Conference on FY2024
(April 1, 2024 to March 31, 2025)
Financial Results and Reboot 2027 - Reboot for a Strong Sumitomo Pharma -

Toru Kimura, President and CEO

Sumitomo Pharma Co., Ltd

May 13, 2025

Sumitomo Pharma
Innovation today, healthier tomorrows

Disclaimer Regarding Forward-looking Statements

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 disclosure of such statements and involve both known and unknown risks and uncertainties.

Accordingly, forecasts, plans, goals, and other statements may not be realized as described, and actual financial results, success/failure or progress of development, and other projections may differ materially from those presented herein.

Information concerning pharmaceuticals and medical devices (including those under development) contained herein is not intended as advertising or as medical advice.

Agenda

- Financial Results for FY2024
- Financial Forecasts for FY2025
- Research and Development

- Reboot 2027 - Reboot for a Strong Sumitomo Pharma -
  I. Review of FY2023-2024
  II. Reboot of Sumitomo Pharma
  III. Business Strategy
  IV. R&D Initiatives
  V. Summary

- Q&A

Financial Results for FY2024

Financial Results for FY2024 (Core Basis)

Billions of JPY

	FY2023 Results	FY2024 Results	Change			FY2024
			Value	FX impact	%	Jan. 31 forecasts
Revenue	314.6	**398.8**	84.3	15.5	26.8	381.0
Cost of sales	126.6	**153.2**	26.6	4.4	21.0	147.5
Gross profit	188.0	**245.6**	57.7	11.1	30.7	233.5
SG&A expenses	236.4	**167.7**	(68.7)	6.7	(29.1)	167.0
R&D expenses	90.9	**48.5**	(42.4)	1.1	(46.7)	48.5
Others (core basis)	6.4	**13.7**	7.3	—		12.0
Core operating profit	(133.0)	**43.2**	176.1	3.3	—	30.0
Adjustments (negative number indicates loss)	(221.9)	**(14.3)**	207.5			(9.0)
Operating profit	(354.9)	**28.8**	383.7		—	21.0
Finance income/costs	31.7	**(11.2)**	(42.9)			(12.0)
Profit before taxes	(323.1)	**17.6**	340.7		—	9.0
Income tax expenses	(8.2)	**(6.0)**	2.2			(7.0)
Net profit	(314.9)	**23.6**	338.6		—	16.0
Net profit attributable to owners of the parent	(315.0)	**23.6**	338.6		—	16.0

Average rates:
FY2023 Results : 1US$ = ¥144.59, 1RMB = ¥20.14
FY2024 Results : 1US$ = ¥152.62, 1RMB = ¥21.11
FY2024 forecasts : 1US$ = ¥152.00, 1RMB = ¥21.00

Period end rates:
As of the end of March 2024 : 1US$ = ¥151.33, 1RMB = ¥20.84
As of the end of March 2025 : 1US$ = ¥149.53, 1RMB = ¥20.59

- Revenue increased primarily due to the growth of three key products
- In addition to the effects of business structure improvements, Group-wide streamlining, such as reductions through selection and concentration of R&D investments, has led to a significant reduction in SG&A expenses and R&D expenses
- Core operating profit improved significantly and became profitable
- Adjustments:
  - FY2024: Business structure improvement expenses in Japan and North America; impairment loss on intangible assets
  - FY2023: Impairment loss on intangible assets and goodwill; business structure improvement expenses in North America

Revenue of Major Products in North America

	FY2023 Results	FY2024 Results	Change	FY2023 Results	FY2024 Results	Change		
						Value	FX impact	%
North America	Millions of USD			Billions of JPY				
ORGOVYX®	292	**544**	253	42.2	**83.1**	40.9	4.4	96.9
MYFEMBREE®	64	**84**	20	9.2	**12.8**	3.6	0.7	39.0
GEMTESA®	255	**431**	176	36.8	**65.8**	28.9	3.5	78.6
APTIOM®	235	**258**	23	34.0	**39.4**	5.5	2.1	16.1
RETHYMIC®	44	**45**	1	6.3	**6.8**	0.5	0.4	7.7
Others	61	**80**	18	8.9	**12.2**	3.3	0.6	37.4
Export products/ One-time revenue, etc.*	150	**208**	58	21.7	**31.8**	10.1	1.7	46.6
Total	1,100	**1,650**	550	159.0	**251.8**	92.8	13.2	58.3

* Major items included in Export products/One-time revenue, etc.

FY 2023 Results	Deferred revenue from the collaboration with Pfizer	$117M	FY 2024 Results	Deferred revenue from the collaboration with Pfizer	$171M

- ORGOVYX® and GEMTESA® revenue have grown beyond initial forecasts

Million $

Initial Forecasts	Results	%
400	544	136.1
124	84	67.6
380	431	113.4

- APTIOM® revenue increased primarily due to the favorable price
- One-time recognition of deferred revenue associated with the transition to independent commercialization of MYFEMBREE®

Average rates:
FY2023 Results : 1US$ = ¥144.59
FY2024 Results : 1US$ = ¥152.62

Sumitomo Pharma

Revenue of Major Products in Japan & Asia

Billions of JPY

	FY2023 Results	FY2024 Results	Change	
			Value	%
Japan				
Equa®/EquMet®	30.6	**24.9**	(5.7)	(18.7)
LATUDA®	11.7	**13.2**	1.4	12.1
TWYMEEG®	4.6	**7.6**	3.1	66.9
METGLUCO®	7.3	**7.3**	0.0	0.6
LONASEN® Tape	3.8	**4.6**	0.8	20.2
TRERIEF®	15.5	**3.7**	(11.8)	(76.4)
AG products	9.7	**11.4**	1.8	18.2
Others	23.5	**19.2**	(4.2)	(17.9)
Export products/ One-time revenue, etc.	8.0	**7.9**	(0.1)	(1.3)
Total	114.7	**99.8**	(14.8)	(12.9)
Asia				
MEROPEN® (China)	21.3	**26.3**	5.1	23.9
Others	19.6	**20.8**	1.2	6.3
Total	40.9	**47.2**	6.3	15.5

Japan

- Equa® revenue decreased due to its loss of exclusivity
- LATUDA®, TWYMEEG®, and AG products revenue continued to grow
- TRERIEF® revenue decreased due to its loss of exclusivity
- Total impact of NHI drug price revision (¥4.8B)

Asia

- MEROPEN® (China) revenue increased

Note: Sales of each product in Japan are shown by invoice price

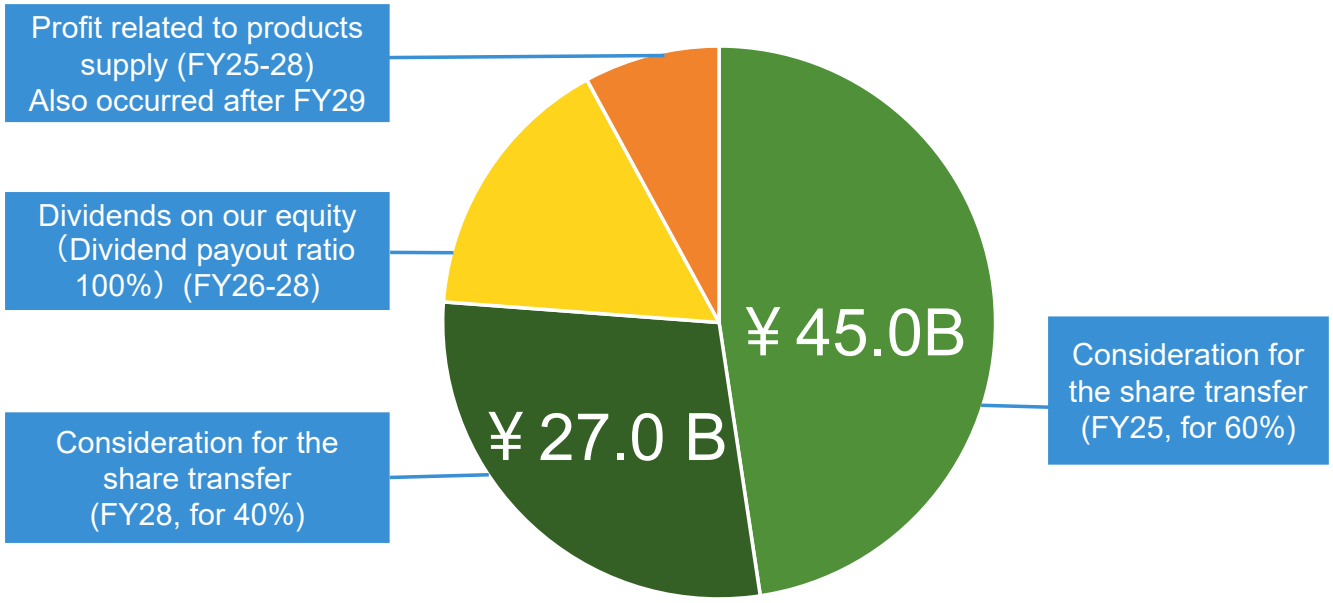
Joint Venture of Asia Business and Transfer of Frontier Business

Allocating the necessary growth investments for the Asia business and Frontier business is currently difficult
Strategic investments in growth areas will be strengthened

● Joint Venture of Asia Business

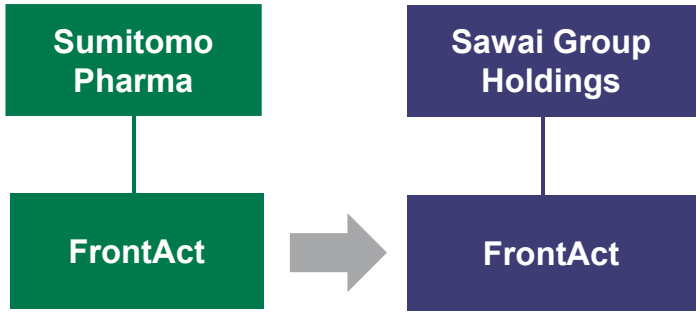
In addition to receiving the consideration of share transfer, the Company will continue to supply products to the joint venture company with Marubeni Global Pharma Corporation for a certain number of years, thereby contributing to patients in Asian countries

Profit from Joint Venture (Image)



● Transfer of Frontier Business

For further expansion and accelerated growth of FrontAct, the Company has decided to transfer its shares to Sawai Group Holdings, which has expertise in digital healthcare business



