issue 4

- Review the cost structure, accelerate DX

Priority Issue 5

- Further instill corporate culture, implement HR strategies

Financial Goals and Dividend Policy (1)

		MTBP 2022	MTBP 2027	
		5-year total	FY2023	FY2024-FY2027
PL/ CF	Revenue	CAGR 3.5%	¥362 billion	CAGR 12% or higher (Base year: FY2023)
	Core operating profit	¥293.7 billion	¥(62) billion	¥192 billion or higher (For four-year total)
	Operating cash flow	¥273.6 billion	¥(130) billion	¥270 billion or higher (For four-year total)
	ROIC	2.5%	(8.5)%	6.5% or higher (For four-year total)
	ROE	4.8%	(21.9)%	8% or higher (For four-year total)
FX rates	USD (5-year average)	¥115	¥130	
	RMB(5-year average)	¥17.0	¥19.5	

※All financial goals above are after adjusting for the probability of success

CAGR : Compound Annual Growth Rate

ROIC: (Core operating profit – Income taxes) / (Equity + Interest-bearing liabilities)

Long-term ROE goals:

Aim for ROE of 10% during the next MTBP starting in FY2028

Financial Goals and Dividend Policy (2)

		At the end of FY2022	At the end of FY2027
BS	Net D/E ratio	0.60	0.5 or lower
	Interest-bearing liabilities	¥334.7 billion	¥200 billion or lower
	Ratio of equity attributable to owners of the parent to total assets	35.8%	40% or higher

※ All financial goals above are after adjusting for the probability of success

Dividend policy:

In FY2023, the policy is to not pay the dividend as core operating profit is expected to be in the red.

In FY2024, as core operating profit returns to the black, we will resume the dividend, after which we will aim for a consistent dividend payout

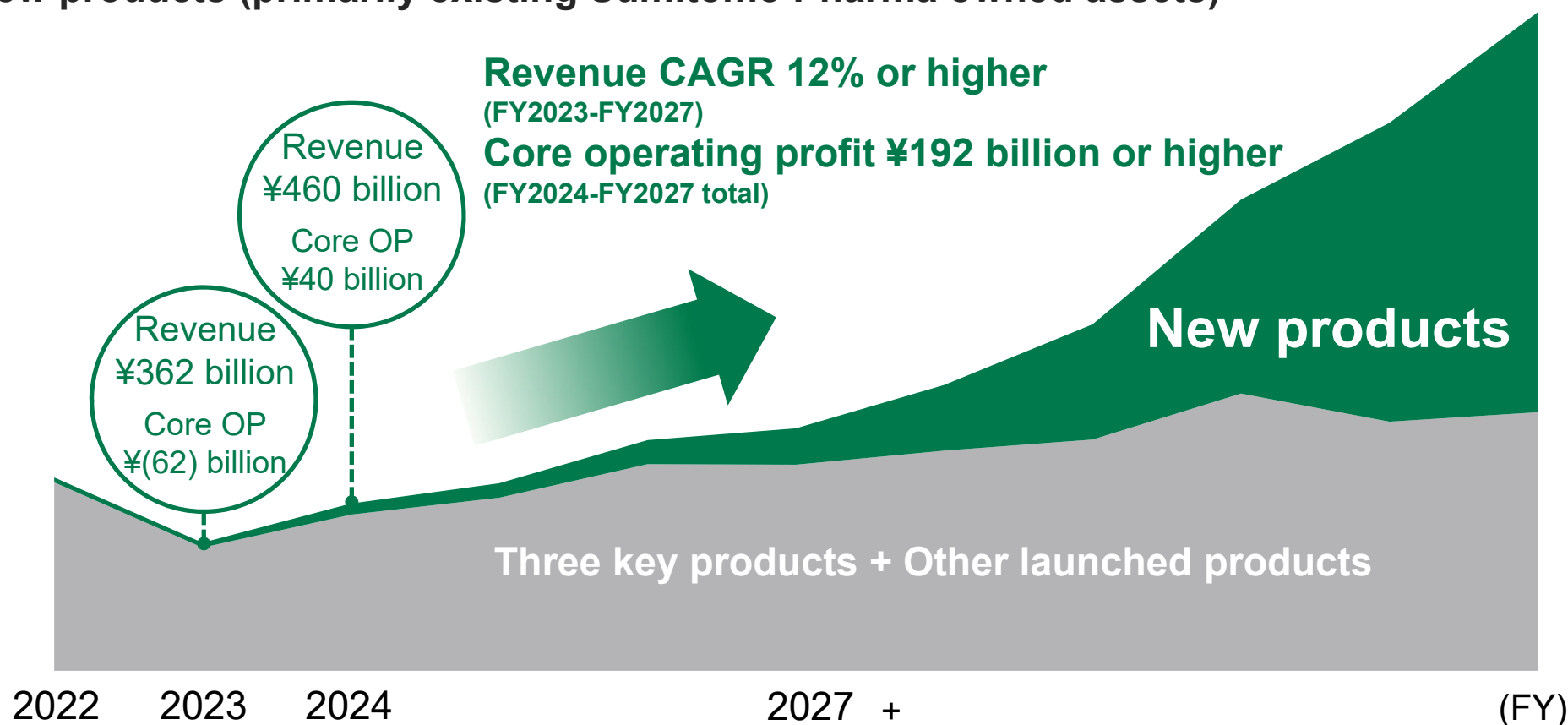
Investment policy:

R&D investments in own assets will be prioritized.

Resources will be allocated to M&As and in-licensing as well, so long as they do not significantly effect achievement of financial goals

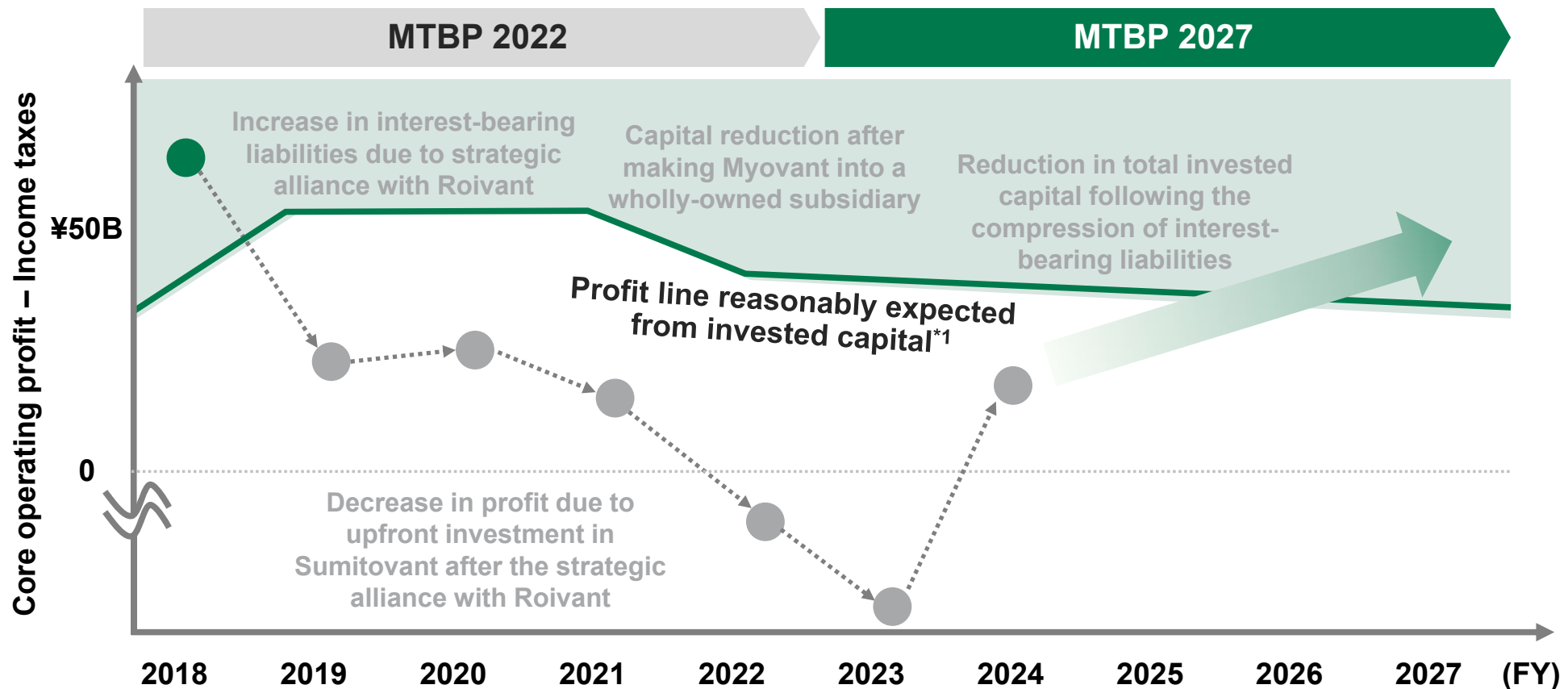
Renewed Growth Imagined*1

Establish a mid-term revenue base with the three key products and aim for renewed growth with new products (primarily existing Sumitomo Pharma owned assets)



Invested Capital and Return on Capital

For the four-year period from FY2024, we will seek to secure a level of profit reasonably expected from invested capital and then aim to post a higher profit level during the next Mid-term Business Plan starting from FY2028



*1. The profit line reasonably required from invested capital (capital + interest-bearing liabilities) is set to be "invested capital x 6.5%" (weighted average cost of capital)

Priority Issues for the MTBP 2027

- 1 Strengthening Business Profitability**
- 2 Bringing Own Innovations to Fruition
- 3 Strengthening Group Governance
- 4 Accelerating Digital Transformation (DX)
- 5 Instilling Corporate Culture and Implementing HR Strategies

Strengthening Business Profitability

Reinvention of the North American Business Structure

Consolidated multiple NA subsidiaries, which had pursued optimization of their business in their respective areas, into a new company

Sumitomo Pharma America, Inc.

Sumitomo Pharma's wholly-owned subsidiaries (indirectly held)
Total headcount: Approx. 1,800
Locations: Cambridge, West Coast, etc.



R&D in
Psychiatry &
Neurology area
(12 pipeline products
including ulotaront under
development)



Development
in the rare
diseases area
(rodatristat ethyl and
SP-101 under
development)

R&D in the
Oncology area
(5 pipeline products
including TP-3654
under development)

Management of
Group companies

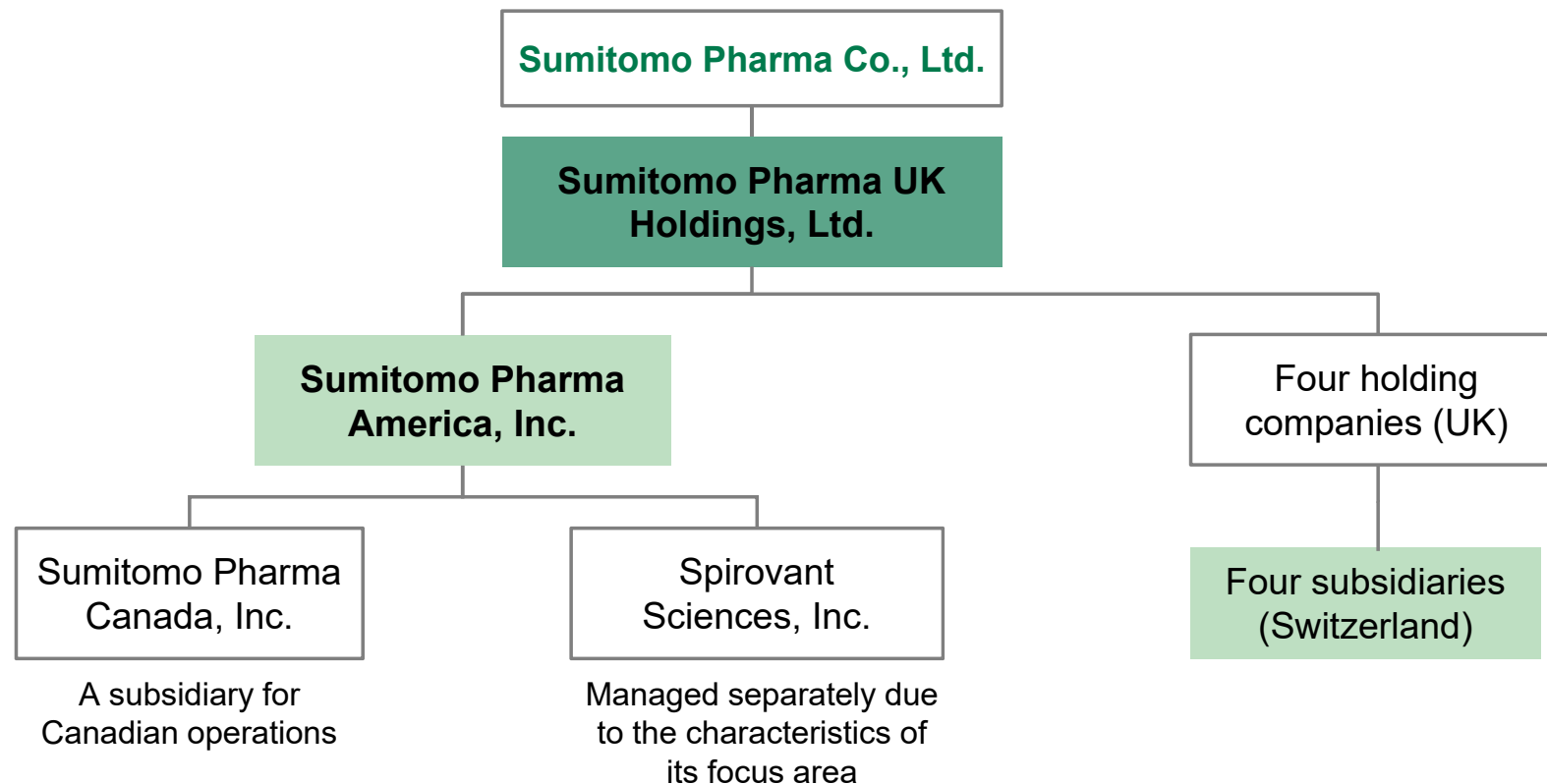
Owens proprietary
computing and
data platforms
✓ DrugOME
✓ Digital Innovation

