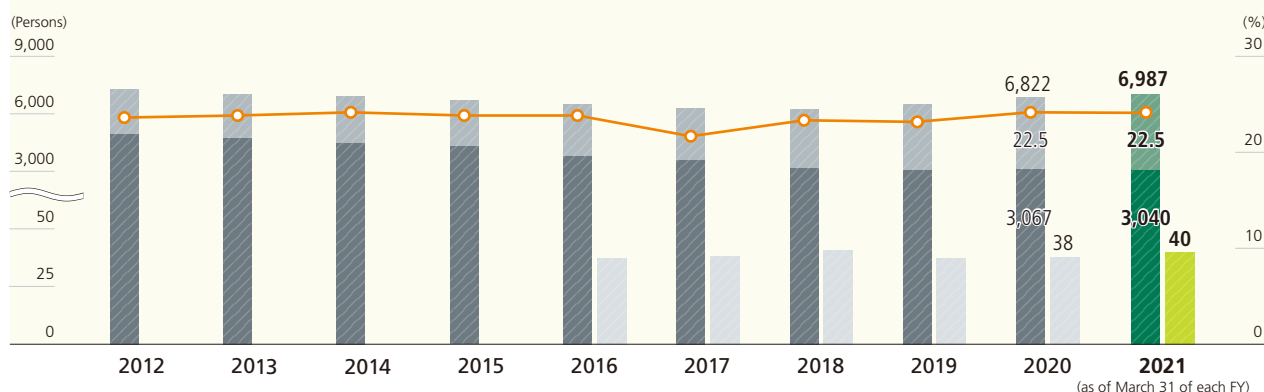


All figures are non-consolidated except number of employees (consolidated)

Number of employees / Number of R&D positions / Number of Professional Contributor positions

■ Number of employees (consolidated) **6,987**
■ Number of employees (non-consolidated) **3,040**
○ Ratio of R&D positions to the number of employees (non-consolidated) **22.5%**
■ Number of Professional Contributor positions **40**



The Company has pursued management efficiency while simultaneously pursuing business expansion and globalization. Moreover, we have maintained a certain ratio of R&D positions to domestic employees, which is a source of value creation. Additionally, in fiscal 2016 we adopted a professional human resources system and established a new position of Professional Contributor (PC).

This is the appointment of human resources that produce maximal results through outstanding individual capacity or excellent results based on high level of professionalism.

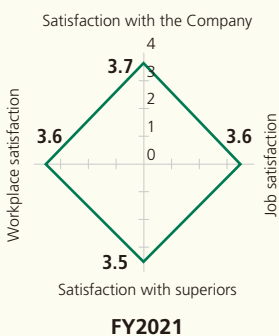
KPI for work style innovation

Employee engagement

Sumitomo Pharma's score: 59.1
Other companies' average: 50.0



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Other companies' average: 50.0



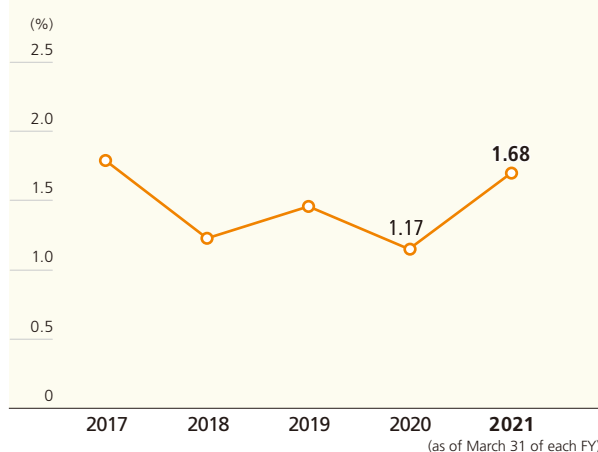
Employee engagement has been set as a key performance indicator (KPI) of work style innovation and we confirm this KPI using employee engagement scores as an indicator. To compare our progress with other companies, we have adopted the Motivation Cloud Service to measure and survey employee satisfaction and expectations since fiscal 2019.

The Company has achieved high scores that exceed the averages of other companies in every category.

(Note) Each of the categories—satisfaction with the Company and with superiors, and job and workplace satisfaction—are scored out of five.

KPI for work style innovation

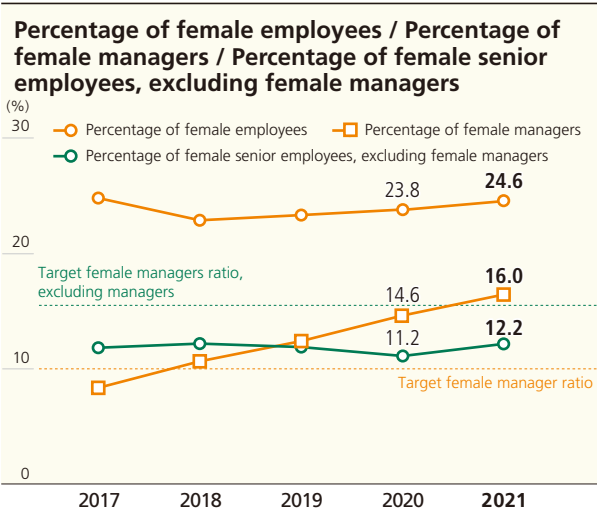
Employee turnover rate



We are aiming to enhance productivity through our promotion of work style innovation. Our key focuses on evaluating productivity are employee work-life balance and sense of fulfilment in work and sense of contribution to the Company. As an indicator to measure these, we are using employee turnover rate as a KPI.