Financial Forecasts for FY2025

Financial Forecasts for FY2025 (Core Basis)

Billions of JPY

	FY2024 Results	FY2025 Forecasts	Change		
			Value	FX impact	%
Revenue	398.8	**355.0**	(43.8)	(13.8)	(11.0)
Cost of sales	153.2	**146.0**	(7.2)	(5.8)	(4.7)
Gross profit	245.6	**209.0**	(36.6)	(8.0)	(14.9)
SG&A expenses	167.7	**153.5**	(14.2)	(6.3)	(8.5)
R&D expenses	48.5	**44.0**	(4.5)	(1.2)	(9.3)
Others (core basis)	13.7	**44.5**	30.8		
Core operating profit	43.2	**56.0**	12.8	(0.6)	29.8
Adjustments (negative number indicates loss)	(14.3)	**(2.0)**	12.3		
Operating profit	28.8	**54.0**	25.2		87.5
Finance income/costs	(11.2)	**(14.0)**	(2.8)		
Income tax expenses	(6.0)	**0.0**	6.0		
Net profit	23.6	**40.0**	16.4		
Net profit attributable to owners of the parent	23.6	**40.0**	16.4		69.2
R O E	14.5%	**21.1%**			
R O I C	9.4%	**11.8%**			

Average rates:
FY2024 Results : 1US$ = ¥152.62, 1RMB = ¥21.11
FY2025 Forecasts : 1US$ = ¥145.00, 1RMB = ¥20.00

- **Revenue:**
  - Japan (¥14.1B) : LOE of Equa®/EquMet®
  - North America (¥3.6B) : Despite the revenue increase in USD, it is expected to decrease in JPY due to impact of exchange rates
  - Asia (¥26.1B) : Impact of business transfer (Assume JV formation at the end of July 2025)
- **Cost of sales:**
  Potential tariff impact was not taken into account
- **SG&A expenses:**
  Expected to decrease due to the effect of business structure improvement in Japan and transfer of Asian business
- **R&D expenses:**
  Despite the increase in oncology area to accelerate programs, total expense is expected to decline due to the shift of regenerative medicine and cell therapy-related expenses to JV
- **Others (core basis):**
  Expected income from the Asian business transfer (Gain on transfer about ¥45.0B)
- **Adjustments:**
  No major expenses are expected

Financial Forecasts for FY2025

Segment Information (Core Basis)

Billions of JPY

		Japan	North America	Asia	Total
FY2025 Forecasts	Revenue	85.7	248.2	21.1	355.0
	Cost of sales	46.0	92.1	7.9	146.0
	Gross profit	39.7	156.1	13.2	209.0
	SG&A expenses	32.2	115.8	5.5	153.5
	Core segment profit	7.5	40.3	7.7	55.5
	R&D expenses				44.0
	Core operating profit				56.0
FY2024 Results	Revenue	99.8	251.8	47.2	398.8
	Cost of sales	51.8	90.8	10.6	153.2
	Gross profit	48.0	161.0	36.6	245.6
	SG&A expenses	36.6	118.4	12.7	167.7
	Core segment profit	11.4	42.6	23.9	77.9
	R&D expenses				48.5
	Core operating profit				43.2
Change	Revenue	(14.1)	(3.6)	(26.1)	(43.8)
	SG&A expenses	(4.4)	(2.6)	(7.2)	(14.2)
	Core segment profit	(3.9)	(2.3)	(16.2)	(22.4)
	R&D expenses				(4.5)
	Core operating profit				12.8

Japan

- Despite the SG&A expense reduction, core segment profit is expected to decrease given the decline of gross profit

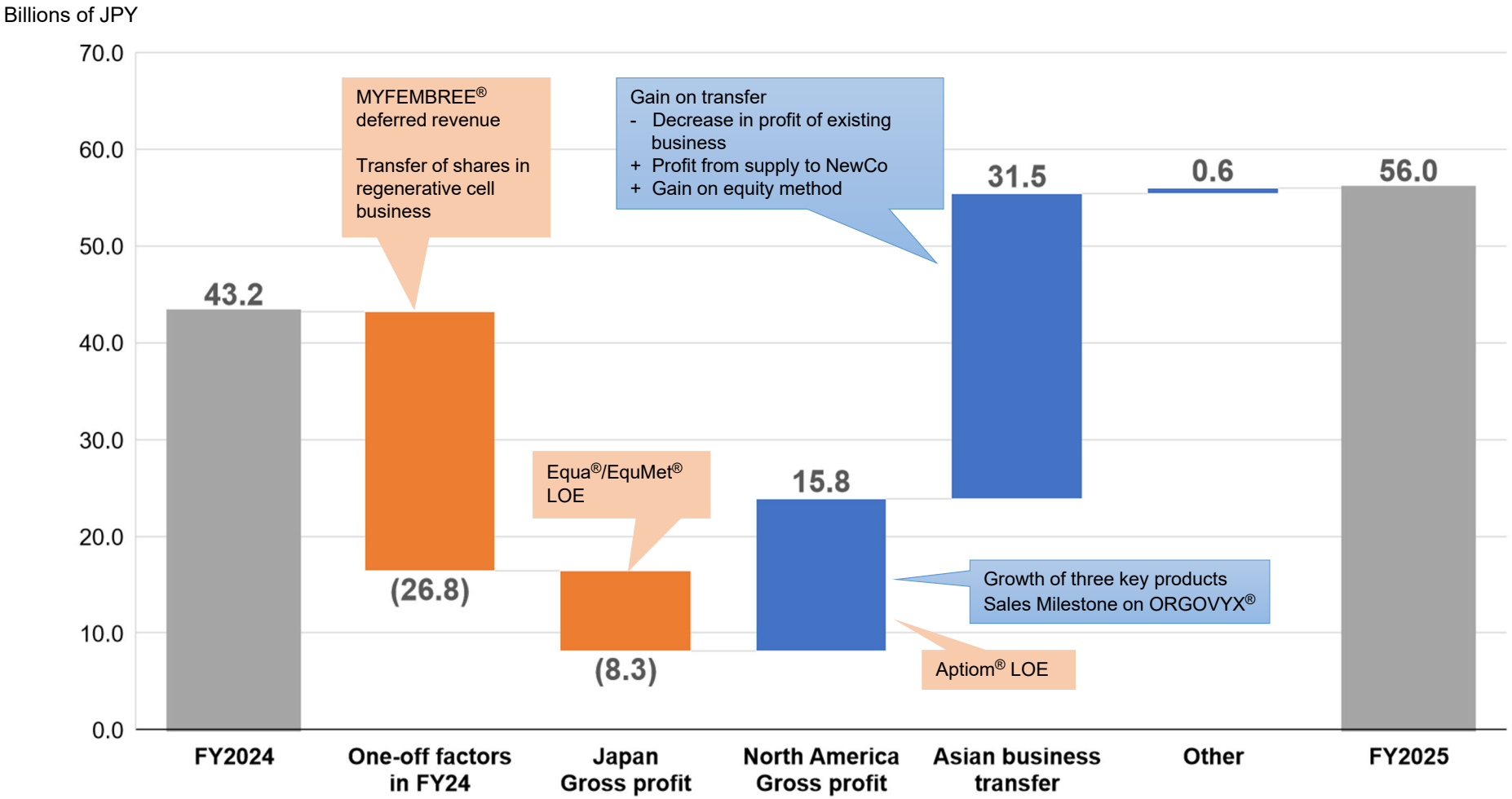
North America

- Profit is expected to be kept flat on USD basis. On JPY basis, however, the profit decreases due to the impact of exchange rate

Asia

- Profit decreases due to business transfer

Core Operating Profit Increase/Decrease Factors



Financial Forecasts for FY2025

Revenue of Major Products in North America

	FY2024 Results	FY2025 Forecasts	Change	FY2024 Results	FY2025 Forecasts	Change		
						Value	FX impact	%
North America	Millions of USD			Billions of JPY				
ORGOVYX®	544	**710**	166	83.1	**103.0**	19.9	(5.4)	24.0
MYFEMBREE®	84	**85**	1	12.8	**12.3**	(0.5)	(0.6)	(3.8)
GEMTESA®	431	**572**	141	65.8	**82.9**	17.1	(4.4)	26.1
RETHYMIC®	45	**45**	0	6.8	**6.5**	(0.3)	(0.3)	(4.5)
APTIOM®	258	**33**	(225)	39.4	**4.8**	(34.6)	(0.3)	(87.8)
Others	80	**267**	(21)	12.2	**38.7**	(5.3)	(2.0)	(12.0)
Export products/ One-time revenue, etc.	208			31.8				
Total	1,650	**1,712**	62	251.8	**248.2**	(3.6)	(13.0)	(1.4)

- ORGOVYX® and GEMTESA® revenue are expected to increase significantly
- APTIOM® revenue is expected to decline due to loss of its exclusivity
- One-time revenue includes the deferred revenue recognized all at once in FY2024. Sales milestone is expected in FY2025

FX rates:
FY2024 Results : 1US$ = ¥152.62
FY2025 Forecasts : 1US$ = ¥145.00

Sumitomo Pharma

Financial Forecasts for FY2025

ORGOVYX®

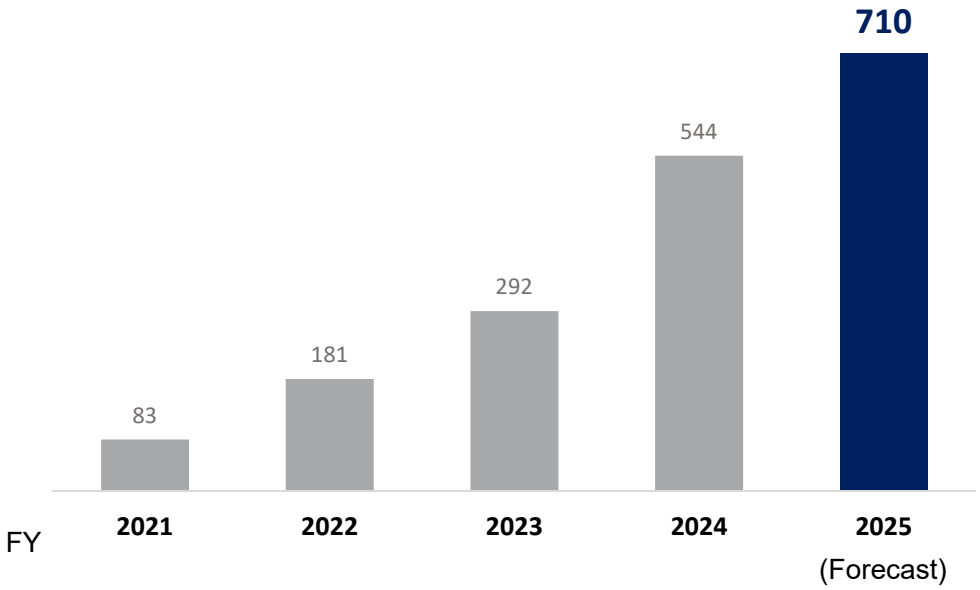
FY2024 Performance

FY2024 Initial Forecast	FY2024 Results	Year-over-year comparison
$400M	**$544M** **(Achievement: 136%)**	**Approx.** **87% Increase**