Shared
service

Strengthening Business Profitability

Organizational Structure of the Key Group Companies for the NA Operations

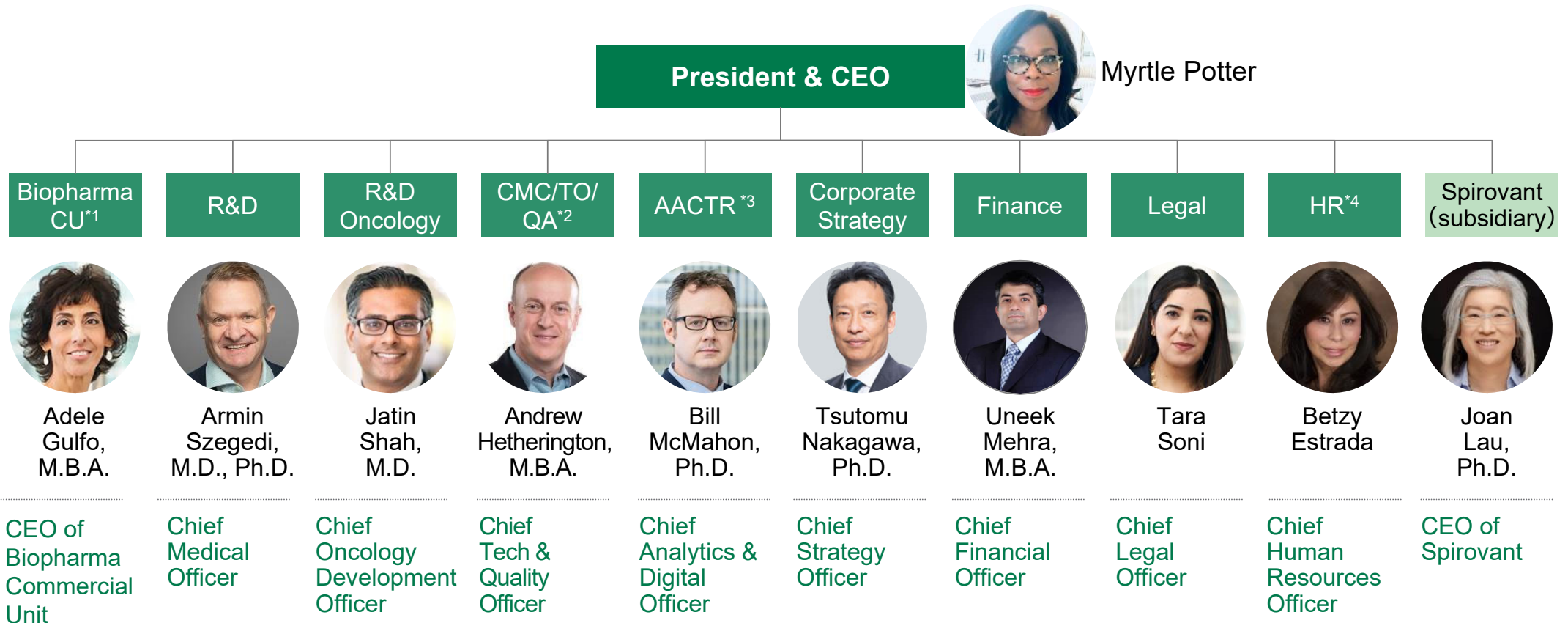
- ✓ Consolidated operational organizations for the NA operations (Sumitomo Pharma America, Inc.)
- ✓ Sumitomo Pharma Directors assume a concurrent directorship at Sumitomo Pharma UK Holdings, Ltd., which is in charge of corporate governance
- ✓ The current framework for intellectual property, which is under the management of Group companies in Switzerland, will be maintained



Strengthening Business Profitability

Leadership Team of the North America Operating Company

- ✓ Business of products is managed by top human resource with proven track records
- ✓ Appointed Chief Analytics & Digital Officer, who is responsible for spreading proprietary data utilization technology throughout the Sumitomo Pharma Group



*1. Commercial Unit, *2. Chemistry, Manufacturing and Control / Technical Operations / Quality Assurance,

*3. Advanced Analytics Computational Technology & Research, *4. Human Resource

Strengthening Business Profitability

Further Strengthening of Competitive Advantages in North America

Sumitomo Pharma America with the scale and capabilities to further consolidate the business foundation in NA

NA to form one team



Integrate corporate philosophies and cultures unique to each entity under the Sumitomo Pharma Group brand and share business objectives

Lean operating structure



Maximize value of the three key products by Biopharma CU*¹

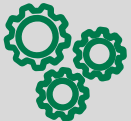
- ✓ Relugolix (ORGOVYX®, MYFEMBREE®)
- ✓ Vibegron (GEMTESA®)

Bringing together top talents to promote R&D

Make the most of shared functions to realize optimized resource allocation and cost synergy

- ✓ Establish a strategy unit to realize prompt and optimized operations for the Group

Proprietary data utilization technology to accelerate business and R&D



Advanced analytics teams established within the new company

- ✓ DrugOME (AI, data, and advanced computing ecosystem)
- ✓ Digital Innovation (tailor-made digital platform)



Solid Growth

~ \$ 1,600_M

FY2023 revenue forecast

~ \$ 400_M

Cost synergy



Expanded pipeline

Approx. 30 clinical studies are currently underway in the Psychiatry & Neurology area, Oncology area, and Other areas

Strengthening Business Profitability

Relugolix

Aiming for “Double Blockbusters” by spreading the word about advantages of oral GnRH*¹ agents

Once-daily oral
GnRH*¹ receptor antagonist

ORGOVYX® Advanced prostate cancer

- Aiming to establish a position of a standard medication for androgen deprivation therapy (used at initial stages)


Myfembree®

**Uterine fibroids,
endometriosis**

- Simple dosing/administration
- Acts without hormonal surge
- Expected to be safe enough to be administered over a long period (24 months or longer)

Strategy for value maximization

**Biopharma CU*² to aggressively
expand the GnRH*¹ market**



Establish a position by gathering new evidence

- Verify efficacy/safety of combination therapy (ORGOVYX®)
- Verify cardiovascular event risks (ORGOVYX®)
- Verify safety during long-term administration (MYFEMBREE®)



Further strengthen information provision activities

- Provide consistent commercial/medical information from a full-time team
- Apply data analytics approach (successful for the GEMTESA® business) to the relugolix business (Led by the Advanced Analytics teams)



Facilitate collaborations

- Increase awareness in cooperation with Pfizer, which has a complementary product line
- Branch out to other regions through alliances (Gedeon Richter, Accord)

Strengthening Business Profitability

GEMTESA®

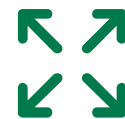
Establish the leading position in the $\beta 3$ class agonist market to make it a blockbuster

Once-daily oral $\beta 3$ adrenergic receptor agonist effective for all three major symptoms*¹


GEMTESA® Overactive bladder (OAB)
(vibegron) 75 mg tablets

- Established evidence for the efficacy against urgency, as well as urge urinary incontinence and urinary frequency
- Hypertensives and elderly patients should find it easy to use as it hardly risks blood pressure increase
- Does not require dose adjustment
- Covered Approx. 90% of Medicare Part D coverage and approx. 60% of commercial coverage

Strategy for value maximization
Biopharma CU*² aggressively expands share in the OAB market



Increase the number of indications and market

- Additional indications for OAB+BPH*³ (submission scheduled for 2H FY2023)
- Expand to EU (through alliance with Pierre Fabre)
- Expand to other regions (Canada, China, etc.)



Gain share in anticipation of the OAB market trends

- Maximize share in the market with the expiration of exclusive marketing period of competing products in mind



Further strengthen commercial activities

- Generate sales synergy with relugolix (Urology)
- Strengthen Primary care physician sales
- Conduct data-based marketing activities (Led by the Advanced Analytics teams)

Strengthening Business Profitability

Japan Business

Increase adaptability to change and make attempts at new businesses

By changing the product mix and adapting to healthcare policies

Ensure business revenue in priority areas

1

Maximize value of priority products*1 and new products

- Maximize product value by leveraging strong sales/marketing base and relations
- Launch new products and expand indications in the Psychiatry & Neurology area and Oncology area
- Increase customer satisfaction by providing information via omni-channels, conduct evidence-based medical activities

2

Strengthen the Regenerative Medicine/Cell Therapy Business and Frontier Business

- Launch products for the Regenerative Medicine/Cell Therapy Business, commence/expand sales in the Frontier Business
- Transform the business structure and enhance competitive advantages

3

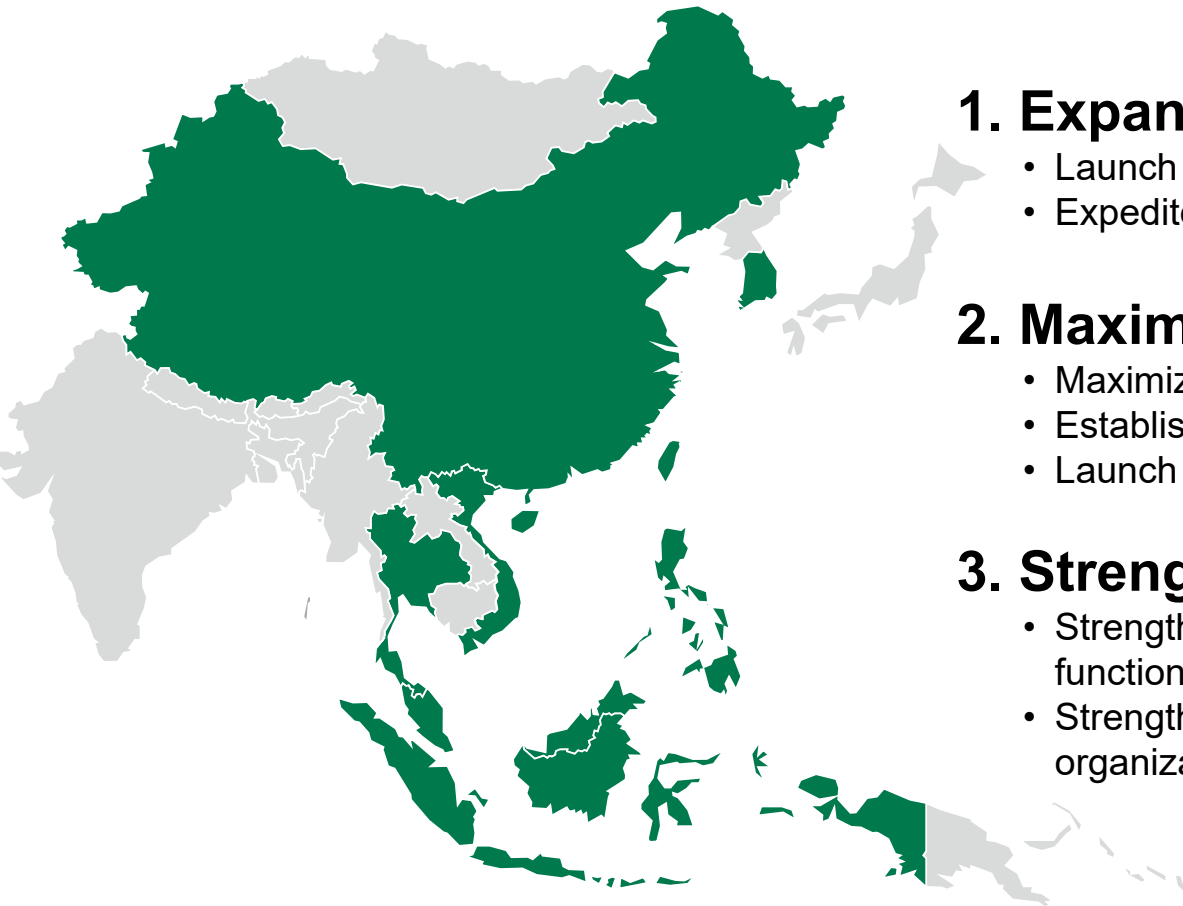
Manage business while keeping pace with change

- Shift to an efficient structure commensurate with the business scale and product mix
- Utilize digital technology to change behavior and increase productivity
- Strategic in-licensing and alliances

Strengthening Business Profitability

China & Asia Business

Make continued investments in the Asia region to establish a firm profit base, while responding to changes in the business environment



1. Expand the product line

- Launch lefamulin (China)
- Expedite development of vibegron*¹ (China & Asia)

2. Maximize profit from launched products

- Maximize profits from the MEROPEN® business (China & Asia)
- Establish a hybrid sales system using CSO*² (China)
- Launch LATUDA® in more countries/regions (Malaysia, etc.)

3. Strengthen the organizational foundation

- Strengthen collaborations with global development/production functions (China)
- Strengthen the corporate governance function, optimize organizational management (Asia)

Priority Issues for the MTBP 2027

- 1 Strengthening Business Profitability
- 2 Bringing Own Innovations to Fruition**
- 3 Strengthening Group Governance
- 4 Accelerating Digital Transformation (DX)
- 5 Instilling Corporate Culture and Implementing HR Strategies

Bringing Own Innovations to Fruition

Tap into expertise, strengths, and assets built up so far to boost business performance, thus realizing renewed growth over the mid- and long-term

- ☒ Achieve successful launches of late-stage assets
- ☒ Select priority products from among early-stage assets and bring them to later phases
- ☒ Create a distinguished pipeline
- ☒ Full-scale launch of the Regenerative Medicine/Cell Therapy Business and Frontier Business
- ☒ Initiatives in the infectious diseases area



















Ensure that these initiatives come to fruition and begin boosting business performance

Bringing Own Innovations to Fruition

Product Launch Target (April, 2023)

■ Psychiatry & Neurology
 ■ Oncology
 ■ Others

	FY2023	FY2024	FY2025	FY2026	FY2027	
ulotaront (TAAR1 agonist)		Schizophrenia 			Schizophrenia 	Expand indications 
Allogeneic iPS cell-derived dopaminergic neural progenitor cells (DSP-1083)		Parkinson's disease 				Development in the U.S. 
Allogeneic iPS cell-derived retinal pigment epithelial cells (HLCR011)			Retinal pigment epithelium tear* ¹ 			Expand indications 
DSP-5336 (menin and MLL inhibitor)				Acute myeloid leukemia* ² 	Acute myeloid leukemia 	Expand indications 
TP-3654 (PIM kinases inhibitor)					Myelofibrosis 	Expand sales countries 
GEMTESA® (β3-adrenergic receptor agonist)			Overactive bladder with BPH 		Overactive bladder 	
rodatristat ethyl (tryptophan hydroxylase inhibitor)					Pulmonary arterial hypertension 	
Iefamulin (antimicrobial agent of pleuromutilin class)		Bacterial community-acquired pneumonia 				

*1. Launch schedule is based on our goal pending agreement with partners,

*2. Premise to utilize an application of accelerated approval program (Plan to consult with the FDA)

Bringing Own Innovations to Fruition

Ulotaront

Achieve Successful Launches of Late-Stage Assets

Deliver new treatment options that will innovate standard of care in the Psychiatry area