The employee turnover rate of employees leaving for personal reasons has been in the 1–1.99% range (less than 2%) for the last five years as a result of enhancing HR systems and creating comfortable working environments.

KPIs for diversity and inclusion

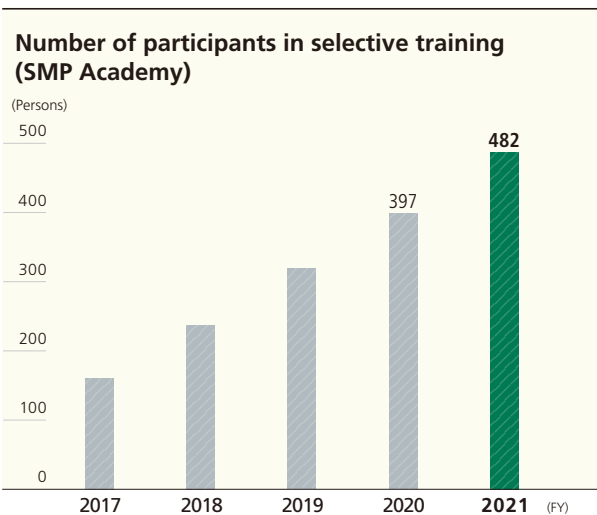


We believe that an equal ratio of men and women among our employees and among our managerial staff is one yardstick of our vision for women's active participation. Moreover, we are maintaining a ratio of female managers of 10% or higher and are aiming for a ratio of female managerial candidates to become female senior employees of 15% or higher. (goals for March 31, 2023).

Female manager ratios by region are 12.3% for Japan, 49.2% for North America, and 52.3% for China (consolidated).

(Note) Ratio of female employees is as of the end of the fiscal year, and the ratio of female managers and the ratio of female senior employees excluding managers are as of April 1 of the following fiscal year.

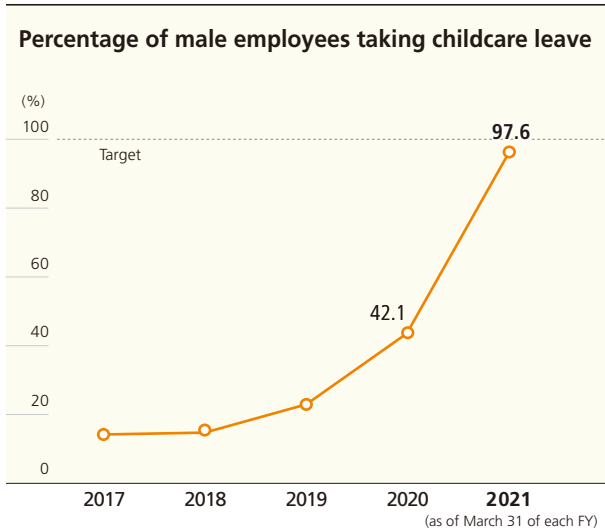
KPI for training and development of employees



We established the SMP Academy in July 2016 with the aim of providing selected employees involved in management opportunities to acquire the knowledge and so on necessary for senior management positions.

Employees with ambition and potential who can be expected to thrive as future executive candidates are selected from various levels—from junior to mid-career to management. In the six years from fiscal 2016 to 2021, 482 employees took part in the training. Females account for 28% of all SMP Academy participants.

KPI for diversity and inclusion

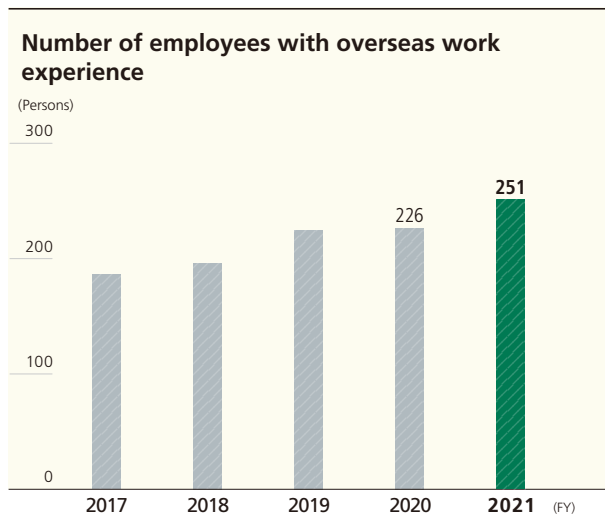


We believe a workplace environment with a healthy work-life balance for both males and females is desirable.

We are aiming for a workplace environment that is even more conducive to a healthy work-life balance and have set and are working towards an aspirational goal of 100% of male employees taking childcare leave (goal for March 31, 2023).

This ratio was 88.2% for those taking five consecutive business days and 97.6% for those taking at least one business day of leave.

KPI for training and development of employees



We are promoting initiatives to develop and strengthen human resources who can take on global management roles in future.

Every year we are increasing the number of our employees with overseas work experience through measures such as ongoing promotion of HR development initiatives and systematic rotation of employees including to overseas subsidiaries.

(Note) The total number of employees with overseas work experience—starting from the number out of the total workforce as of March 31, 2016, and for each fiscal year thereafter.