- Volume: Significantly outperformed by $112M more than Forecast due to the implementation of patient out-of-pocket cap in Medicare Part D as part of the Inflation Reduction Act, and reduction of the cap started January 2025
- Price: Outperformed by $32M more than Forecast due to Medicare Part D Coverage Gap trueups, less returns, and favorable Medicare Part D Rebates starting in 2025

Note: Overachieved even to revised forecast ($516M) primarily driven by strong demand

FY2025 Forecast ($M)



Sales Strategy

Drive demand and brand preference across Urology and Oncology

- Urology: Establish firm position in Androgen Deprivation Therapy
- Oncology: Expand market share supported by clinical differentiation
- Patients: Disseminate educational resources regarding changes in out-of-pocket costs due to Medicare Part D drug benefit modifications

Note: Forecast represents product sales only and does not include sales milestone

Financial Forecasts for FY2025

MYFEMBREE®

Myfembree® (relugolix, estradiol, and norethindrone acetate) tablets 40 mg, 1 mg, 0.5 mg

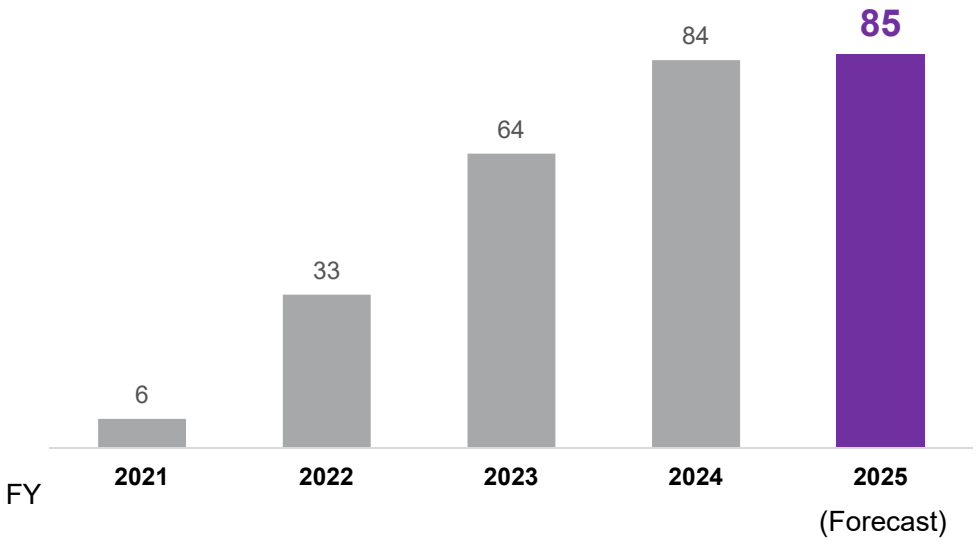
FY2024 Performance

FY2024 Initial Forecast	FY2024 Results	Year-over-year comparison
$124M	**$84M** **(Achievement: 68%)**	**Approx.** **32% Increase**

- Volume: Underperformed by $37M due to the slower growth for oral GnRH in the women's health sector and slower market share growth in endometriosis
- Price: Almost as expected (slightly underperformed by $3M)

Note: Both volume and price were almost as expected to revised forecast ($80M)

FY2025 Forecast ($M)



Sales Strategy

Ensure profitability under independent sales structure

- Organizational optimization: Launched new Community Care team in April by integrating Legacy Women's health team with Legacy GEMTESA® Primary care team
- Mitigation of impact by Pfizer partnership conclusion: Maintained high-potential prescribers previously covered by Pfizer
- Endometriosis: Lead HCP promotion with safety and efficacy of MYFEMBREE® in treating moderate to severe pain associated with endometriosis

Financial Forecasts for FY2025

GEMTESA®

GEMTESA® (vibegron) 75 mg tablets

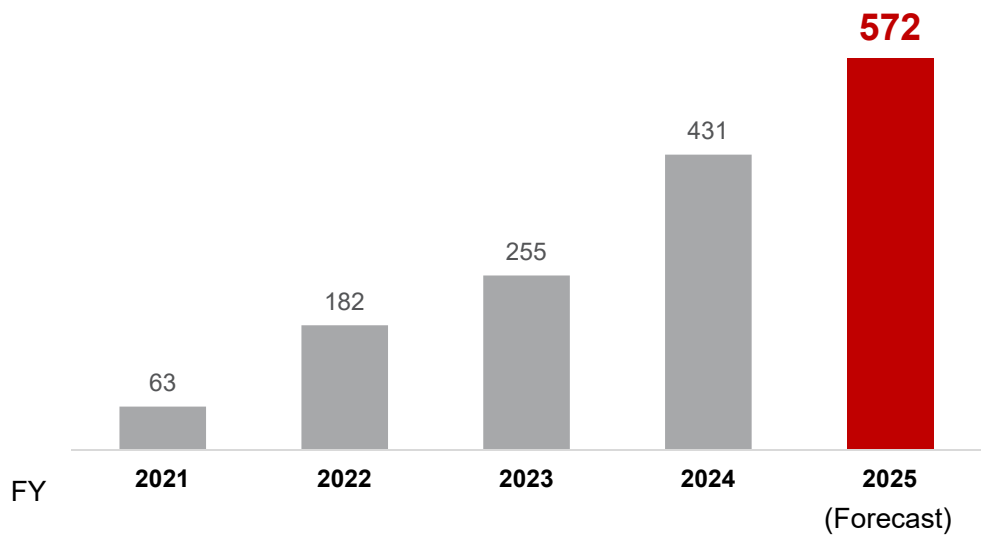
FY2024 Performance

FY2024 Initial Forecast	FY2024 Results	Year-over-year comparison
$380M	**$431M** **(Achievement: 113%)**	**Approx.** **69%** **Increase**

- Volume: Underperformed relative to initial forecast by $48M, due to changes in Medicare Part D coverage starting in 2025
- Price: Significantly outperformed by $99M driven by Medicare Part D Coverage Gap trueups and reduced Medicare Part D rebates starting in 2025

Note: Overachieved even to revised forecast ($413M) primarily due to price impact

FY2025 Forecast ($M)



Sales Strategy

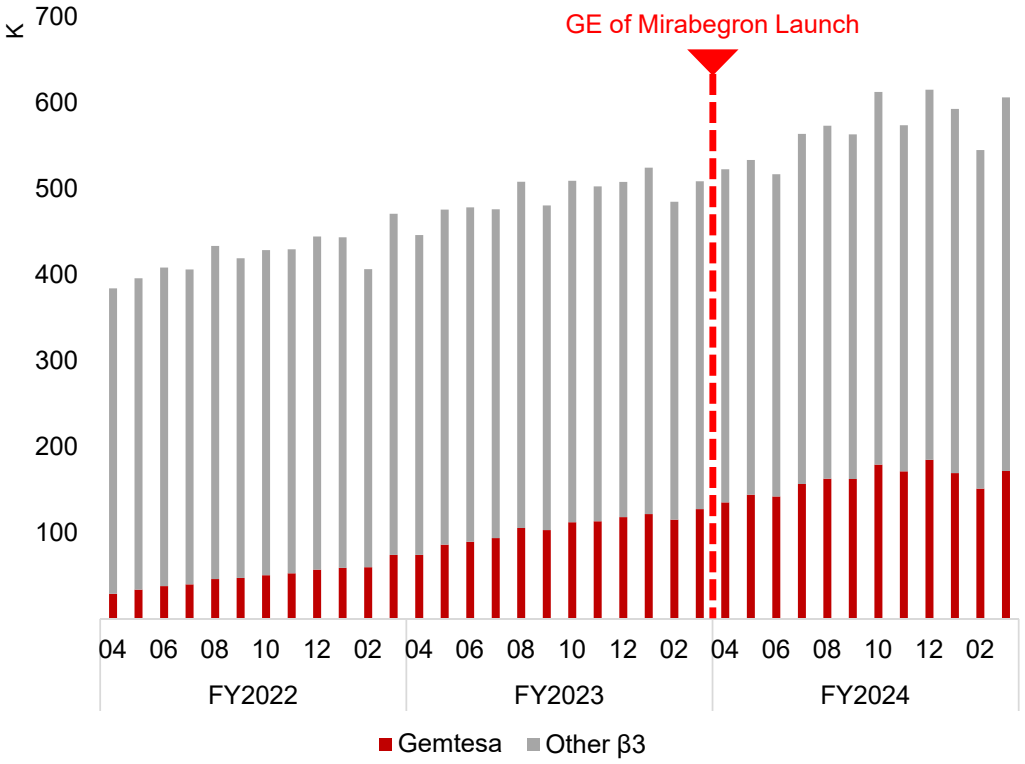
Establish standard of care OAB treatment for men and women with overactive bladder

- Keep emphasizing clinical differentiation: Simple dosing regimen, no blood pressure warning in the label, no drug-drug interactions with CYP2D6 substrates, and crushable tablet
- Expansion of prescriptions for men: Increase awareness in male patients by leveraging new indication (overactive bladder in men being pharmacologically treated for benign prostatic hyperplasia)
- Optimize the balance between price and volume: Implement balanced pricing strategies in response to market changes