Target indications

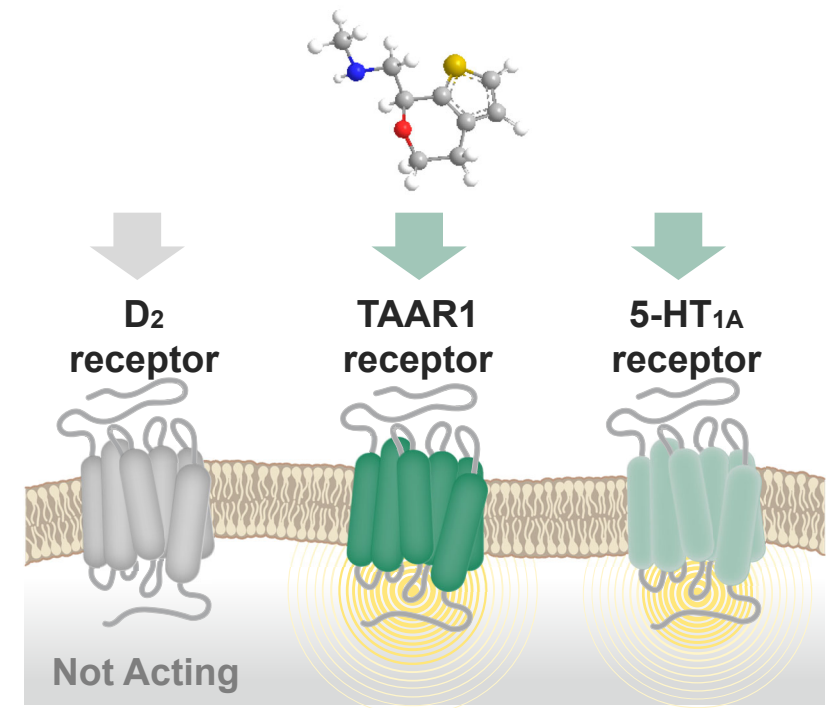
- First indication: Schizophrenia
- Second and third indications: adjunctive Major Depressive Disorder (aMDD), Generalized Anxiety Disorder (GAD)

Features of the developing compound

- Novel mechanism of action on TAAR1 and 5-HT_{1A} receptors (not on dopamine D₂ receptors)
- Potentially fewer extrapyramidal symptoms and metabolic side effects such as weight gain
- Potentially highly effective with positive and negative symptoms
- Aim to achieve early launch and additional indications through joint development with Otsuka Pharmaceutical

Target timing of launch

- Schizophrenia ( FY2024 ,  FY2027)
Outcome of Phase 3 studies (DIAMOND 1 and 2) to be out in 1H FY2023
- aMDD (under consideration)
- GAD (under consideration)



With multiple indications, ulotaront is expected to be a blockbuster, with potentially topping LATUDA®

Bringing Own Innovations to Fruition

DSP-1083: Allogeneic iPS Cell-Derived Dopamine Neural Progenitor Cells

An innovative treatment option that extends healthy life expectancy by winding back clinical conditions of Parkinson's disease patients



Target indications

- Parkinson's disease

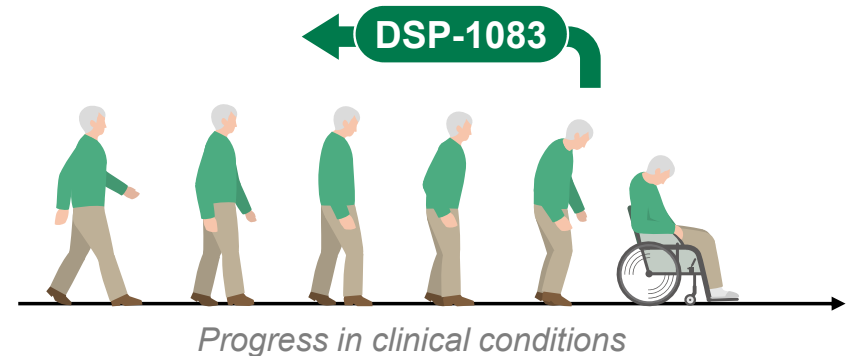
Features of the developing compound

- High-purity iPS cell-derived dopamine neural progenitor cells
- Evidence of efficacy for cell transplantation
 - Long-term efficacy with embryonic cells*¹
 - Concern of side effects by foreign substances overcome with iPS cells
- Highly efficient cell production realized
 - Concentrate our manufacturing technology and innovative equipment at SMaRT²

Target timing of launch

-  • Investigator-initiated clinical trial underway at Kyoto University Hospital
Launch scheduled for FY2024 (designated as a "SAKIGAKE")
-  • Clinical study to start in FY2023

Wind back progression of clinical conditions to contribute to longer healthy life expectancy



Expected to be a blockbuster in the 2030s

Bringing Own Innovations to Fruition

Oncology Area: TP-3654, DSP-5336

Select pipelines carefully and continue to take on the challenge of creating products with special features

Concentrate resources on TP-3654 and DSP-5336 to launch them early and maximize their value

- Conduct clinical studies in more countries/regions
- Build a stronger relationship with investigators and key opinion leaders
- Early examination and action for expanding lines of therapy and indications

TP-3654 (Myelofibrosis)

Key features

1. Possibly prevents bone marrow from becoming fibrotic (root cause of the disease)
2. Possibly can be administered to a group of patients with a low platelet count (unmet need of the disease)
3. Possibly contribute to a broad patient group when used in combination with drugs with a different mechanism of action

Target timing of launch: FY2027()

DSP-5336 (Acute myeloid leukemia)

Key features

1. Born out of the industry-university collaboration program with Kyoto University. Translational research to be promoted as part of AMED ACT-M*¹ project
2. Clinical POC*² confirmed with a competing drug with the same mechanism of action
3. Superior efficacy and safety for a certain patient group expected according to the results of non-clinical studies

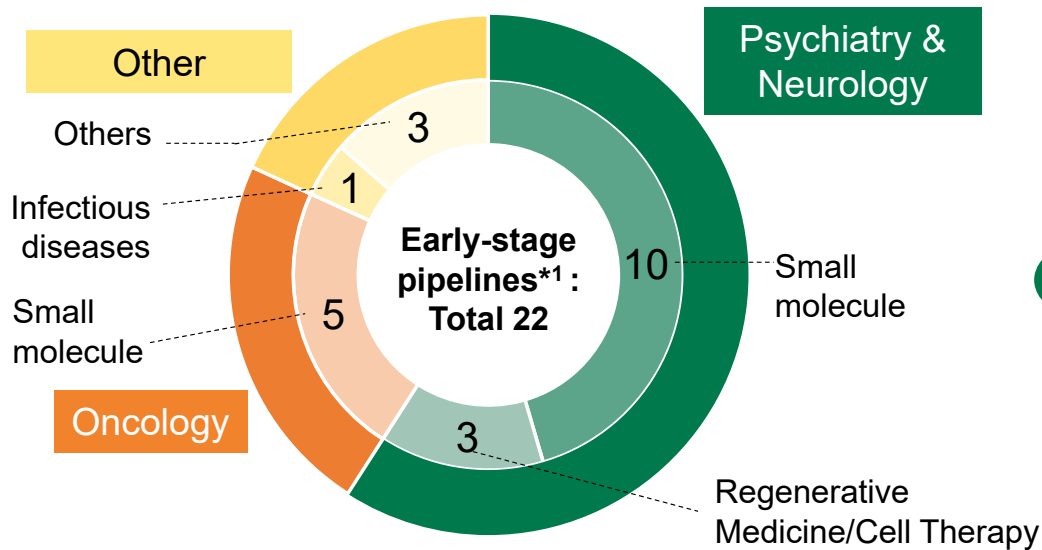
Target timing of launch: FY2026() , FY2027()

Bringing Own Innovations to Fruition

Selection and Concentration of the Pipeline and Maximization of its Value

Select multiple priority products that will underpin the Group's revenue in the 2030s, and accelerate in-house development while maximizing the value of the pipeline through adequate measures, including partnerships with external parties

Early determination of product value



Allocate investment appropriately and maximize the pipeline value



- ✓ Using biomarkers for early clinical studies
- ✓ Conducting small-scale studies with patients early
- ✓ Close examination of business opportunities based on competitive advantages

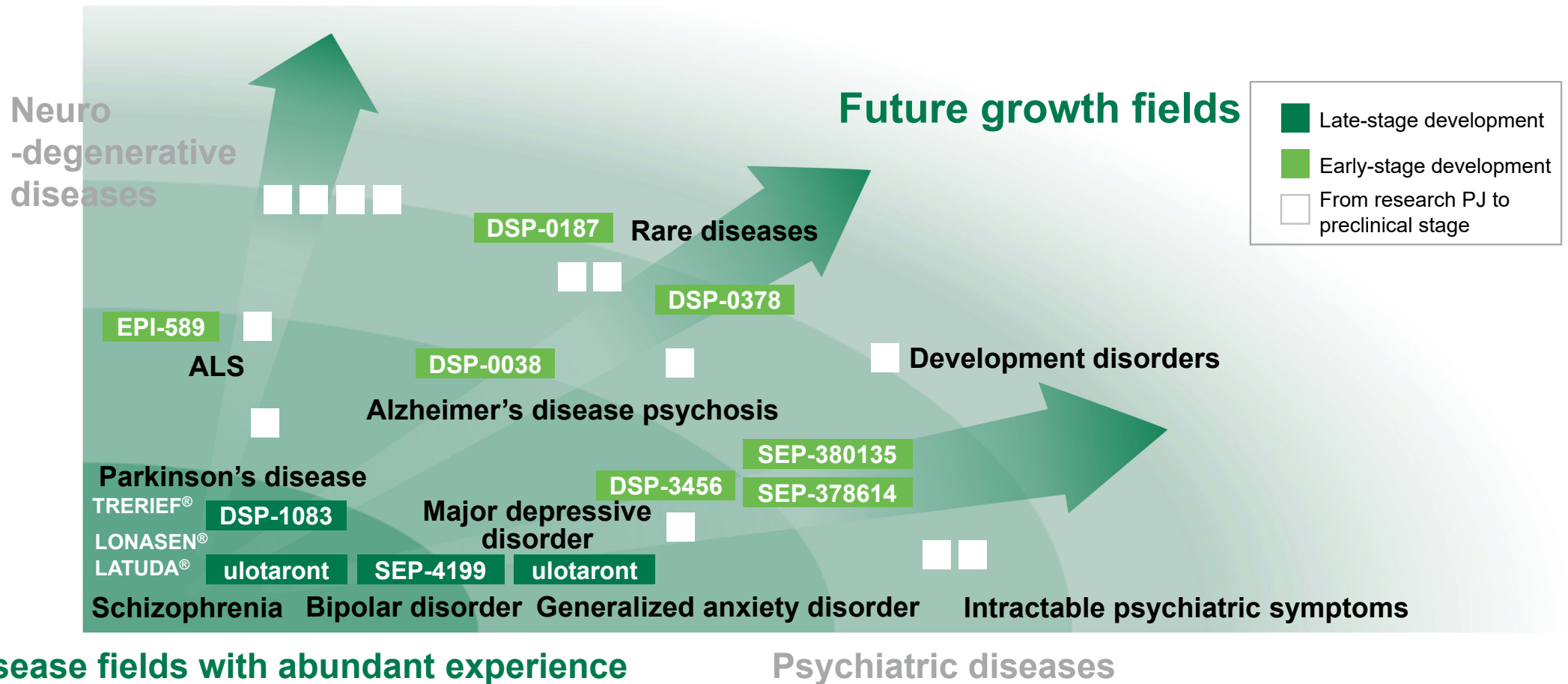
Select priority products from among early-stage assets and bring them to later phases

Bringing Own Innovations to Fruition

Create a distinguished pipeline

Future Prospects in Psychiatry & Neurology Area

Dare to branch out to future growth fields from disease fields where we have abundant experience



Bringing Own Innovations to Fruition

Create a distinguished pipeline

Drug Discovery Strategies

Continuously create candidate compounds that focus on clinical conditions by leveraging both an advanced translational system and technological innovation

Drug discovery focusing on essences of clinical conditions



Psychiatry & Neurology

Pursue original targets and mechanisms of action

- TAAR1*¹, activation/suppression balance
- Targets and mechanisms of action with a high probability of success in clinical studies as discovered by data-driven drug discovery

Psychiatry & Neurology

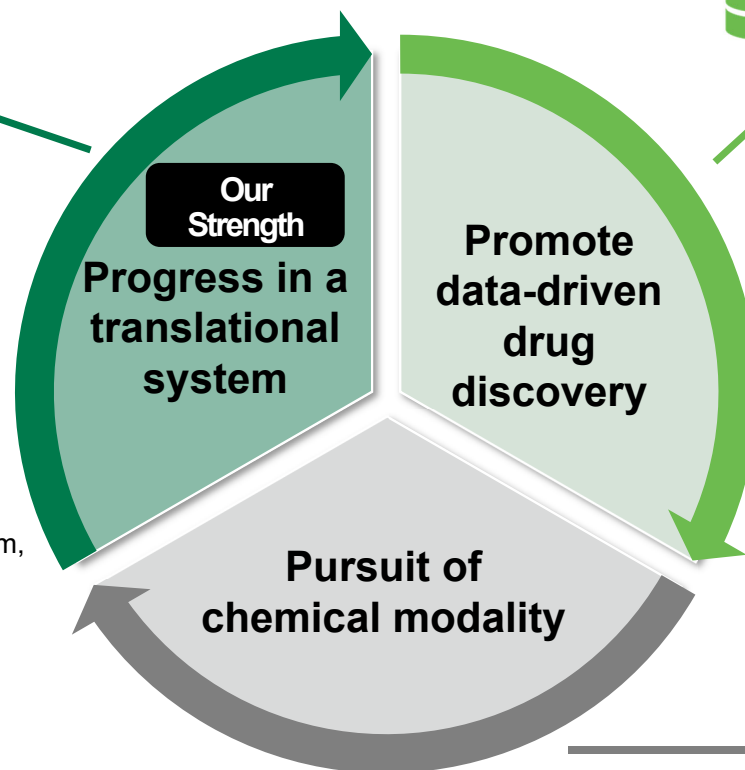
Build a competitive and solid technological foundation

- Patient-derived iPS cell technology
- Neural circuit technology (Electroencephalogram, brain imaging, etc.)

Oncology

Strengthen collaboration with Academia

- Access to new drug discovery targets and technology
- Build and select an optimal evaluation model using clinical samples



Dramatically increase speed and success probability of drug discovery

- ✓ Explore targets and biomarkers using own clinical data and patients' RWD*²
- ✓ Optimize compounds by way of in silico drug discovery
- ✓ Increase research efficiency by using digital technology throughout the Group / cross-sectionally



Diversify drug discovery approaches beginning with small molecule drug discovery

- ✓ Further small molecule drug discovery
 - Specific compound libraries, DELs*³
- ✓ Branch out to new modalities
 - PROTAC*⁴, middle molecules, etc.
 - Pharmacokinetics improving modalities
 - Establish a drug discovery platform

Bringing Own Innovations to Fruition

Full-scale launch of the Regenerative Medicine/Cell Therapy Business

Our Strengths and Basic Strategies of the Regenerative Medicine/Cell Therapy Business

Deliver new value that only regenerative medicine can create on a global scale, through the pursuit of advanced industrialization and manufacturing expertise and cutting-edge science, with the open innovation strategy at the core



Our strengths

- Network through open innovation

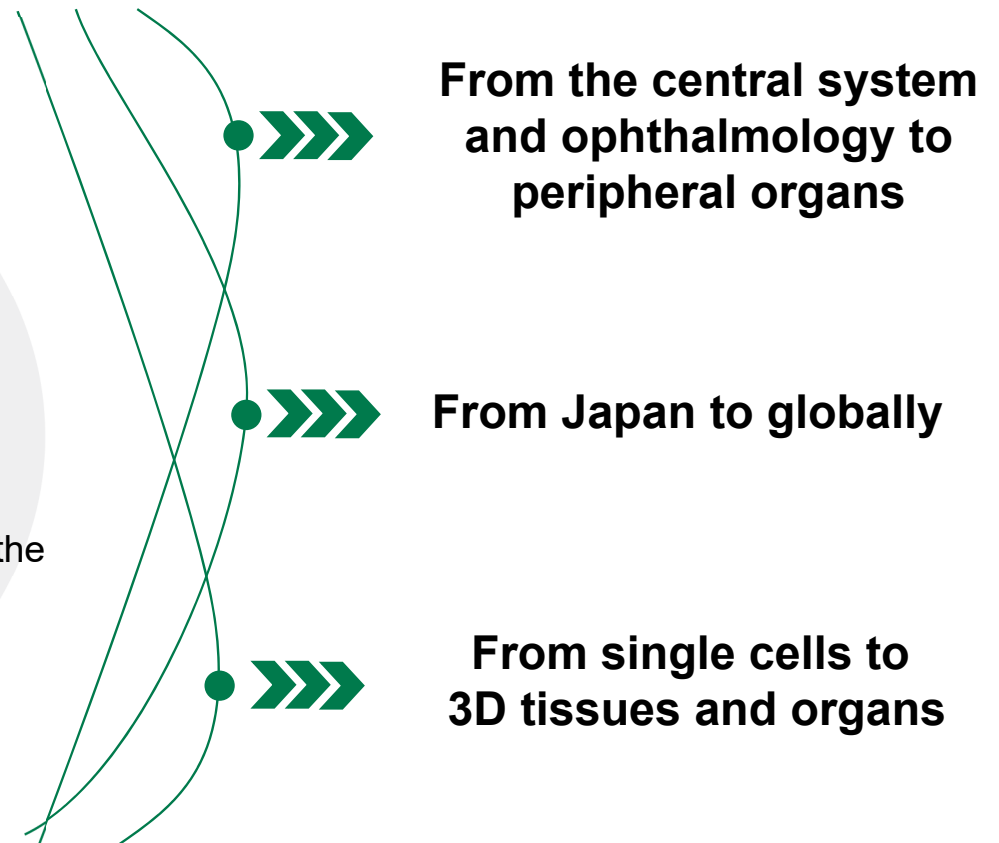
- ✓ Academia, venture businesses
- ✓ Players from different industries (machinery manufacturers, logistics businesses, etc.)

- Front-runner in commercializing iPS cells

- ✓ Technology for inducing differentiation from pluripotent stem cells
- ✓ Track records in dealing with authorities in Japan and the U.S.

- Manufacturing capabilities

- ✓ Technology and know-how for manufacturing cells and developing manufacturing methods
- ✓ Manufacturing infrastructure and HR

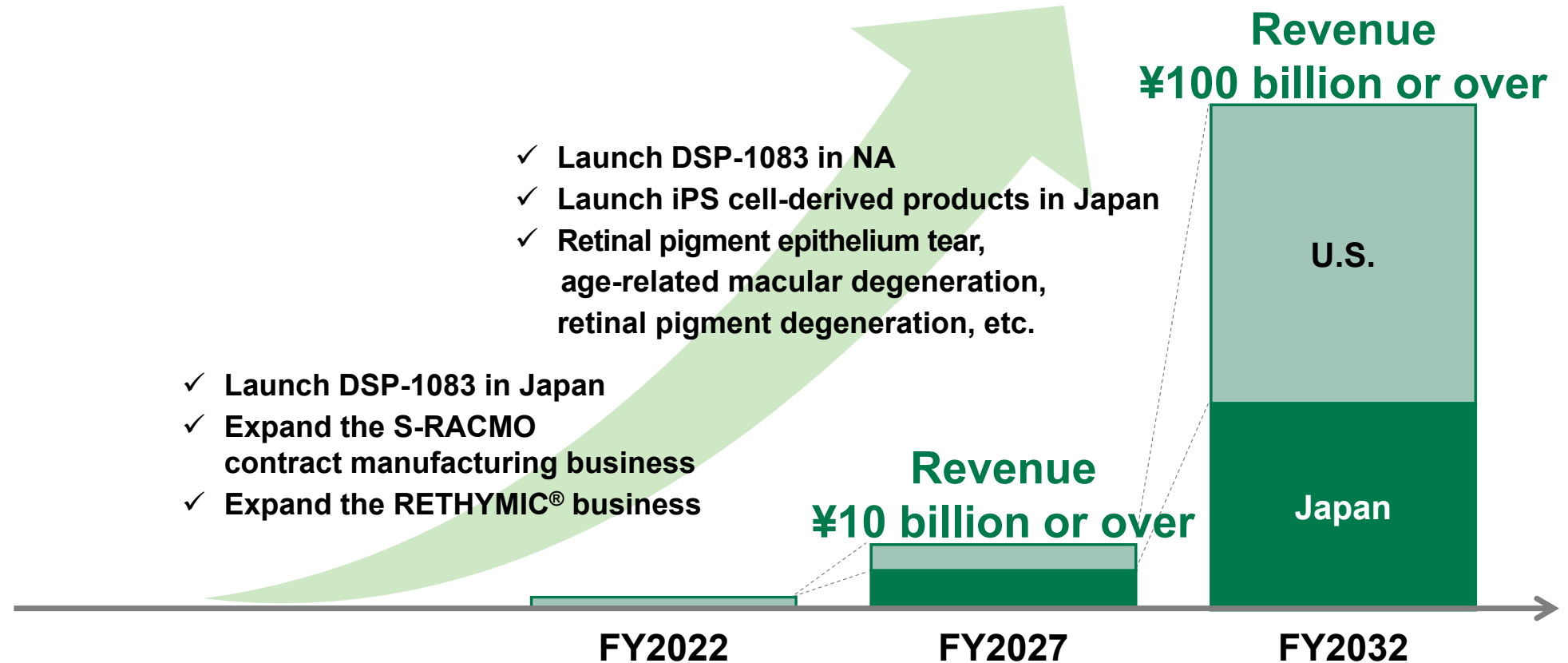


Bringing Own Innovations to Fruition

Full-scale launch of the Regenerative Medicine/Cell Therapy Business

Growth Potential of the Regenerative Medicine/Cell Therapy Business

Shift the business into full gear in Japan during the MTBP 2027 period to make it a ¥100+ billion business globally in the 2030s

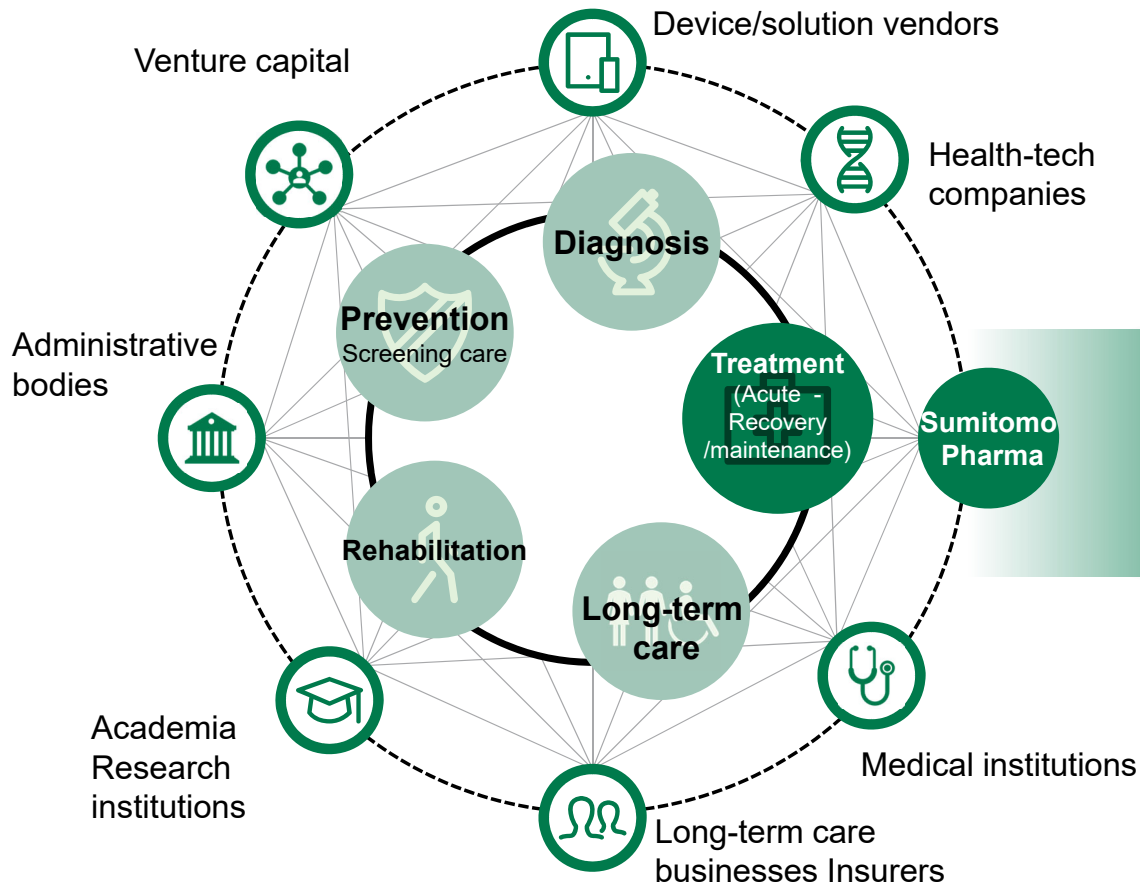


Bringing Own Innovations to Fruition

Vision for the Frontier Business

Full-scale launch of the Frontier Business

Form a medical ecosystem unique to Sumitomo Pharma through integration with the pharmaceutical business



Realize “diverse well-being” that is difficult to attain by the pharmaceuticals business alone

Expand business areas

Core business area
(Pharmaceuticals business)

Expand business areas

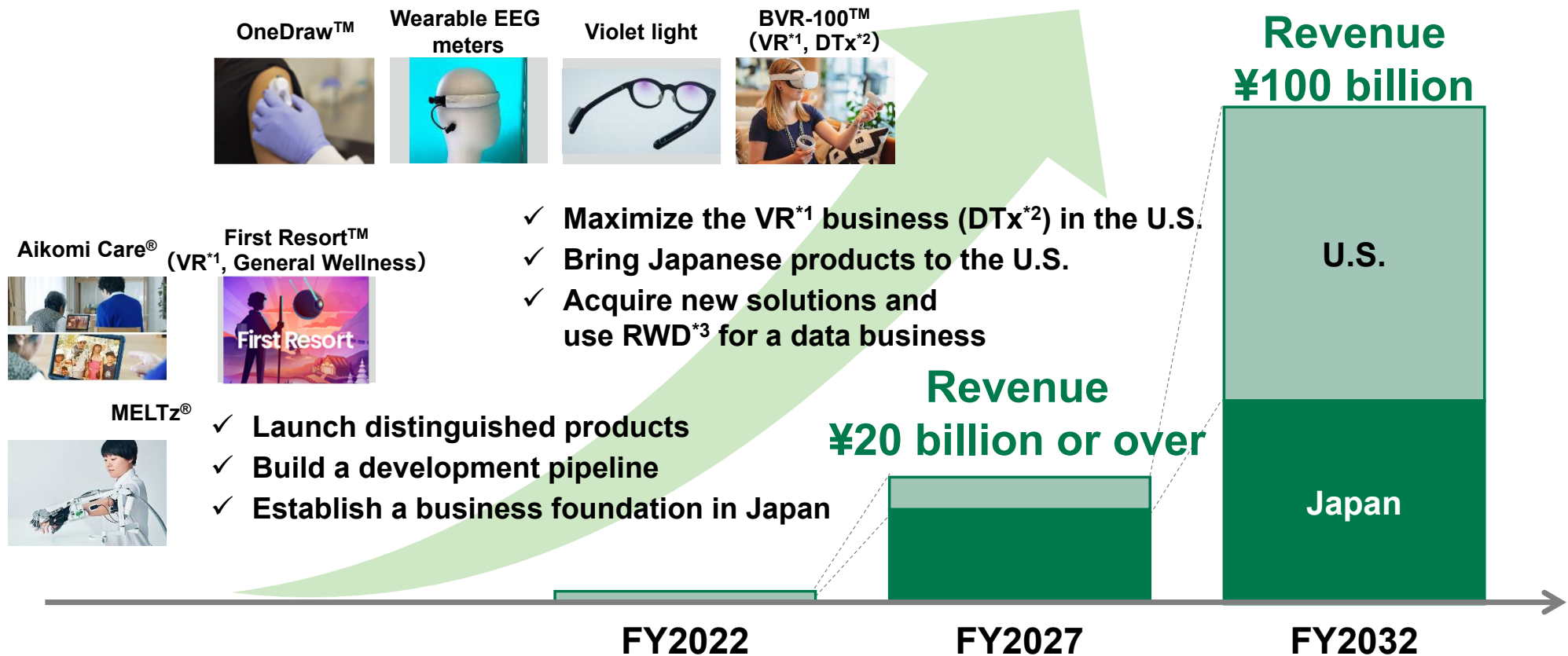
Synergy with the pharmaceuticals business

Bringing Own Innovations to Fruition

Growth Potential of the Frontier Business

Full-scale launch of the Frontier Business


Aiming to contribute ¥20 billion or over in revenue during the Mid-term Business Plan 2027











Bringing Own Innovations to Fruition

Product Launch Target (April, 2023)