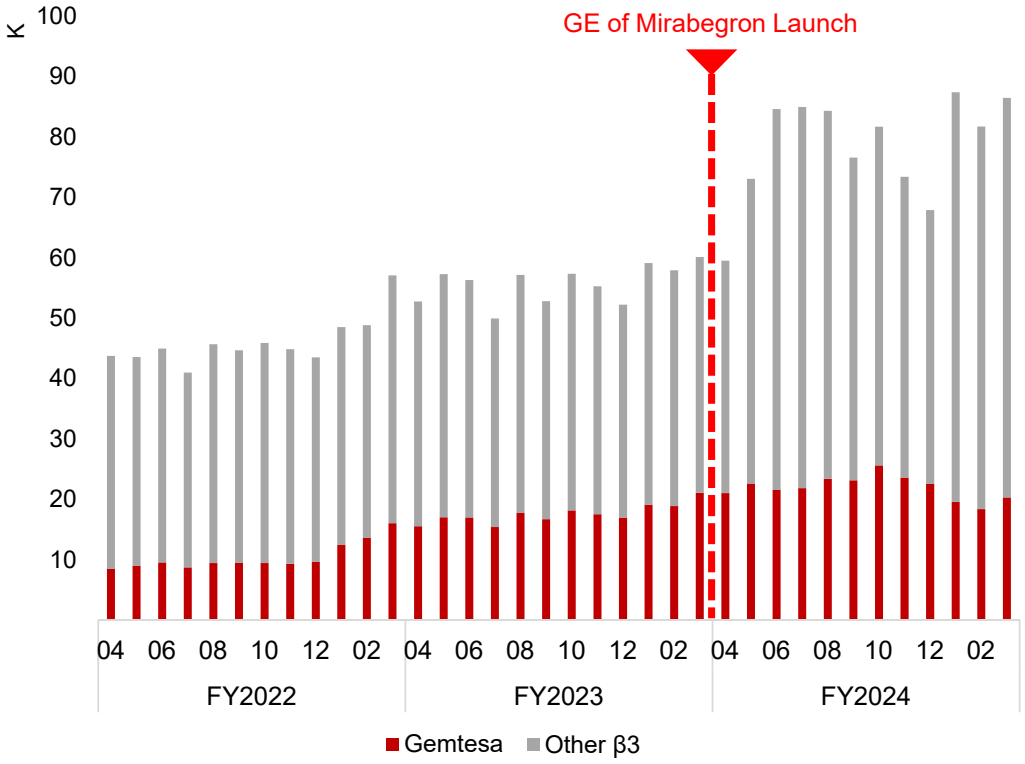
GEMTESA®

- Despite the launch of Mirabegron generics in April 2024, the total number of GEMTESA® prescriptions and new prescriptions continued to increase. However, since January 2025, there has been a slightly decline due to changes in Medicare Part D coverage and other factors

TRx in β-3 Market



NBRx in β-3 Market



* Source: Based on information licensed from IQVIA: NPA for the period 1/1, 2022 to 3/31, 2025 reflecting estimates of real-world activity. All rights reserved.

Research and Development

Major Topics in Clinical Development

Psychiatry & Neurology (Regenerative medicine/cell therapy)

Allogeneic iPS cell-derived dopaminergic neural progenitor cells (Japan, collaboration with RACTHERA)

- Parkinson's disease

  Preparing for NDA submission in FY2025 based on the data from the investigator-initiated study by Kyoto University.

  Aiming to obtain approval in Japan in FY2025.

  Release of the results of the investigator-initiated study by Kyoto University (For details, page 19)

Oncology

enzomenib (DSP-5336) (U.S., Japan)

- Agreed with FDA on the study package for NDA submission

nuvisertib (TP-3654) (U.S., Japan)

- The latest efficacy and safety data from the monotherapy cohort to be presented at EHA 2025 (June 2025)

Others

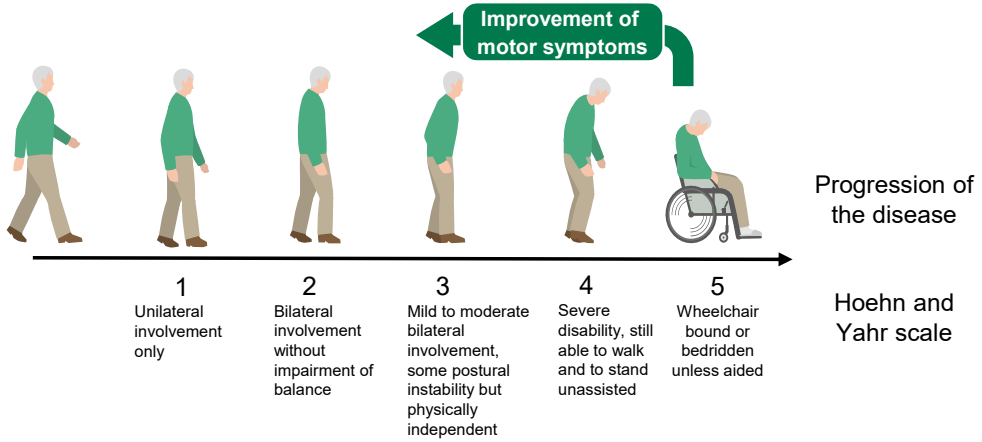
TWYMEEG® (Japan)

- Revision of Package Insert: Based on the results of Phase 4 study, the range of patients with renal impairment eligible for TWYMEEG® has been expanded (The range of patients with renal impairment for whom administration is not recommended has been changed from those with an eGFR of less than 45 mL/min/1.73㎡ to those with an eGFR of less than 10 mL/min/1.73㎡)
- Focusing on prescription proposal activity for elderly type 2 diabetes patients, with a higher percentage of impaired renal function compared to younger patients

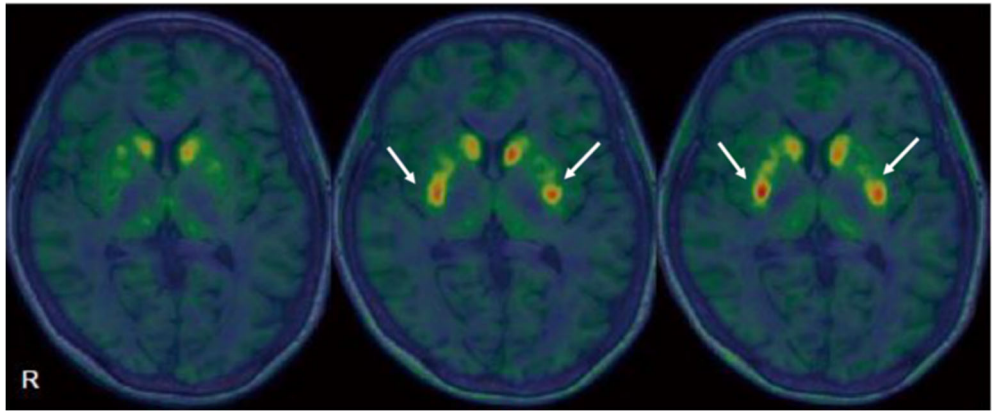
fH1/DSP-0546LP(Europe)

- Universal Influenza Vaccine　Interim analysis result of Phase 1 study will be available in FY2025

Regenerative Medicine/Cell Therapy: Allogeneic iPS cell-derived dopaminergic neural progenitor cells(CT1-DAP001/DSP-1083)
Results of the Investigator-Initiated Study(Announcement by Kyoto University Hospital)



Newly Observed Dopaminergic Neuronal Activity Post-Transplant* (Arrow)

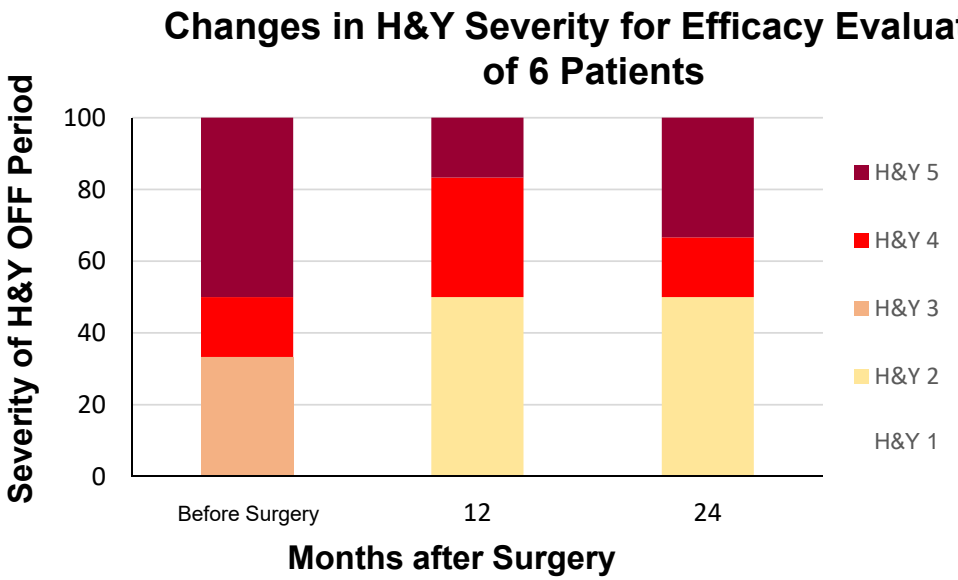


Before Surgery | 12 Months Post-Transplant | 24 Months Post-Transplant

Engraftment of transplanted cells and increased dopamine production confirmed by ^{18}F-DOPA PET

＊Nature, 587, Fig. 3e, 123-130, 2025, Springer Nature

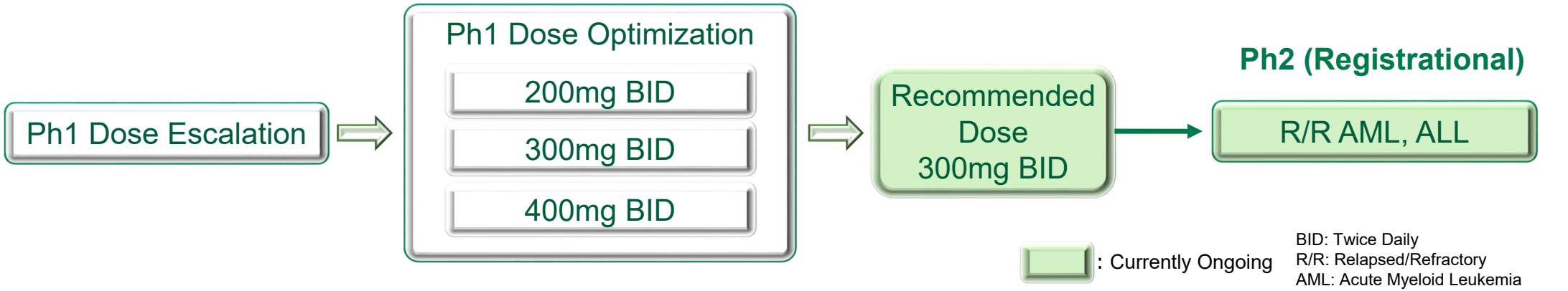
Modified by the Company from Sawamoto et al. Nature 2025