Full-scale launch of the Frontier Business

 : Non-medical device

 : Medical device

	FY2023	FY2024	FY2025	FY2026	FY2027
VR*1 contents (BehaVR, Inc.)				Social Anxiety Disorder 	VR*1 contents in other disease area
MELTz® (MELTIN)			“MELTz® Portable” (finger exercise training system) 		Neurorehabilitation device for hand/fingers 
Wearable EEG meter (NeuroSky Co., Ltd.)		Depression 			Depression 
Violet Light (Tsubota Laboratory, Inc.)			Depression / Dementia 		Depression / Dementia 
Automated blood collection/ stabilization device (Drawbridge Health, Inc.)		Self-management solutions for metabolic diseases*2 			

Bringing Own Innovations to Fruition

Infectious Diseases

Expedite R&D through the combination of in-house innovation and external partnerships to contribute to global health

Initiatives in the Infectious Diseases Area

Create drugs to treat
antimicrobial resistant
bacterial infections, Malaria
vaccine and Universal
Influenza vaccine

1. In-house innovations

- Antimicrobial agent research: KSP-1007
(joint research with the Kitasato Institute)
- TLR7 research: own TLR7 adjuvant

2. Partnerships with outside institutions^{*1}

- Excellent expertise in the infectious disease and vaccine areas
- Global network



3. Solutions to social issues

- Emergence and prevalence of antimicrobial resistant bacteria
- Measures against malaria
(infection, onset, and prevention of transmission)
- Measures against pandemic influenza

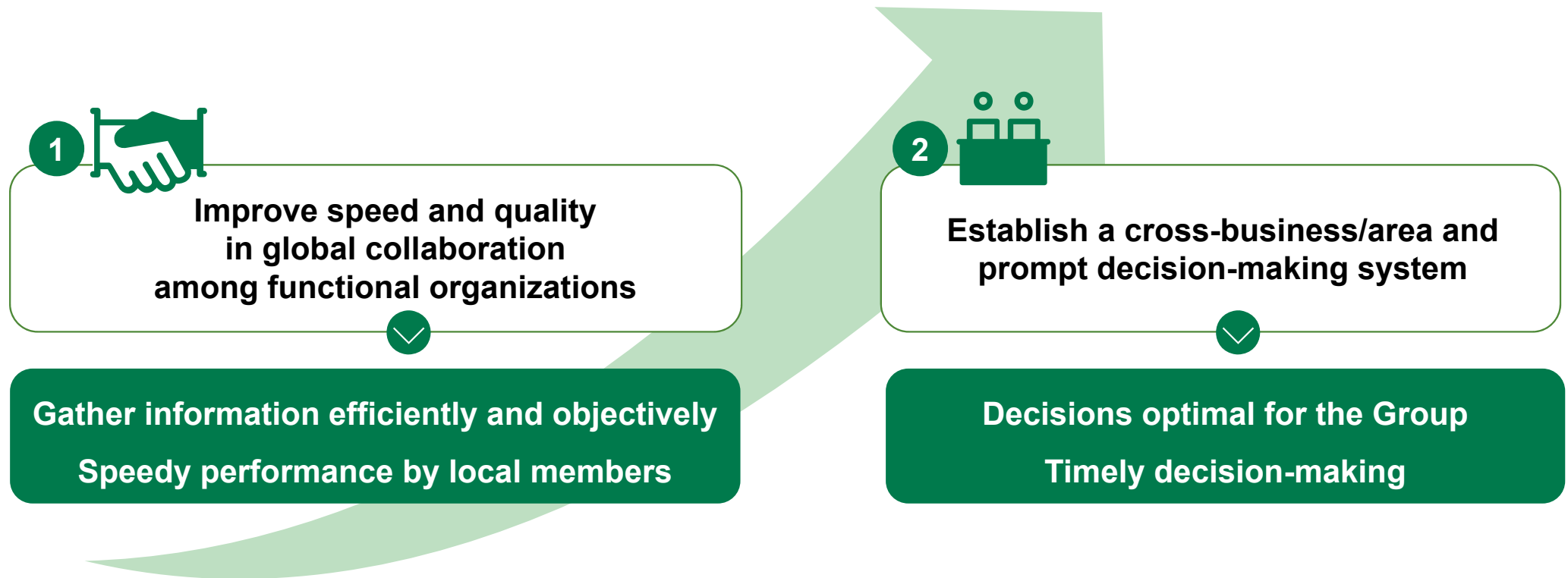
Priority Issues for the MTBP 2027

- 1 Strengthening Business Profitability
- 2 Bringing Own Innovations to Fruition
- 3 Strengthening Group Governance**
- 4 Accelerating Digital Transformation (DX)
- 5 Instilling Corporate Culture and Implementing HR Strategies

Strengthening Group Governance

Qualitative Transformation into a Flexible and Efficient Organization

Aim to achieve both integrated management of the Group and prompt response to local needs

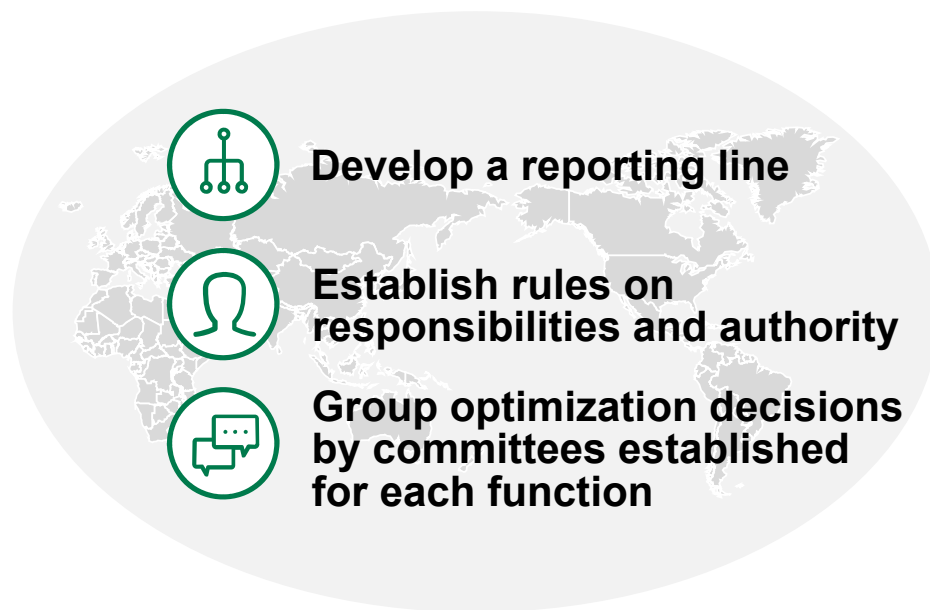


Strengthening Group Governance

① Improve Speed and Quality in Global Collaboration among Functional Organizations

Realize efficient operations by balancing the strengthening collaboration according to characteristics of each function and the transferring of authority

Framework for collaboration with the global Head Office



Governance policies for each function

Strong collaboration among global strategic functions

- Strategy, Planning, Business Development
- Finance
- R&D, CMC

Timely collaboration with focus on efficiency

- Regulatory Affairs, Regulatory Compliance & Quality, Manufacturing
- IT & Digital
- Legal Affairs, Intellectual Property, Internal Auditing, IR
- HR

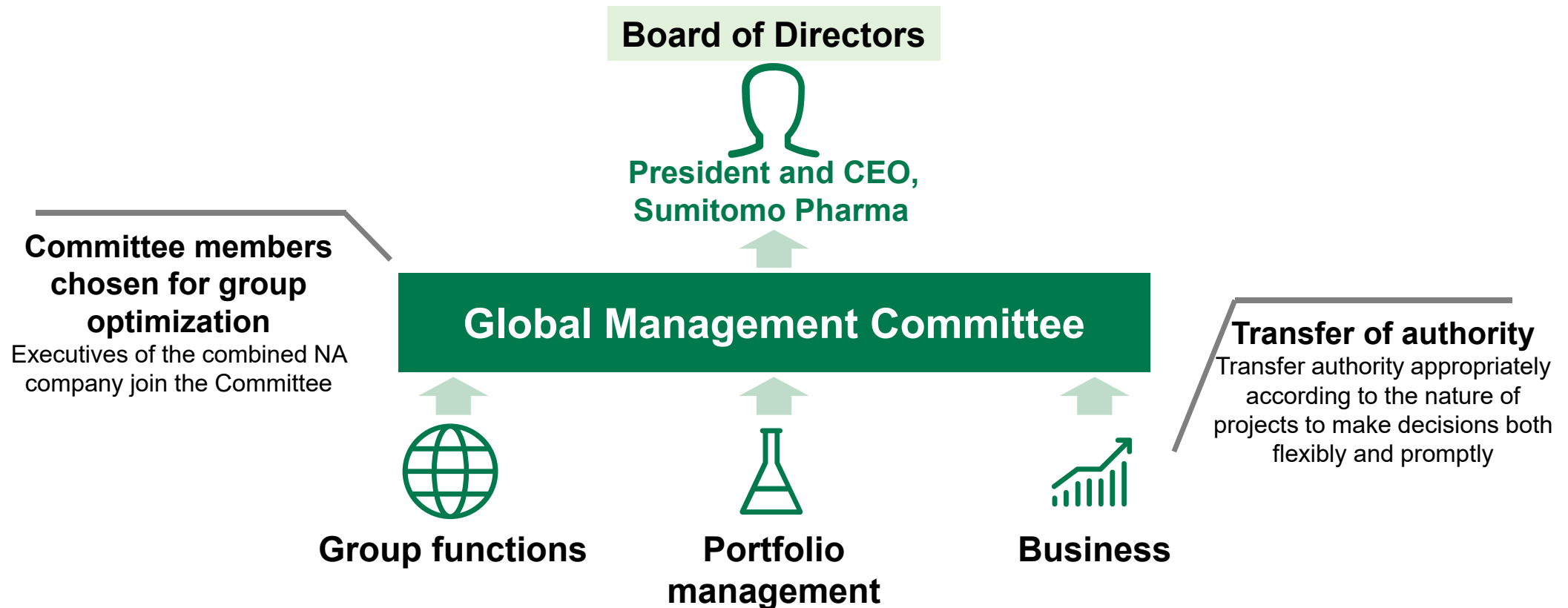
Focus on prompt response to local needs

- Sales and marketing

Strengthening Group Governance

② Establish a Cross-Business/Area and Prompt Decision-Making System

In connection with the combination of the NA subsidiaries, establishing a Global Management Committee*¹ to streamline the decision-making process



Realize judgements optimized for the Group and timely decision-making

Strengthening Group Governance

② Establish a Cross-Business/Area and Prompt Decision-Making System (Portfolio Strategy)

Realize a business portfolio optimized for the Group, attested by objective information and high transparency



A The business portfolio and R&D budget will be **overseen by the global head office** and deliberated on by **the Global Management Committee**.

B **By-Business/Area Committees** will carefully discuss scientific appeals, clinical value, feasibility, and risks of the development pipeline.

C **The Strategy Unit** will proactively get involved as **a coordinator facilitating optimal decision-making for the Group**.

D **Maintain high transparency of information for early-stage development pipeline**, which indicates management's future prospects, and utilizes the same for business operation.

E **The Global Research Management Committee*¹**, to which authority has been transferred appropriately, will determine scientific appeal and clinical value of exploratory research compounds.

Priority Issues for the MTBP 2027

- 1 Strengthening Business Profitability
- 2 Bringing Own Innovations to Fruition
- 3 Strengthening Group Governance
- 4 Accelerating Digital Transformation (DX)**
- 5 Instilling Corporate Culture and Implementing HR Strategies

Accelerating DX

Overall Picture of Sumitomo Pharma's DX Initiatives

By implementing a data-driven decision-making process, all value chains will make continued efforts to innovate operations and create value

The diagram features a central green-bordered box with white text. From this box, three green lines branch out to the right, each leading to a text block. The background is filled with a complex network of grey lines and various geometric shapes (circles, squares, rectangles) representing data and technology. The overall theme is digital transformation and data-driven decision-making.

A data-driven organization that propels itself autonomously

Digital data is used as a matter of fact

Optimal use of in-house technology acquired through strategic investment (DrugOME / Digital Innovation)

Corporate Departments orchestrate DX of the Group
(GDD*1 / IDT*2 / AACTR*3)

Introduce advanced technologies and techniques
(web3.0, metaverse, quantum computers, etc.)

Accelerating DX

A Dramatic Increase in Value Created by Digital Technology

Enhance DX into our corporate culture through strengthening the development of core human resources in Japan and Japan-U.S. collaboration

Citizen Data Scientists*¹

Develop 100 persons by FY2024
(approx. x2 vs FY2022)

Citizen Developers*²

Develop 150 persons by FY2027
(approx. x10 vs FY2022)

Scrum Masters*³

AACTR*⁴

Launch 150 or more DX projects of any size per year in Japan and the U.S. combined

Approx. 10% of Sumitomo Pharma's employees will play a core role in DX in initiating efforts to increase operational efficiency and create value

*1. Personnel initiating data-driven value creation, *2. Personnel capable of autonomously increasing operational efficiency at the workplace,

*3. Personnel possessing facilitation coaching skills and promoting instilment of agile minds, *4. Advanced Analytics Computational Technology & Research

Accelerating DX

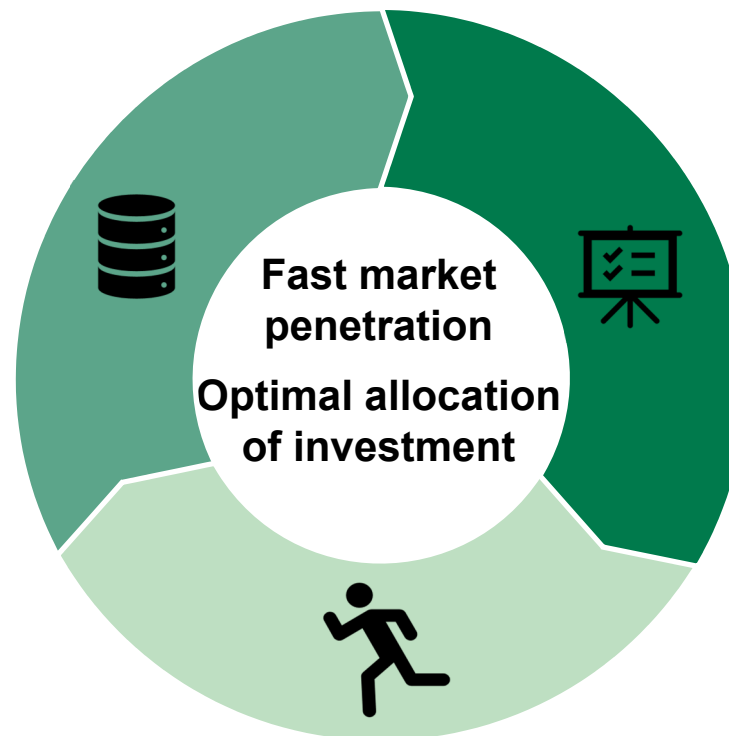
Data-Driven Marketing: Optimize Promotion in NA

- ✓ Realize industry-leading promotion investment efficiency by prompt decision-making and implementation of actions
- ✓ Apply achievements of GEMTESA® to ORGOVYX® and MYFEMBREE®

1

Visualize market models via exploratory surveys, deep dive analyses

- Integrated data by DrugOME
- Data curation by the advanced analytics teams
- Measure effects of actions taken



2

Create an optimal scenario by model analysis and design a promotion plan

- Analysis, simulation, and scenario planning by the advanced analytics teams

3

Data-driven and quick decision-making and implementation of actions

Priority Issues for the MTBP 2027

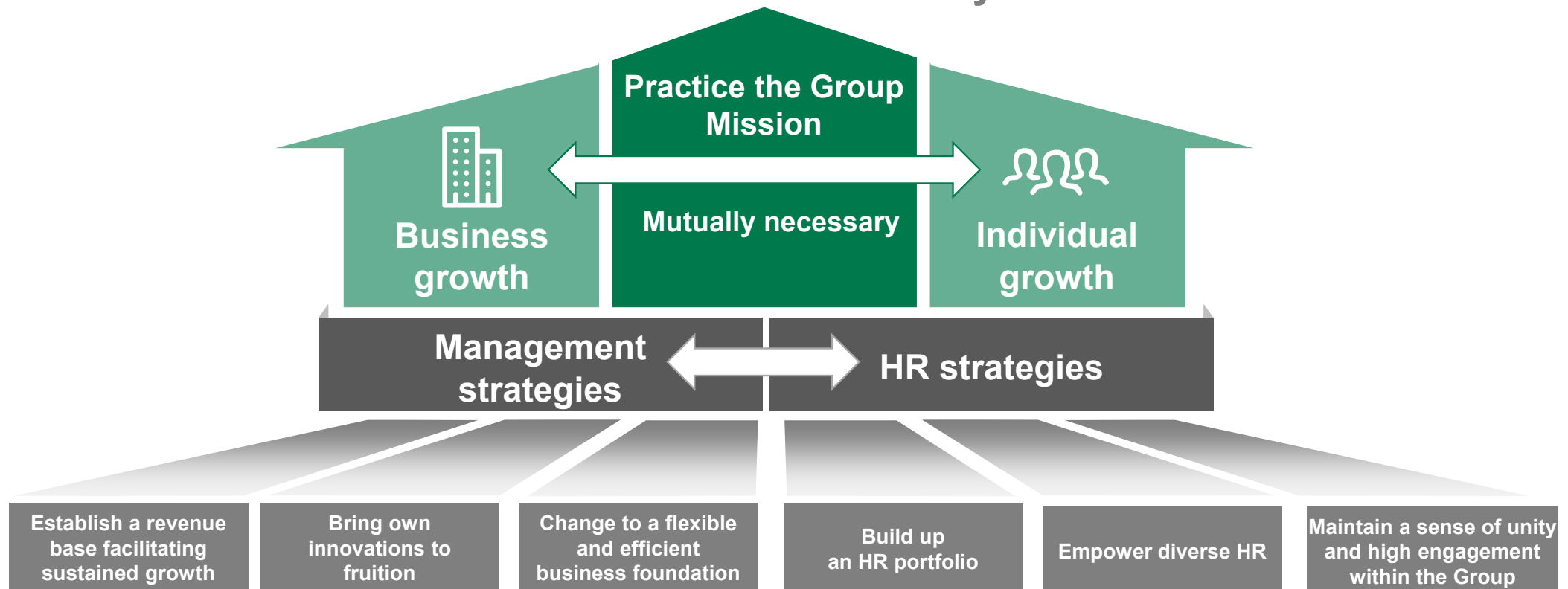
- 1 Strengthening Business Profitability
- 2 Bringing Own Innovations to Fruition
- 3 Strengthening Group Governance
- 4 Accelerating Digital Transformation (DX)
- 5 Instilling Corporate Culture and Implementing HR Strategies**

Instilling Corporate Culture and Implementing HR Strategies

Working in Tandem with Management Strategies

Realize growth of individuals and business by HR strategies that work in tandem with management strategies and continuously deliver value to society

Deliver value to society



Instilling Corporate Culture and Implementing HR Strategies

Basic Policy for HR Strategies

Now that NA operations will be combined, building a global HR management foundation will start, in order to create an HR portfolio that allows members of the Group to work together closely and achieve goals as one

Build up an HR portfolio

Identify, recruit, develop, and assign persons we need

Visualize/analyze an HR portfolio

Develop leader candidates*¹ / DX experts*¹

Enhance a succession plan

Empower diverse HR

Everyone aims high and gives their abilities full play

Unify the assessment criteria within the Group

Percentage of male employees taking
childcare leave: 100% *¹

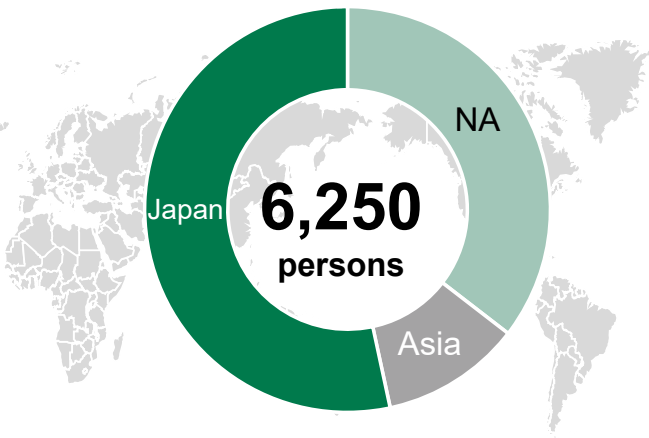
Percentage of female managers: 20% or
higher *¹ (FY2027 target)

Maintain a sense of unity and high engagement within the Group

Share values and work for value creation with the Group acting as one

Instill our philosophy globally

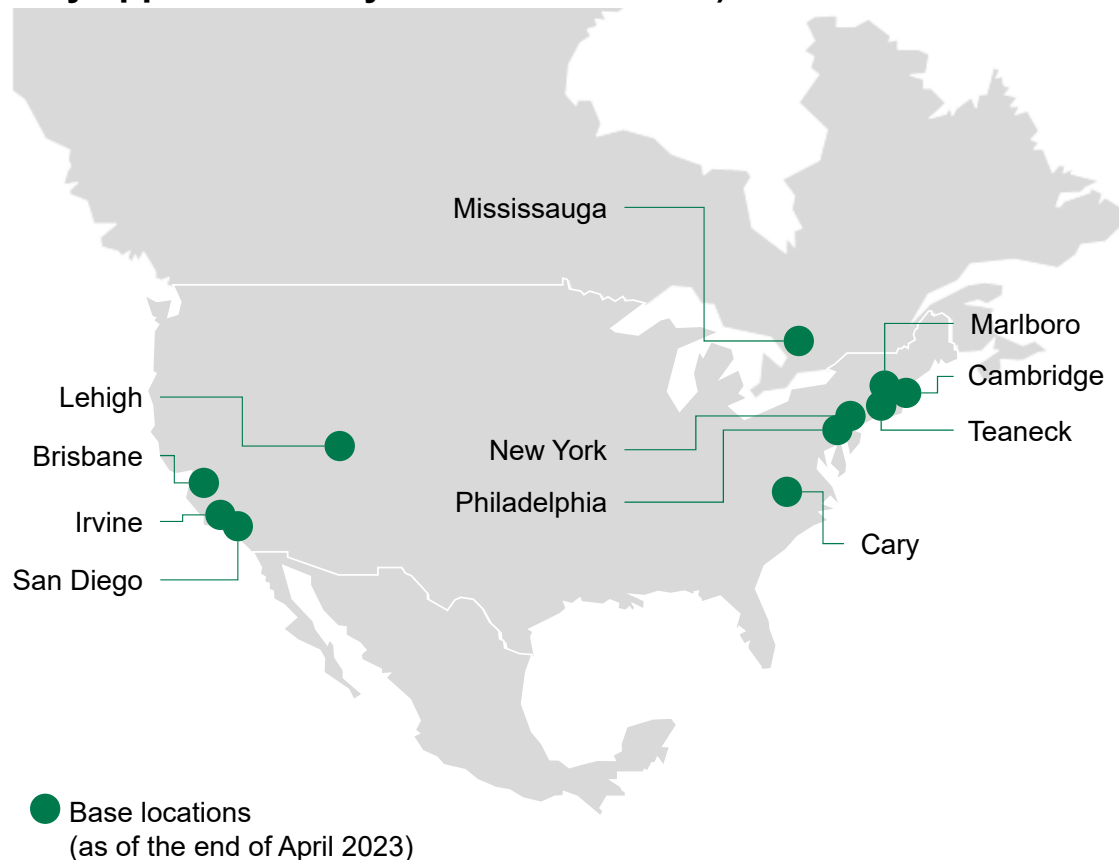
Breakdown of the Sumitomo
Pharma Group's personnel by
region
(at the end of FY2022)



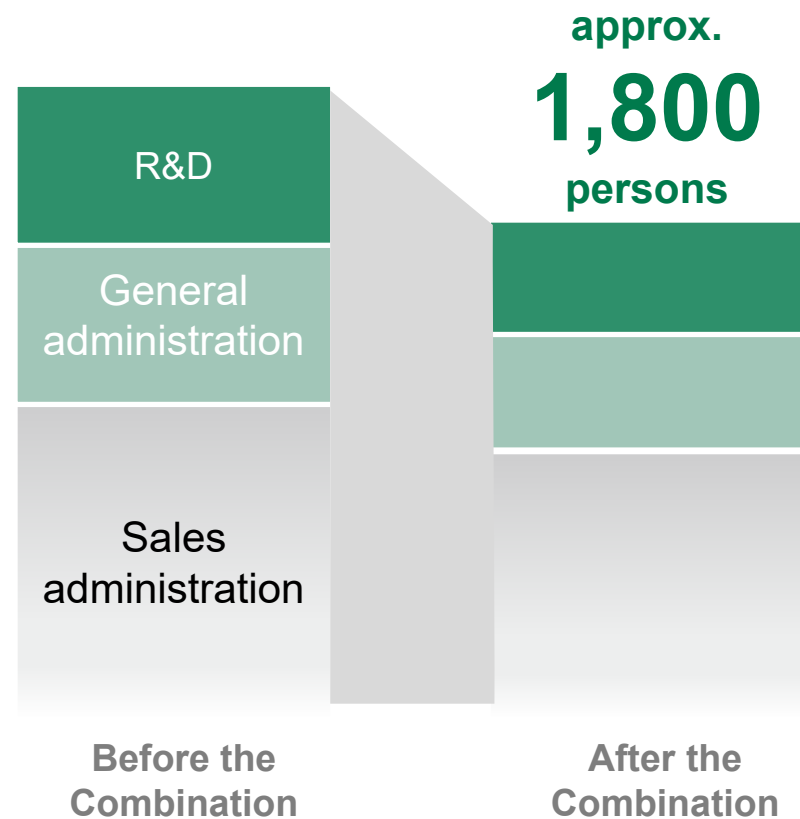
Instilling Corporate Culture and Implementing HR Strategies

HR Management Accompanying the Combination of Group Companies in NA

- ✓ Pursuing an operating model that allows diverse HR to share business objectives and work regardless of base or place of residence
- ✓ Integrate overlapping functions to shift to an optimal operating structure (to reduce the total headcount in NA by approx. 500*1 by the end of FY2023)



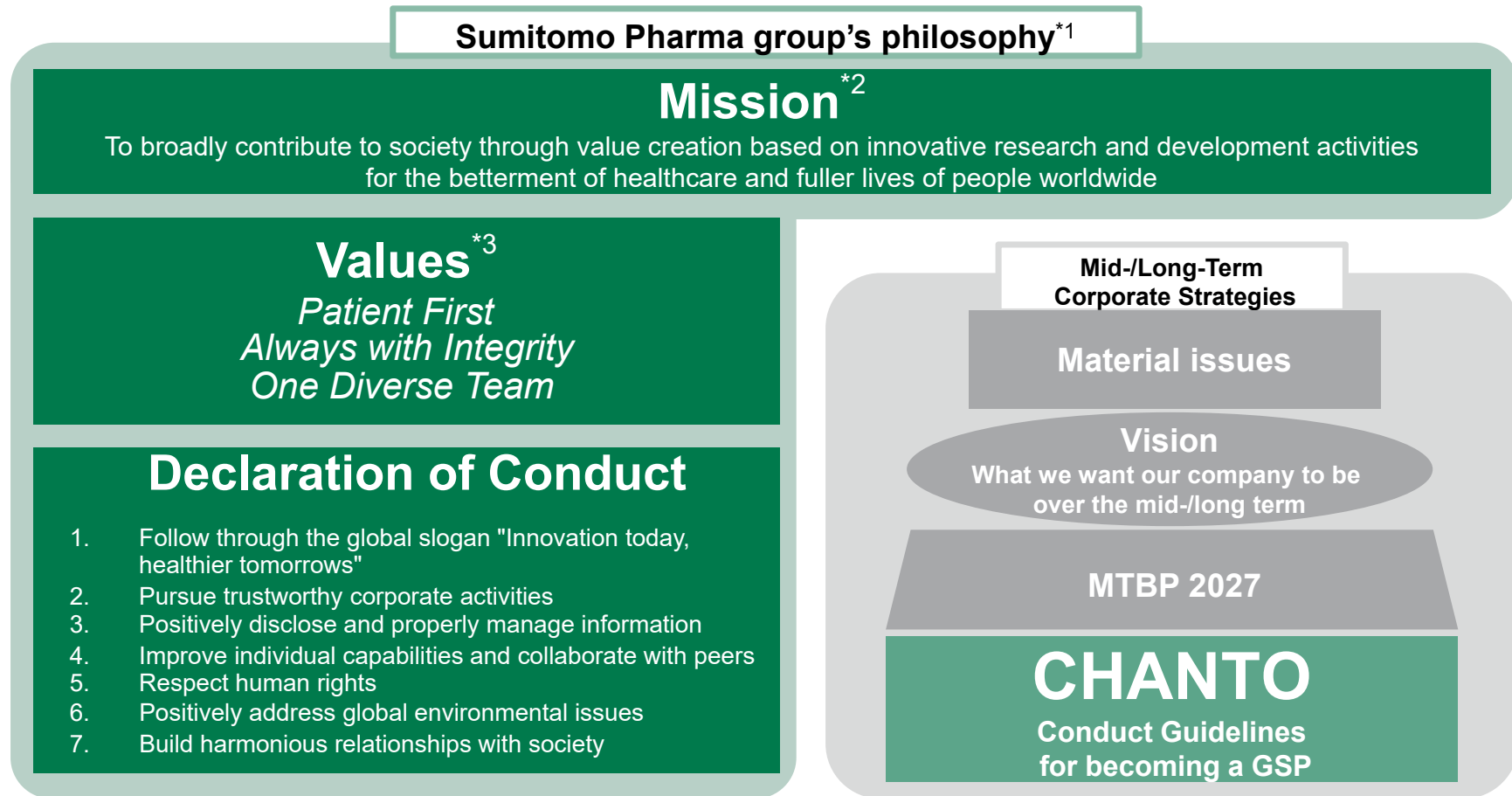
● Base locations
(as of the end of April 2023)