Improve OFF period scores for 4 out of 6 efficacy evaluation patients using the Hoehn & Yahr Severity Classification, which assesses PD pathology in five stages

Hoehn & Yahr Severity Classification (H&Y) 3~5 correspond to patients with designated intractable diseases in Japan

Oncology: enzomenib（DSP-5336）Acute Leukemia



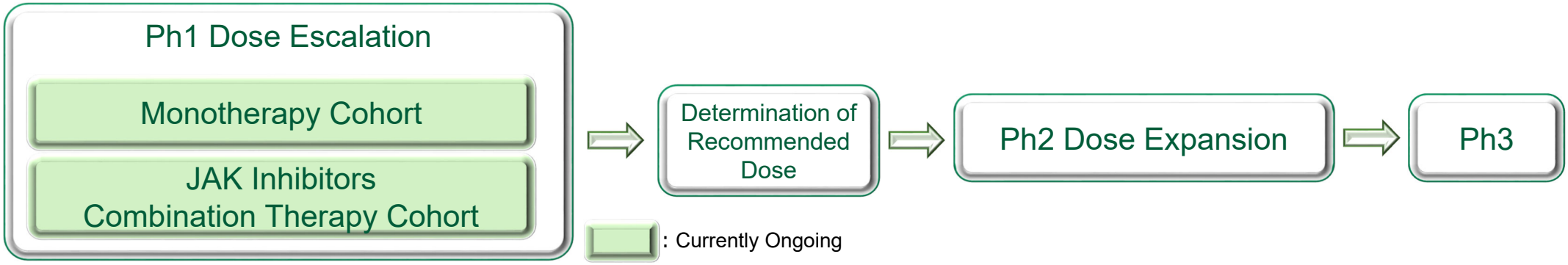
Advance of Clinical Development

- Agreed with FDA on the study package for NDA submission
- Plans to consult with PMDA (FY2025 Q2)
- Plans to complete patient enrollment for Phase 2 part (FY2025 Q4)

Presentation at Academic Conference

- Continuous data presentations and workshops utilizing the Japanese Society of Hematology, European Hematology Association, and American Society of Hematology

Oncology: nuvisertib（TP-3654）Myelofibrosis



Advance of Clinical Development

- Promotion of patient enrollment for the Dose Escalation cohort
- Collection of efficacy, safety, and pharmacokinetic data for the determination of recommended doses for monotherapy and combination therapy

Presentation at Academic Conference

- Presentation of the latest data from the monotherapy cohort at the European Hematology Association
- Continuous data presentations and workshops utilizing the Japanese Society of Hematology, European Hematology Association, and American Society of Hematology

Sumitomo Pharma
Innovation today, healthier tomorrows

Reboot 2027
- Reboot for a Strong Sumitomo Pharma -

I. Review of FY2023-2024

1. Review of FY2023-2024

Insufficient and unsuccessful measures to address the LOE of LATUDA® led to a significant decline in performance in FY2023. Core operating profit and final profit returned to profitability in FY2024 by formulating and implementing fundamental structural reforms

Until FY2023

Measures to address LOE of LATUDA®

LOE of LATUDA®

✓ Faster-than-expected generic erosion; sharp decline in sales

No new drug candidates developed

✓ Development of several internal products discontinued. Ulotaront, SEP-4199, napabucasin, alvocidib, DSP-7888, dasotraline, etc.

Overestimation of the potential of approved products

✓ Significant downward forecast revisions and impairment losses. Three key products, KYNMOBI®, Lonhala® Magnair®, TWYMEEG®, etc.

Delay in adjusting scale and deterioration of PL:

✓ Excessive expenses and R&D costs worsened P&L and financials; continued borrowing through parent company guarantees

FY2024

Expand key product business (ORGOVYX®, GEMTESA®, and MYFEMBREE®)

Implement fundamental structural reforms

- Streamlining, Selection and Concentration
- Revision of R&D Investment Strategy
- Governance Reforms

FY2022

Revenue	555.5 B yen
Core operating profit	16.4
FY profit	(96.7)

FY2023

Revenue	314.6 B yen
Core operating profit	(133.0)
FY profit	(314.9)

Achieved a V-shaped recovery

FY2024

Revenue	398.8 B yen
Core operating profit	43.2
FY profit	23.6

LOE: Loss of exclusivity

2. Initiatives for FY2023-2024 (PL Management through Fundamental Structural Reforms)

Implemented PL management through significant company-wide cost reductions and revision of R&D investment strategy

Streamlining, Selection and Concentration

A) Thorough cost reduction and significant workforce reduction

Japan*: -1,200 people (3,000→1,800)
U.S.: -1,000 people (2,200→1,200)

End of FY2022 → End of FY2024

B) R&D spending cap management

110 billion → 50 billion yen (FY22 → FY24)

C) Sale of assets and businesses

Sale of Roivant shares, Asia business joint venture formation, etc. (Total sales amount: 250 billion yen)

Revision of R&D Investment Strategy

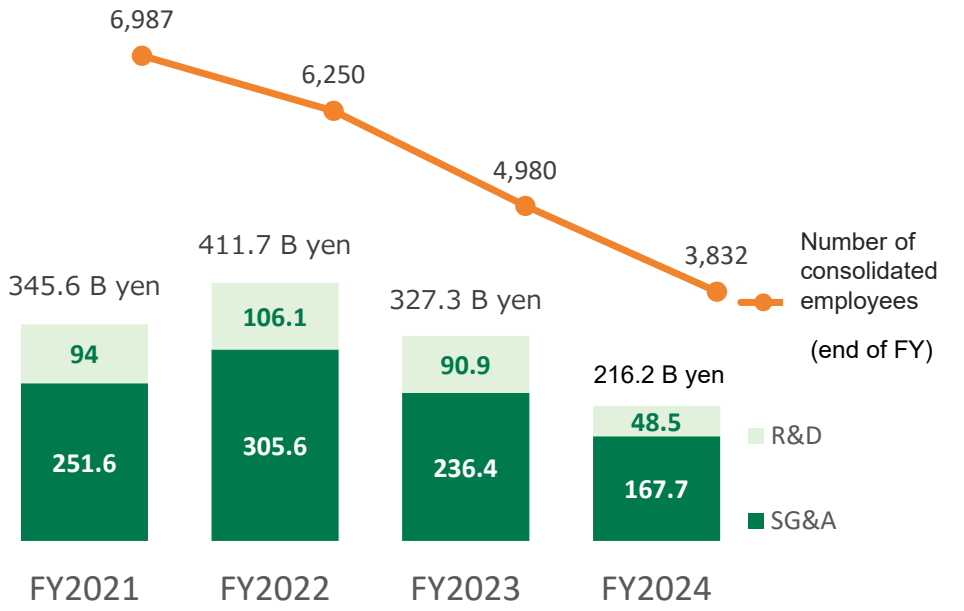
A) Selection and Concentration of Programs

Prioritized and reduced programs

Focused investment in two oncology compounds

B) Established framework for cooperation with Sumitomo Chemical in the regenerative medicine/cell therapy business

Reduced our initial costs and acquire greater flexibility in R&D strategy



Financial impact (FY2022→FY2024)

SG&A expenses reduced by approx. **140** billion yen	R&D expenses reduced by approx. **60** billion yen

*: Number of employees at Sumitomo Pharma

II. Reboot of Sumitomo Pharma

1. Reboot 2027

Reboot for a “Strong Sumitomo Pharma”

Work to strengthen our platform as an R&D-driven pharmaceutical company while continuing with selective, focused investment and governance reforms
Pave the way for revival by rebuilding the Value Creation Cycle based on internal innovation
“Reboot 2027” is an initiative beginning in FY2025

2. Our Vision: Global Specialized Player（GSP）

Continue to create and implement innovations in society by strongly turning the Value Creation Cycle in specific fields and technologies. Establish the “Sumitomo Pharma” brand worldwide by contributing to healthy and fulfilling lives

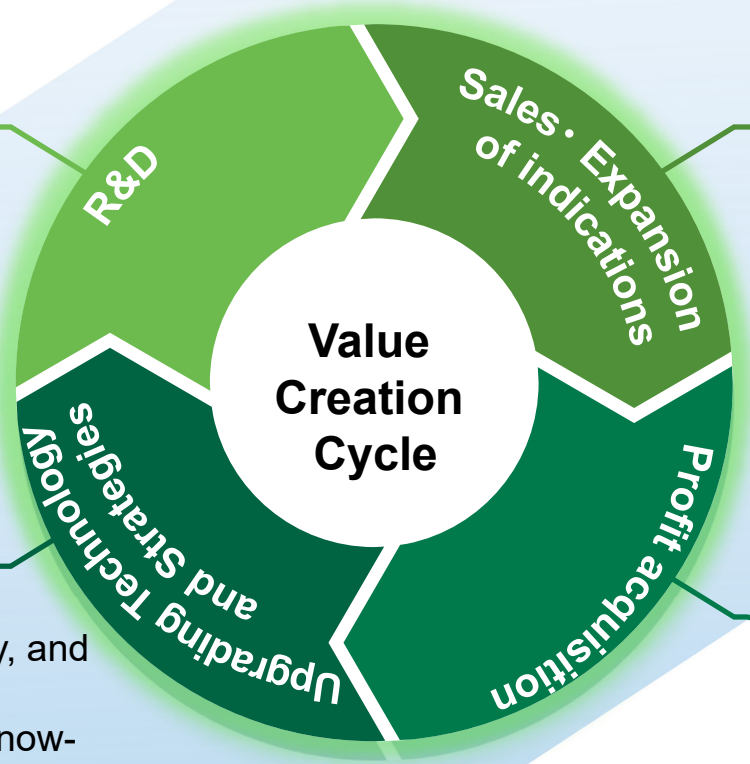
GSP

Continuously create and bring to market innovative drugs

- Competitive drug discovery research focused on our strong areas and technologies
- Early confirmation of value in small clinical trials
- Maximize value quickly by leveraging alliances