Instilling Corporate Culture and Implementing HR Strategies

Instilling Corporate Culture

Promote integrated management of the Group through the instillation of globally-shared philosophies



*1. To enter into force on July 1, 2023, *2. Renamed from "Corporate Mission" as of July 1, 2023,

*3. Values that should be shared by all officers and employees



Appendix

rodatristat ethyl: Tryptophan hydroxylase (TPH) inhibitor

Expected to have a disease modification effect approaching the root cause of pulmonary arterial hypertension (PAH)


Target indications

- Pulmonary arterial hypertension (PAH)
Pulmonary Hypertension that occurs when intravascular space is narrowed due to intimal or medial hyperplasia

Features of the developing compound

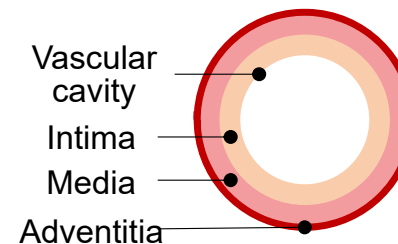
- Prodrug for TPH inhibitor designed to inhibit peripheral serotonin production (with negligible BBB penetration)
- A concept expected to have a disease modification effect, i.e., restoring vessels to a near normal state by eliminating a cause of vessel walls thickening, unlike symptomatic treatment of expanding the flow path by loosening the entire vascular system
- A new mechanism of action expected to have a disease modification effect
- PoM*1 clinically verified
(Urinary serotonin metabolite 5-HIAA lowered)

Target timing of launch

- Phase 2b results should be out by the end of FY2023
-  FY2027

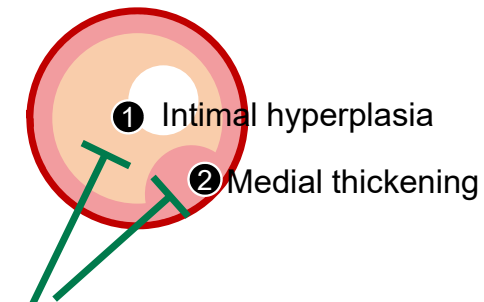
Concept of rodatristat ethyl

Healthy pulmonary arterial vessel



PAH patients' pulmonary arterial vessel

Due to ① and ② below, vascular cavity narrows



rodatristat ethyl

Modifying disease by eliminating a cause of vessel walls thickening to restore vessels to a near normal state

Expected to become a blockbuster in global

TP-3654: PIM1 kinase inhibitor

In addition to monotherapy, the distinct safety profile achieves new opportunities for combination therapy


Target indications

- Myelofibrosis

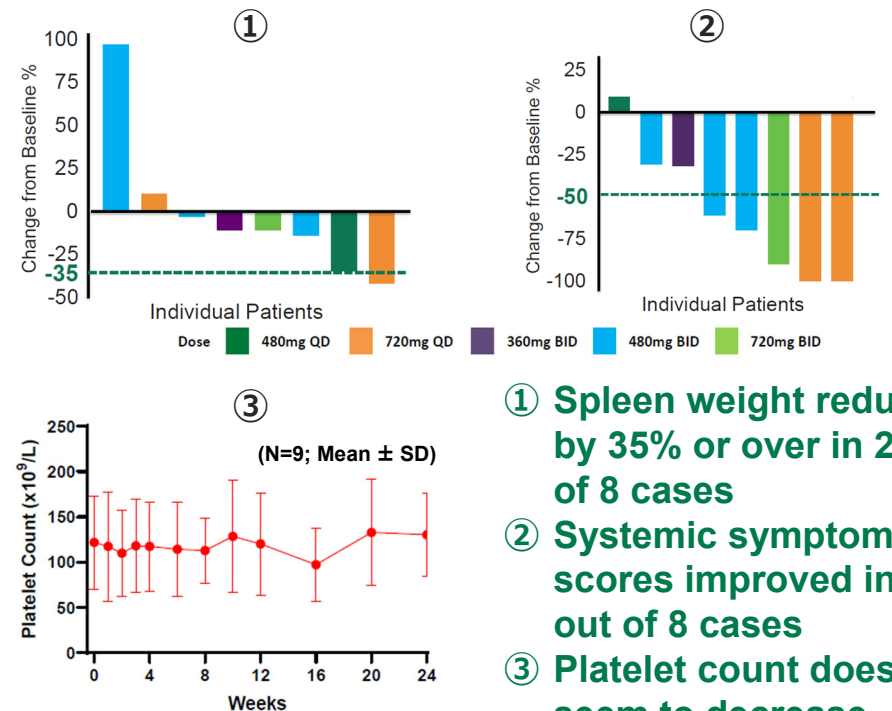
Features of the developing compound

- Selectively inhibits PIM1 kinases, which are involved in cell multiplication and cancerization, to present antitumor action
- Potentially resolves the unmet need of myelofibrosis
 - Improves fibrotic bone marrow, the root cause of the disease
 - Offers a treatment option to a group of patients with a low platelet count
- Potentially contributes to broad patient groups when used in combination with standard treatments / competing agents with a different mechanism of action

Target timing of launch

-  FY2027
(Phase 1 study is underway)

Phase 1 study interim results*¹



- ① Spleen weight reduced by 35% or over in 2 out of 8 cases
- ② Systemic symptom scores improved in 5 out of 8 cases
- ③ Platelet count doesn't seem to decrease

Develop this into a global blockbuster to build our presence in the hematology/oncology area

DSP-5336 : Menin-MLL interaction inhibitor

Providing a new treatment option for a specific AML patient population with extremely high unmet need



Target indications

- MLL*¹-rearranged leukemia / NPM1*²-mutated AML*³

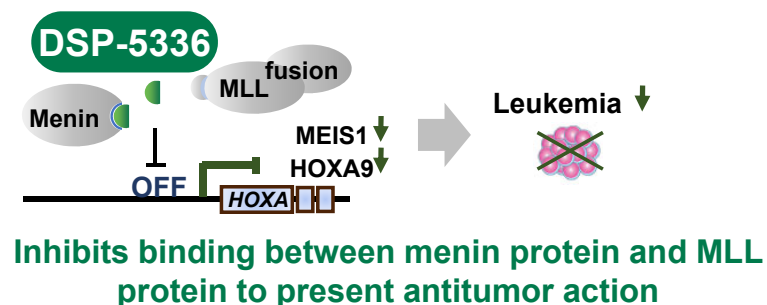
Features of the developing compound

- Created from an industry-university collaboration program with Kyoto University. Translational research under way as part of the AMED ACT-M*⁴ business
- Expected to be a treatment option, especially for MLL-rearranged patients with poor prognosis
- A high probability of clinical success is expected, as clinical POC has been confirmed for a competing agent with the same mechanism of action
- Judging from the results of pre-clinical studies, high efficacy and safety can be anticipated

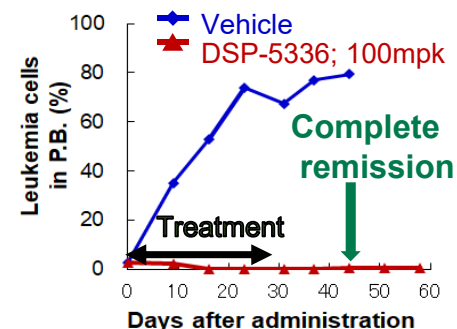
Target timing of launch

-  FY2026  FY2027
(Phase 1 study is underway)

Mechanism of Action of DSP-5336



Efficacy in non-clinical study



Complete remission presented in a model made from tissues of cancer patients*⁵

With scope of additional indications to become a major product and building our presence in the hematologic cancer field

DSP-0378 : Gamma-aminobutyric acid (GABA) A receptor positive allosteric modulator

Providing new treatment options for diseases with severe epileptic symptoms

Target indications

- Dravet syndrome* and Lennox-Gastaut syndrome*
- *Treatment-resistant epilepsy with onset in infancy or early childhood

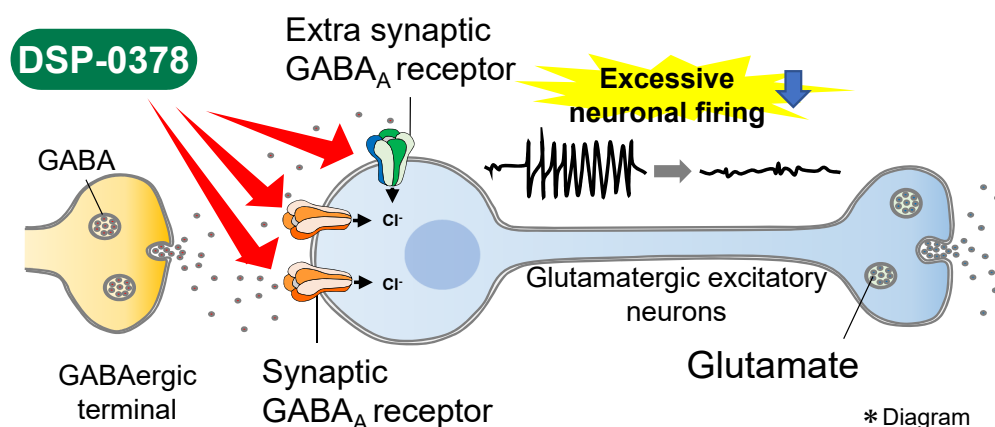
Features of the developing compound

- To exhibit a potent antiepileptic effect against broad epilepsies through inhibition of excessive neuronal firing via potentiation of various subtypes of GABA_A receptors expressed in synaptic and extra synaptic regions
- Different mode of action from common GABA_A receptor potentiators such as benzodiazepines and neurosteroids

Target timing of launch

- Scheduled to be launched in early 2030s (Phase 1 study is underway in Japan)

Mechanism of Action of DSP-0378



Expected to become a major product with additional indications

DSP-3456 : Metabotropic glutamate receptor 2/3 negative allosteric modulator

Possibility of novel antidepressants showing efficacy against treatment-resistant depression without ketamine-like side effects

Target indications

- Treatment resistant depression

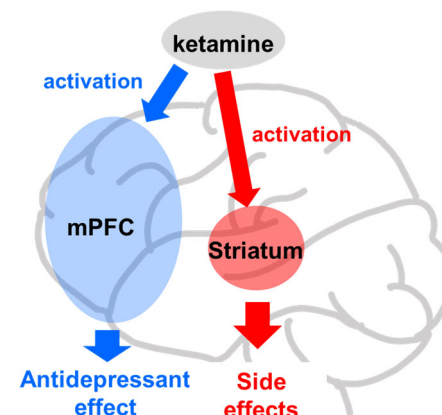
Features of the developing compound

- DSP-3456 binds to a site different from the binding site of neurotransmitters and inhibits their effects to the receptor
- To exhibit a ketamine-like antidepressant effect through selective activation of the prefrontal cortex by enhancing the glutamate release
- To avoid side effects (psychotic symptoms, cognitive dysfunction) caused by ketamine

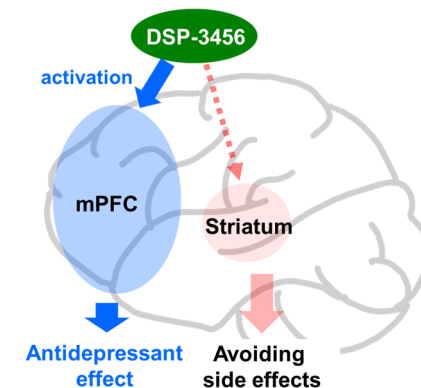
Target timing of launch

- Scheduled to be launched in early 2030s (Phase 1 study is underway in the U.S.)

Mechanism of Action of DSP-3456



Ketamine shows efficacy for treatment-resistant depression, but side effects are problems due to activation of the striatum



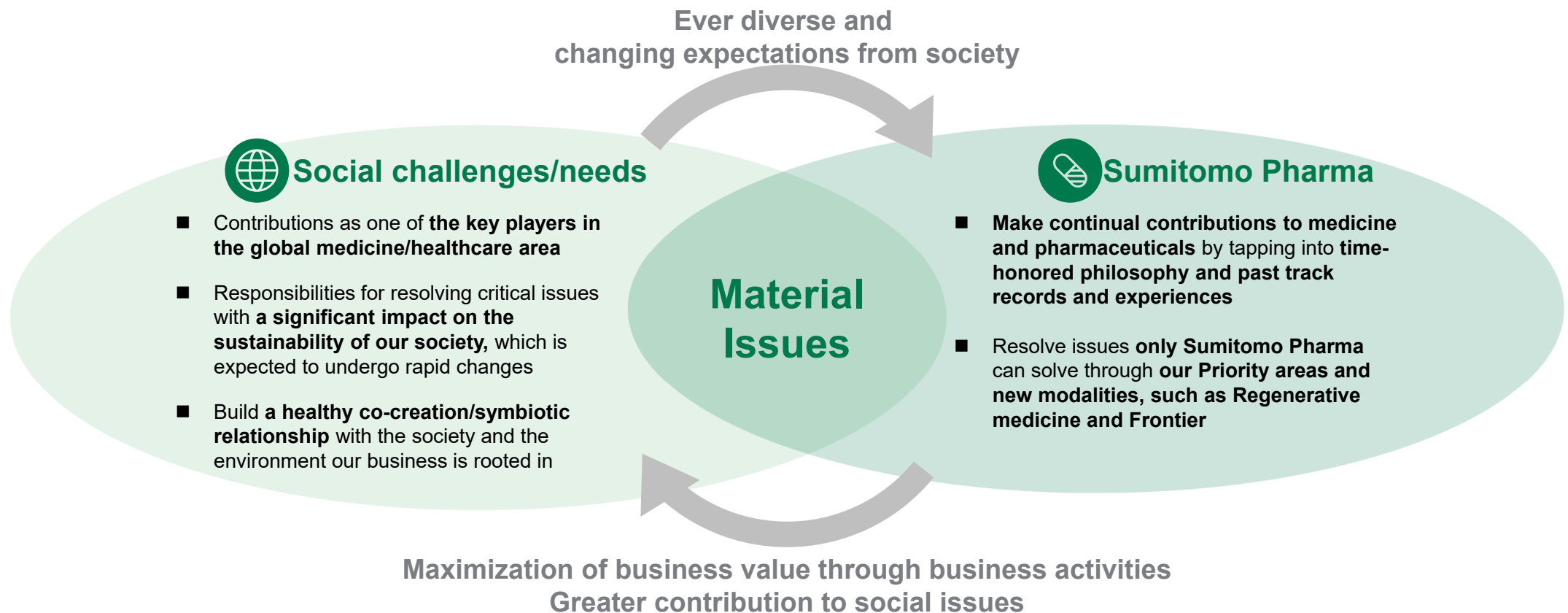
DSP-3456 is expected to be effective against treatment-resistant depression while avoiding side effects