Deepen and expand R&D infrastructure

- Superior access to information, technology, seeds of drug discovery, and human resources
- Feedback of proprietary data and know-how



Maximize market value and improved patient outcomes

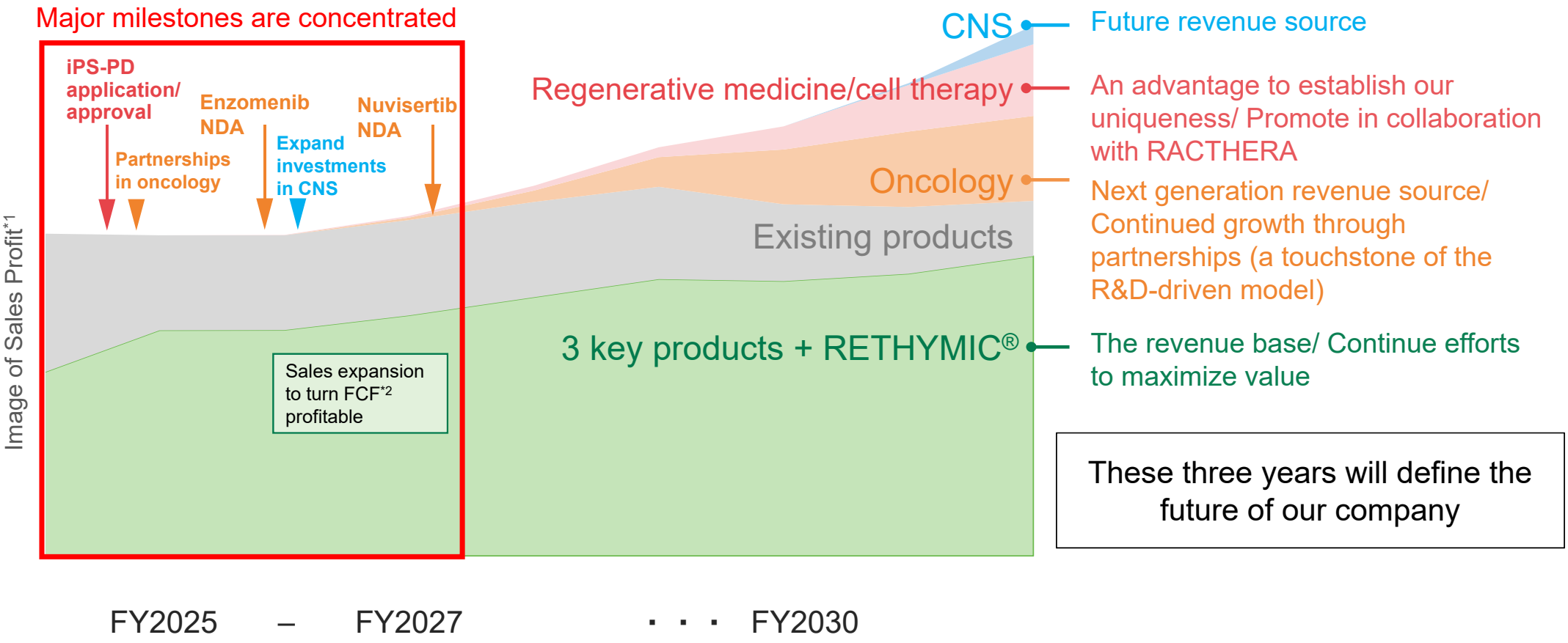
- Deliver to the world, focusing on the U.S. and Japan
- Establish scientific evidence and become a leader in innovative/groundbreaking drug discovery

Continued growth of portfolio brands and expand management resources

- High market share/profit margins
- Accumulate unique data and expertise

3. To Rebuild the Value Creation Cycle

Major milestones in the rebuilding of the Value Creation Cycle will be concentrated over the next three years
The entire company will work together to achieve these milestones through selection and concentration, as well as through external partnerships

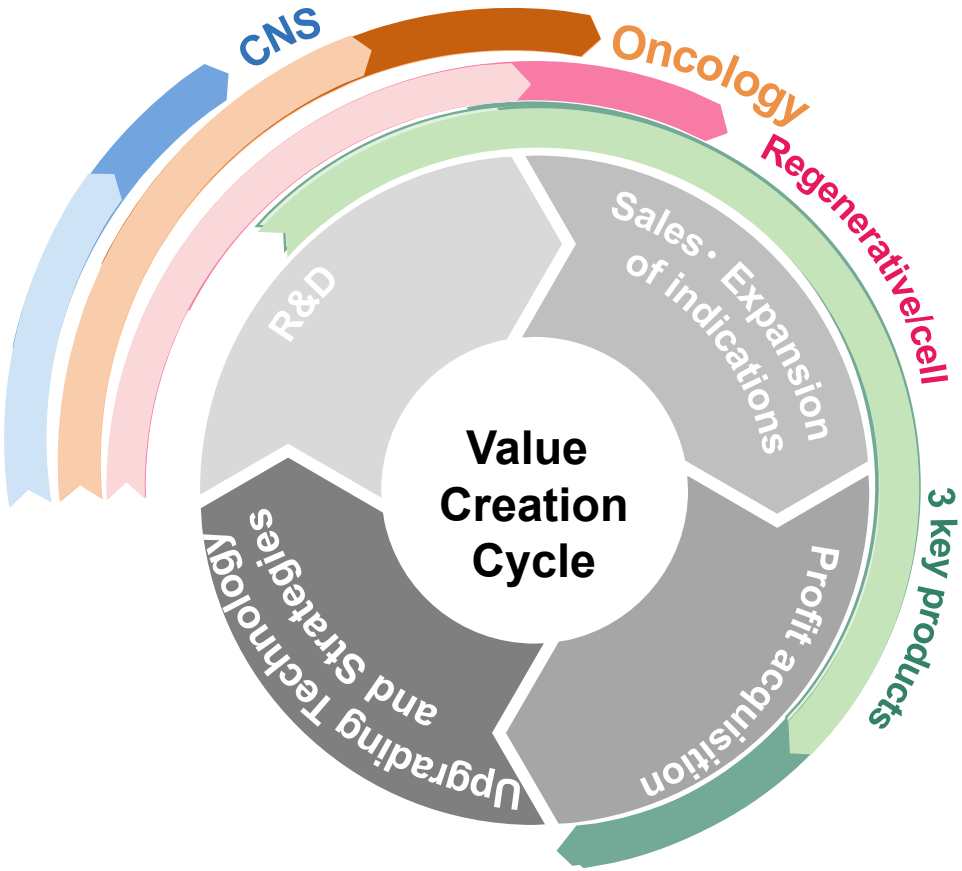


These three years will define the future of our company

*1: The graph shows the mid- to long-term revenue and earnings forecast before adjustment for the probability of success
*2: FCF stands for Free Cash Flow

4. Rebuilding the Value Creation Cycle from FY2025 to FY2027

Stabilize the revenue base by expanding the business of the three key products (operating base not dependent on one-time revenues)
Rebuild the Value Creation Cycle by commercializing regenerative medicine/cell therapy and oncology



Three key products

Establish the Group's revenue base through sales expansion
Expand to 250 billion yen (FY2027)

Regenerative medicine/cell therapy

Start the iPS cell-based drug business with the approval and launch of iPS-PD
Expand the business in collaboration with RACTHERA

Oncology

Dedicate resources as a top priority and promote the fastest development (by leveraging partnerships)
enzomenib launch, nuvisertib NDA submission (FY2027)

CNS

Resume development using accumulated expertise and key technologies
Expected to become a revenue base after LOE of the three key products

5. Milestones for FY2025

Advance the development of two oncology compounds, possibly through partnerships, and submit and obtain approval for iPSC-PD in Japan. FY2025 is the "year to show our true value" as we work to achieve the goals to reinvigorate ourselves as an R&D-driven pharmaceutical company

The "year to show our true value" as an R&D-driven pharmaceutical company

Rebuild the Value Creation Cycle

FY2024	**FY2025**	FY2026	FY2027
	☐ iPSC-PD submission/approval ☐ Oncology partnerships (enzomenib/nuvisertib) ☐ UIV Ph1 interim analysis results	☐ enzomenib submission	☐ enzomenib approval ☐ nuvisertib submission ☐ Expand investments in CNS

Our revival as an R&D-driven pharmaceutical company by achieving the FY2025 milestones

Formulation of comprehensive growth strategy after reviewing the progress of the two oncology compounds

6. Financial Targets

By FY 2027

PL	Sales of 3 key products	Expand to **250** billion yen*
	Core operating profit	Consistently more than **25** billion yen, excluding one-time factors (from FY2027)
CF	Free cash flow	Maintain profitability(FY2025-2027) → Return to profitability excluding sales-related income (FY2027)

As early as possible

Interest-bearing debt	Reduce interest-bearing debt to less than 200 billion yen

Dividend policy	Prioritize the repayment of interest-bearing debt for the time being and aim to resume dividend payments at an appropriate time

Sumitomo Pharma

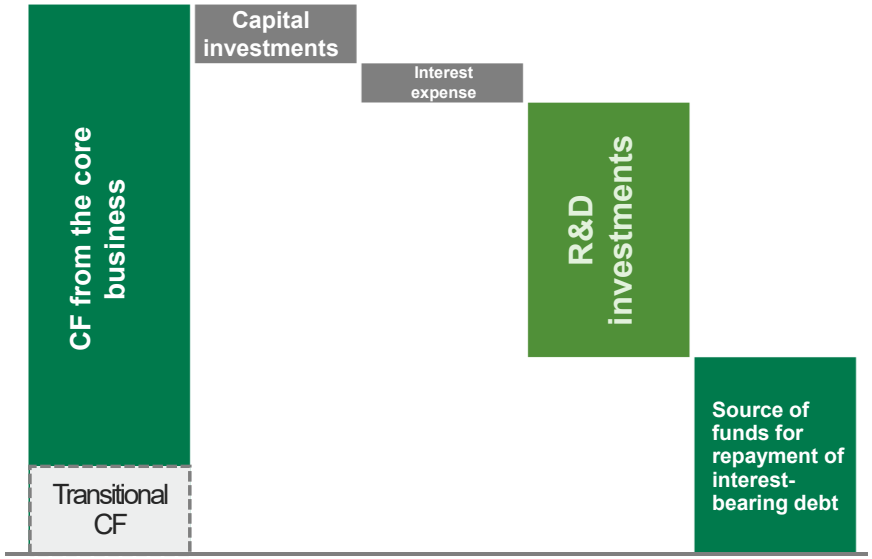
*: Converted at the rate of 150 yen per dollar

6. Financial Targets (2)

The management of interest-bearing debt through FY2027 will depend on the transfer income from the Asia business. Stable free CF from the core business is expected to return to profitability during the period, but key financial events lie ahead

→ Seeking further financial improvement by leveraging external partnerships in the program to return dividends to shareholders and resume strategic investments

Cash Allocation Chart: FY2025-2027 3-year Cumulative Total



Financial Issues

A) Repayment of interest-bearing debt

In FY2024-2025, repayment will depend only on the sale of assets and businesses.

By FY2027, free CF will be stabilized by core business revenues to accelerate repayment

B) Response to financial events

In FY2027, in addition to refinancing, the first repayment of subordinated debt (60 billion yen) will be made in September

C) Resumption of shareholder returns and strategic investments

Need to return profits to shareholders (resumption of dividends) in response to recovery from the emergency

Shift to a strategy of strengthening the portfolios through strategic investments

Measures

Accelerate growth through program collaboration with strategic partners

Maintain internal programs from a portfolio strategy perspective

Achieve both rapid development and value maximization while reducing cost burdens through partnerships

III. Business Strategy

1. Overview of Business Strategies

Establish a P&L base by maximizing the value of existing products, with a focus on the three key products, and thorough cost management

Maintain free CF and acquire the next revenue base by selection and concentration of the development pipelines

Maximize the value of existing products

- North America: Maximize sales and product P&L of the **three key products**
- Japan: Contribute steadily to revenue by **expanding sales of existing products + XEPLION®**

Thorough cost management

Strengthen the portfolios by selecting internally developed pipelines and pursuing partnering opportunities

- **Focus on the two oncology compounds:** Establish the next revenue base after the three key products
- **Seek partnering opportunities:** Maximize value, develop as quickly as possible, reduce investment capital
- **Collaboration with RACTHERA:** Promote the regenerative medicine/cell therapy business and develop it into the Group's core business

2. For the Early Launch of the Two Oncology Products

This will be given a top priority as the flagship program for realizing the R&D-driven pharmaceutical company. Given financial constraints, maximize value by developing the products as quickly as possible through leveraging partnerships

Promote focused development

- ✓ Prioritized investment in the two oncology compounds
- ✓ A touchstone for the R&D-driven pharmaceutical company

Maximize value through partnerships

- ✓ Maintain development speed and compete with competitors' products
- ✓ Manage the investment burden

Achieve early launch

enzomenib
NDA submission in FY2026,
Launch in FY2027

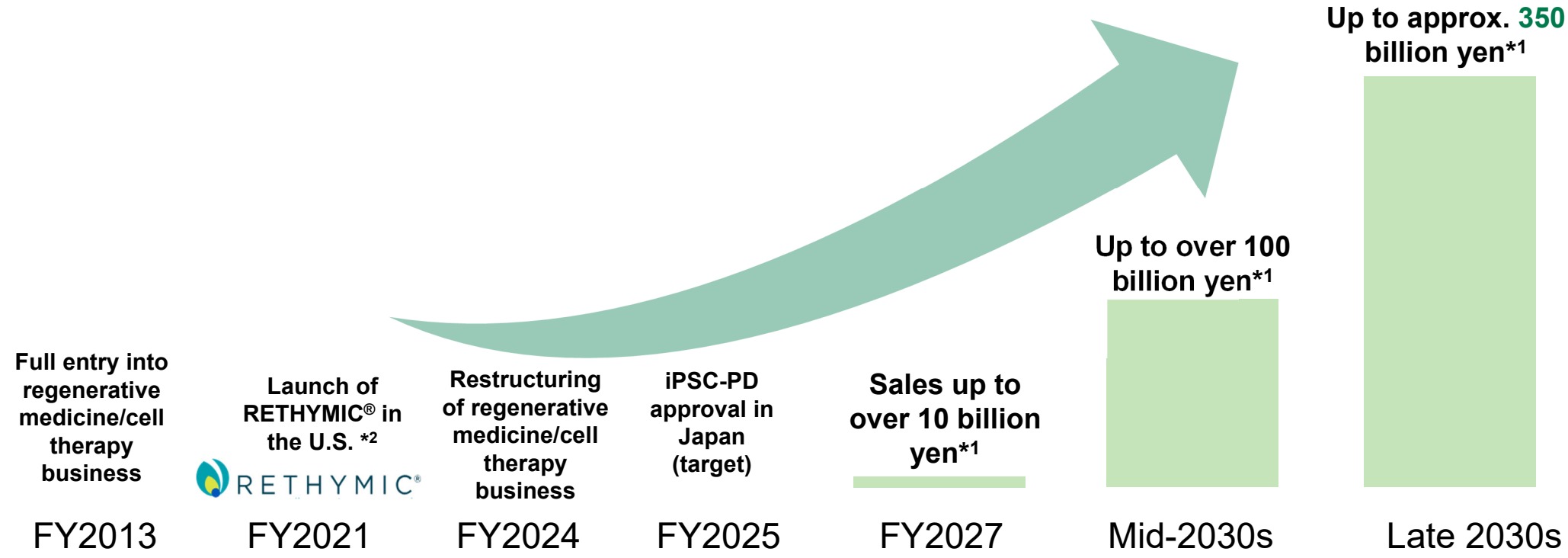
nuvisertib
NDA submission in FY2027

3. Expansion of the Regenerative Medicine/Cell Therapy Business

As a "front-runner" in regenerative medicine/cell therapy, create new value that can only be realized through regenerative medicine
Aim to expand sales to a maximum of approximately 350 billion yen*1 in the second half of the 2030s

Establish a leading position in Japan in the field of regenerative medicine through successful product launches

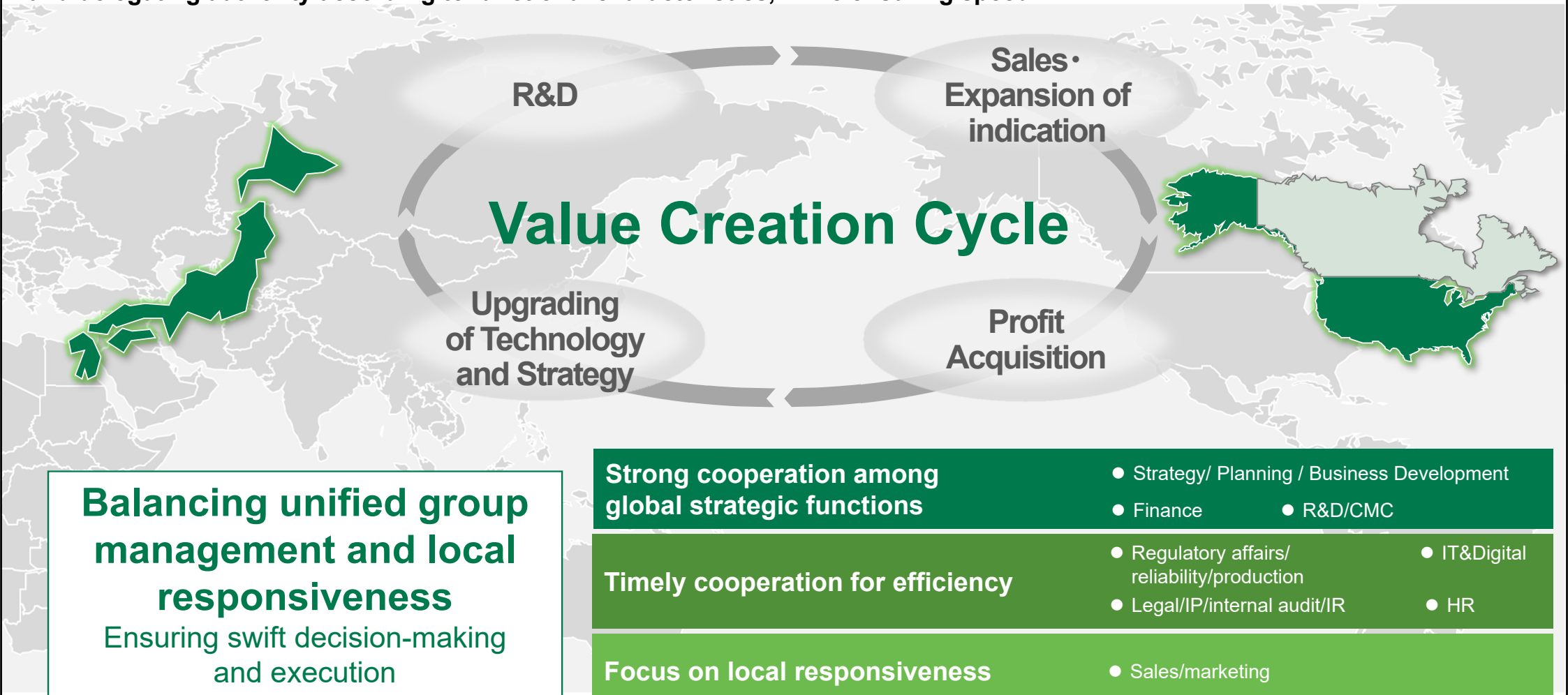
Pursue advanced production technologies and cutting-edge science, expanding fields and regions to establish a global presence



*1 : Before adjusting for the probability of success, and whether multiple products in development are launched
*2 : Cultured thymic tissue products approved in the U.S. for immune reconstitution in pediatric congenital athymia

4. Regional Strategies

Focus on Japan, which has the pharmaceutical business platform including drug discovery research, and North America, the largest market. For the organizational operations in Japan and the US, consider the balance between strengthening cooperation and delegating authority according to functional characteristics, while ensuring speed.