*mPFC: medial prefrontal cortex

Expected to become a major global product

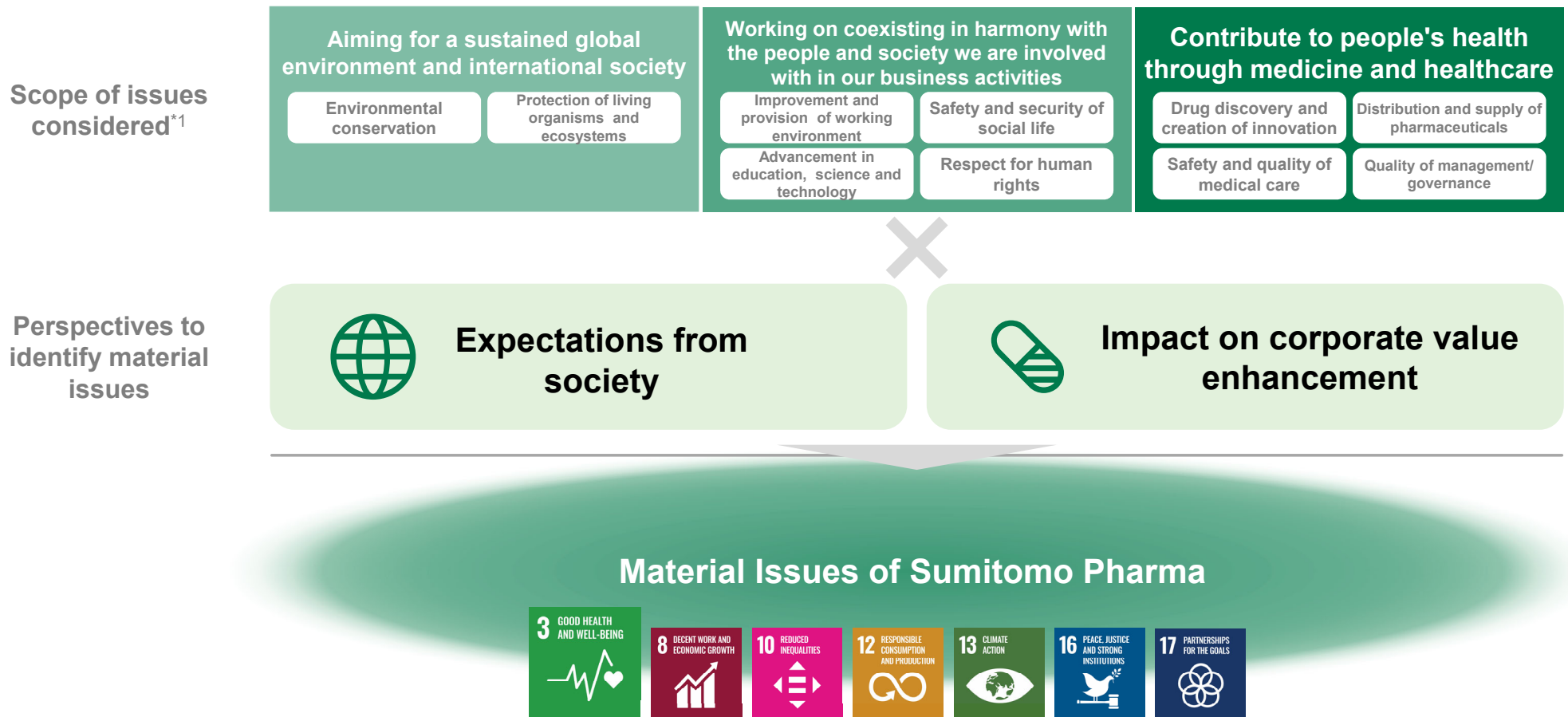
Thoughts behind Material Issues

Our responsibility as a corporate member of a global society, we aim to realize the sustainability of society and our company through the creation of value that only Sumitomo Pharma can create







Approach to Identifying Material Issues

Based on the perspectives of “Expectations from society” and “Impact on corporate value enhancement”



*1. In addition to the SDGs set by the UN, the issues that Sumitomo Pharma places particular emphasis on among the issues raised by the SASB, GRI, and the WORLD ECONOMIC FORUM

Targets and KPIs for Material Issues




Material Issues	Targets	KPIs	Targets of KPIs
<p>Development of innovative products and healthcare solutions</p>  	<p>Support the betterment of healthcare and fuller lives of people worldwide by continually creating innovative products and healthcare solutions that respond to diverse medical needs, including predictive, preventive, personalized, and patient-participated medicine (i.e., solutions that enable optimization of the conventional therapeutic systems and radical cures), as we always stay close to patients</p>	1. Number of products launched	<p>Target number of products launched by FY2027</p> <ul style="list-style-type: none"> Psychiatry & Neurology: 7 products (including 2 regenerative medicine/cell therapy and 4 non-pharmaceutical solutions) Oncology: 2 products Others: 3 products (including 1 non-pharmaceutical solutions)
		2. Number of products in the development pipeline	<p>Number of products that have achieved phase transition by FY2027</p> <ul style="list-style-type: none"> Phase 3 transition: 4 products Phase 2 transition: 6 products Start of corporate clinical studies for regenerative medicine/cell therapy: 5 products Start of corporate clinical studies for DTx: 5 products
		3. Work motivation of research & development staff	<ul style="list-style-type: none"> Use SMP Opinion^{*1} to maintain/increase their satisfaction^{*2} with work motivation[#] (FY2022: Authority/discretion: 3.9, CSR: 4.1, Growth opportunities: 3.8, Work appropriateness: 3.9)
<p>Stable supply of high-quality pharmaceutical products</p>  	<p>Continuously work to nurture a quality-oriented culture and, under the appropriate quality assurance and manufacturing and quality management, build a resilient supply chain through cooperation with our plants and business partners, thus realizing the stable supply of high-quality products. Work on product design, quality management, and development of efficient processes with the entire product life cycle of diverse modalities in mind, thus providing new value to patients</p>	1. Findings subject to administrative action in regulatory inspections related to our products	<ul style="list-style-type: none"> 0
		2. Number of product recalls	<ul style="list-style-type: none"> 0 in any year
		3. Investment in new manufacturing/quality technologies	<ul style="list-style-type: none"> Number of new technology investments of ¥10 million or over: at least 5 each year

#. Targets of KPI for Sumitomo Pharma non-consolidated



*1. Company-wide questionnaire using Qualtrics Employee XM by Qualtrics, Inc.

*2. Average score out of 5 points in the research & development departments

Targets and KPIs for Material Issues

Material Issues	Targets	KPIs	Targets of KPIs
<p>Provision of high-quality product information and promotion of proper use</p> 	<p>Provide information on the safety and efficacy of our products based on scientific objectivity and ethics in a way that best suits target customer groups, in an effort to ensure that healthcare professionals, patients, and their families can always use our products with confidence and peace of mind.</p> <p>At the same time, gather information on the safety of our products accountably to ensure the safety of patients</p>	<ol style="list-style-type: none"> 1. Assessment by doctors in focus areas 2. Ensure appropriateness of sales information provision activities 3. Education on safety information collection 4. Education on harmful incident concerning pharmaceuticals 	<ul style="list-style-type: none"> • Rated number one in the focus areas of diabetes and schizophrenia in our own survey conducted by an external organization[#] • Number of guidance from the Ministry of Health, Labour and Welfare's monitoring program for sales information provision activities: 0 in any year[#] • At least four times a year for MRs and once a year for all employees to raise employee awareness of safety information collection[#] • Number of delayed adverse drug reaction reports to regulatory authorities: 0[#] • Annual educational program for all employees to form and maintain a mindset that does not cause harmful incident concerning pharmaceuticals
<p>Improving access to medicines and advocacy</p>  	<p>Attempt to improve access to medicines by promoting disease awareness from patient-centered perspectives, which is expected to reduce illness stigma and facilitate early treatment, and by working to lessen a drug lag, which will increase treatment options for patients.</p> <p>Contribute to the betterment of the healthcare system in countries/regions that struggle with equal access to necessary healthcare, by developing healthcare professionals, raising awareness of the public, and making policy recommendations through collaboration with the industry, governments, and NPOs/NGOs</p>	<ol style="list-style-type: none"> 1. Further increase in health literacy of the public, including patients 2. Number of products, and policy recommendations contributing to access to medicines 3. Number of partnerships contributing to improvement in healthcare access in developing countries 	<ul style="list-style-type: none"> • Number of public lecture participants by FY2027 cumulative total of 10,000 since FY2023[#] • Total annual visits to schizophrenia and bipolar disorder disease awareness website (Kokoro Share) 40% increase over FY2022 by FY2027[#] • Responding to requests for development of unapproved and off-label drugs of high medical necessity[#] • Continued participation in policy recommendations[#] • Constantly two or more




Targets and KPIs for Material Issues

Material Issues	Targets	KPIs	Targets of KPIs
<p>Expansion of human capital and instillment of corporate culture</p> 	<p>Consider employees' knowledge and potential as "capital" to invest in them and instill corporate culture linked to the provision of value, thus realizing sustained enhancement of corporate value</p>	<ol style="list-style-type: none"> 1. Employee engagement scores 2. Percentage of female managers 3. Number of participants in selective training 4. Number of career consultations 5. Number of digital experts and data scientists 6. Amount of investment in HR development 7. Instillment of CHANTO 	<ul style="list-style-type: none"> • Maintain/improve engagement scores in SMP Opinion (FY2022: 68%*¹) • Lower the percentage of departments whose engagement scores are less than 63%*² (FY2022: 24%) # • Increase the ratio to 20% or over by FY2027# • 80 every year# • 200 every year# • 100 citizen data scientists by FY2024 • 150 citizen developers by FY2027 • Maintain the amount of investment per person# • Implement measures contributing to employees' change of behavior every year in a bid to establish position as GSP#
<p>Respect for human rights</p> 	<p>Identify human rights risks throughout the Group's business activities to prevent and mitigate them while asking business partners and other parties concerned to understand and support such initiatives, thus respecting human rights throughout the value chain</p>	<ol style="list-style-type: none"> 1. Implementation of human rights education and training (including e-Learning) for all employees 2. Implementation of human rights due diligence in the value chain, including business activities of each Group company 	<ul style="list-style-type: none"> • Implement education and training at least once a year to instill the human rights policy and raise awareness of human rights • Increase in cumulative number of due diligence and outreach to key business partners • Realization of zero occurrence of serious human rights violations




#. Targets of KPI for Sumitomo Pharma non-consolidated *1. Percentage of positive responses to engagement questions answered on a 5-point scale,

*2. Average Engagement Score of Japanese Companies Benchmarked by Qualtrics, Inc. © Sumitomo Pharma Co., Ltd. All Rights Reserved. 68

Targets and KPIs for Material Issues

Material Issues	Targets	KPIs	Targets of KPIs
<p>Promotion of environmental initiatives</p>  	<p>Conserve the global environment, which serves as the foundation for health of people worldwide, by working to prevent environmental pollution, mitigate climate change, and circulate resources, to hand it over to future generations</p>	<ol style="list-style-type: none"> Greenhouse gas (GHG) emissions (Scope 1+2) Water withdrawal Recycling rate of waste Final disposal rate of waste 	<ul style="list-style-type: none"> Reduce GHG emissions (Scope 1+2) to zero by FY2050 Reduce GHG emissions (Scope 1+2) by 42% vs. FY2020 by FY2030 Reduce water withdrawal by 12% vs. FY2018 by FY2030 Maintain the recycling rate at 80% or higher and increase the rate to 85% or higher by FY2030[#] Maintain the final disposal rate below 1% and lower the rate to below 0.5% by FY2030[#]
<p>Enhancement of corporate governance</p> 	<p>Strive to achieve sustained growth and enhance corporate value by continuously seeking to build a highly effective corporate governance system. In so doing, work to further improve the Board of Directors' functions, protect the interests of minority shareholders, and manage Group Companies appropriately</p>	<ol style="list-style-type: none"> Implementing evaluation of the effectiveness of the Board of Directors and working on priority issues based on the evaluation results Strengthening of Group governance Conducting appropriate transactions between Group Companies with consideration to protecting the interests of minority shareholders 	<ul style="list-style-type: none"> Maintain a good level of quantitative evaluation results in the effectiveness evaluation Rebuild a group governance system, including the streamlined North American group companies The Supervisory Committee for Conflict of Interests in Transactions between Group Companies meets not only periodically (once a year) but also on an as-needed basis

Targets and KPIs for Material Issues

Material Issues	Targets	KPIs	Targets of KPIs
<p>Strengthening of risk management</p>  	<p>Develop/promote a risk management system capable of appropriately responding to risks that could seriously impact business activities, by building an effective BCP and strengthening information security</p>	1. Implementing risk assessment and implementing appropriate countermeasures based on assessment results	<ul style="list-style-type: none"> All departments implement risk assessments every fiscal year
		2. Rebuilding and implementing of training and drills of business continuity management (BCM) and business continuity plans (BCPs)	<ul style="list-style-type: none"> Provide education and training at departments with priority operations and update BCP at least once a year[#]
		3. Provision of education and training for proper information management	<ul style="list-style-type: none"> Provide necessary education and training at least once a year for enhancement of knowledge and awareness concerning information management
		4. Events that have a significant impact on business activities	<ul style="list-style-type: none"> Number of serious accidents: 0 in any year Number of serious information leaks and other incidents: 0 in any year Number of serious information technology security incidents: 0 in any year
<p>Pursuing compliance</p> 	<p>Strive to nurture a mindset in everyone that urges them to unflinchingly seek consultation when in doubt about education and training designed to keep high awareness of compliance high or compliance itself and, as a member of the life science industry that requires high ethical standards, conduct transparent and fair corporate activities with a strong commitment to ethical behavior, thus further consolidating trust of stakeholders</p>	1. Implementation of compliance education and training	<ul style="list-style-type: none"> Provide training designed to enhance the latest knowledge and raise compliance awareness at least once a year
		2. Level of awareness and understanding of the whistle-blowing system	<ul style="list-style-type: none"> Awareness: Maintain current level (FY2022 98%)[#] Understanding: Increase to the same level as awareness by FY2027 (FY2022 78%)[#]
		3. Number of serious compliance violations	<ul style="list-style-type: none"> 0 in any year