Balancing unified group management and local responsiveness

Ensuring swift decision-making and execution

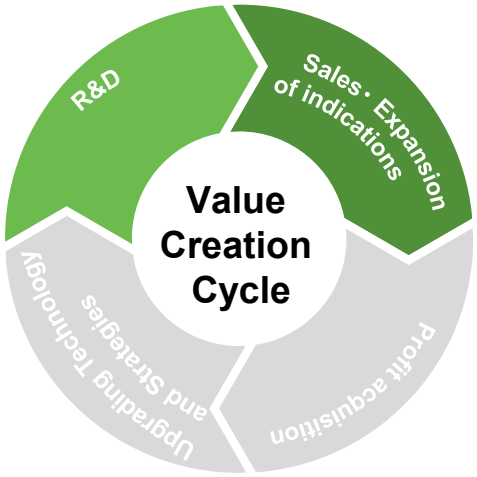
Strong cooperation among global strategic functions	● Strategy/ Planning / Business Development ● Finance ● R&D/CMC
Timely cooperation for efficiency	● Regulatory affairs/ reliability/production ● IT&Digital ● Legal/IP/internal audit/IR ● HR
Focus on local responsiveness	● Sales/marketing

IV. R&D Initiatives

1. Value Creation through R&D Activities

FY2025 > FY2026 > FY2027 > FY2028-FY2030 > FY2031-FY2033

Major milestones in the rebuilding of the "Value Creation Cycle" will be concentrated over the next three years



Launch of next-generation pipelines

- ✓ Hematological malignancies, Rare neurological & degenerative diseases

Expansion of the regenerative medicine/cell therapy business

- ✓ HLCR011, DSP-3077, etc.

Launch of CNS pipelines

- ✓ Launch the iPSC-PD program (DSP-1083) in the U.S.
- ✓ Launch DSP-0378

NDA Submission and launch of two oncology compounds

- ✓ Launch of enzomenib
- ✓ NDA submission of nuvisertib

World's first commercialization of iPS cell-derived products

- ✓ Obtain conditional and time-limited approval for iPSC-PD program (CT1-DAP001) in Japan

2. Promote Stable Development of the Two Oncology Products

- **Launch of enzomenib and NDA submission of nuvisertib by FY2027**
- **We are confidently promoting development of the two oncology compounds for the following three reasons**

Right target (Drug target relevance)

✓ Targets clearly associated with disease and accumulated internal and external clinical evidence

Right plan (Development strategy and clinical trial design)

✓ Focus on hematological malignancies, which have a high probability of successful development within the oncology area
✓ Select a patient population in which the treatment is more likely to be effective
✓ Efficacy endpoints are objective measures* and will continue to be used in confirmatory clinical trials

Right action (Clinical development operations)

✓ Promote development steadily by conducting single-arm, open-label studies while reviewing data step by step
✓ Promote small-scale confirmatory clinical trials in a conscientious and elaborate manner

Accelerate indication expansion through external alliances to maximize value faster

*: Evaluation based on hematologic recovery, organ size, etc.

3. To Increase the Likelihood of R&D Success

Focus on diseases where the Company can maximize its strengths and promote R&D stepwise with a compact development strategy

	Key Success Factors	Review of the past	Current/future actions
1	**Generate development candidates with high certainty** Right target	• Attempted to work on drug targets with uncertain disease relevance • Selected a broad range of diseases within oncology/CNS (dispersed R&D resources)	• Carefully select more disease-relevant drug targets • Focus on hematological malignancies, Rare neurological & degenerative diseases (improve R&D continuity)
			Early development pipelines are becoming richer and their quality is improving
2	**Drive clinical development to success** Right plan Right action	• Accepted risks and moved into late-stage development • Promoted large-scale confirmatory clinical trials	• Confirm efficacy signals early in studies with patients (initial POC*) • Obtain First approval through promoting small-scale confirmatory clinical trials in a conscientious and elaborate manner
3	**Improve the Company's overall execution capability (become the Company that can get things done)**	• Focused on fulfilling the role of each one's own department	• Integrated R&D Management (3→1 Division) • Pursue the results creation throughout the Company, centered on the integrated R&D organization

*: Initial signs of efficacy have been confirmed in a limited number of patients

4. To Maximize the Value of Internal Portfolios

- **Maximize the value of internal portfolios through appropriate means, whether developed internally or through external partnerships**
- **Continually nurture pipelines while reducing the company's cost burden**

1. Partnerships to maximize value utilizing internal development capability (co-development, etc.)

Areas	Disease Focuses (or businesses)	Policies
Oncology	Hematological malignancies	• Achieved initial POC for the two oncology compounds • Maximizing product value through partnerships
CNS	Neurological rare/degenerative diseases	• Aiming to obtain initial POC with a compact development strategy • Considering partnerships to maximize product value
	Regenerative medicine/cell therapy business	• Reorganization with Sumitomo Chemical has been completed ✓ Secure stable funding for R&D and capital investments ✓ Proactively participate in development and accelerate commercialization through group synergies

2. Alliances leveraging partner's late-stage development capabilities (out-licensing, etc.)

Infectious diseases, existing pipelines outside disease focuses, etc

5. Continuous Creation of Innovative New Drugs as an R&D-Driven Pharmaceutical Company

FY2025 | FY2026 | FY2027 | FY2028–2030 | FY2031–2033

Sumitomo Pharma's R&D capabilities

- Bases for CNS drug discovery and translational research to compete globally
- R&D cycle based on data and expertise obtained from enzomenib and nuvisertib
- Capabilities of medicinal chemistry for challenging targets
- World-leading technology and experience in iPS cells
- AI and digital technology to drive innovation

×

Development and CMC organization that can execute through to commercialization

NDA Submission and launch of two oncology compounds

- ✓ Launch of enzomenib
- ✓ NDA submission of nuvisertib

Launch of CNS pipelines

- ✓ Launch the iPSC-PD program (DSP-1083) in the U.S.
- ✓ Launch DSP-0378

Launch of next-generation pipelines

- ✓ Hematological malignancies, Rare neurological & degenerative diseases

Expansion of the regenerative medicine/cell therapy business

- ✓ HLCR011, DSP-3077, etc.

Commercialization by partners
Ulotaront, DSP-0187, infectious disease programs, etc.

World's first commercialization of iPS cell-derived products

- ✓ Obtain conditional and time-limited approval for iPSC-PD program (CT1-DAP001) in Japan

V. Summary

Strategic Scenario for Regrowth

Reboot for a “Strong Sumitomo Pharma”

Return to self-sustaining growth by rebuilding the Value Creation Cycle based on internal innovation

“Strong Sumitomo Pharma”

Accelerate through the Value Creation Cycle

FY2024
Emerge from the business crisis

- **Business operations focused on three key products**
- **Fundamental structural reforms** (streamlining, selection and concentration revision of R&D investment strategy, governance reforms)
- **Core operating and net income profitability**

FY2025 to FY2027
Rebuild the Value Creation Cycle

- **Expansion of three key products**
- **Promote and launch oncology and regenerative medicine/cell therapy business**
- **Develop compounds in early stage** (CNS, Oncology, etc.)
- **Stable profitability of free CF**

Our Vision (FY2033 and beyond)

- **Business structure based on internal innovation**
- **Sustainable rebuilding of business portfolios** (Oncology, CNS, other areas)
- **Robust position in regenerative medicine/cell therapy business**

Accelerate strongly the Value Creation Cycle
Build a unique global position

Appendix

＜Contents＞

Appendix (Financial Results for FY2024)

Financial Results for FY2024 (Full Basis)

Billions of JPY

	FY2023 Results	FY2024 Results	Change	
			Value	%
Revenue	314.6	398.8	84.3	26.8
Cost of sales	126.6	153.4	26.9	21.2
Gross profit	188.0	245.4	57.4	30.5
SG&A expenses	429.5	180.6	(248.9)	(58.0)
R&D expenses	112.6	49.9	(62.8)	(55.7)
Other operating income and expenses, etc.	(0.7)	13.9	14.5	
Operating profit	(354.9)	28.8	383.7	—
Finance income and costs	31.7	(11.2)	(42.9)	
Profit before taxes	(323.1)	17.6	340.7	—
Income tax expenses	(8.2)	(6.0)	2.2	
Net profit	(314.9)	23.6	338.6	—
Net profit attributable to owners of the parent	(315.0)	23.6	338.6	—

Appendix (Financial Results for FY2024)

Financial Position and Cash Flow

Billions of JPY

B/S	As of March 2024	As of March 2025	Change
Assets	907.5	742.6	(164.9)
Goodwill / Intangible assets	395.4	369.9	(25.5)
Other financial assets (Non-current)	161.7	44.1	(117.6)
Assets held for sale	1.9	30.4	28.5
Liabilities	751.4	573.1	(178.2)
Bonds and borrowings	418.9	305.4	(113.5)
Other liabilities	107.7	70.3	(37.4)
Liabilities directly associated with assets held for sale	0.0	3.5	3.5
Equity	156.1	169.5	13.3
Attributable to owners of the parent	156.1	169.5	13.4
(Ratio of equity attributable to owners of the parent to total assets)	17.2%	22.8%	

C/F	FY2023	FY2024	Change
Operating CF	(241.9)	16.5	258.4
Investment CF	33.0	99.8	66.7
Financial CF	77.9	(108.8)	(186.7)
Cash and cash equivalents	29.0	23.1	(5.9)
(Operating funds)	29.0	23.1	(5.9)

- Decrease due to amortization and impairment
- Decrease due to sale of investment securities
- Increase due to business transfer
- Repayment of borrowings
- Decrease in deferred revenue
- FY2023: In addition to net loss, decrease in provisions and corporate income tax payments incurred
  FY2024: In addition to net profit, corporate income tax refunds covered the business restructuring expenses recorded in the previous fiscal year
- FY2023: Proceeds from sale of investment securities and shares of subsidiary
  FY2024: Proceeds from sale of investment securities
- FY2023: Increase in borrowings
  FY2024: Repayment of borrowings

Sumitomo Pharma

Segment Information (Core Basis)

Billions of JPY

		Japan	North America	Asia	Total
FY2024 Results	Revenue	99.8	251.8	47.2	398.8
	Cost of sales	51.8	90.8	10.6	153.2
	Gross profit	48.0	161.0	36.6	245.6
	SG&A expenses	36.6	118.4	12.7	167.7
	Core segment profit	11.4	42.6	23.9	77.9
	R&D expenses				48.5
	Core operating profit				43.2
FY2023 Results	Revenue	114.7	159.0	40.9	314.6
	Cost of sales	54.2	62.0	10.4	126.6
	Gross profit	60.5	97.0	30.5	188.0
	SG&A expenses	47.1	177.2	12.1	236.4
	Core segment profit	13.4	(80.2)	18.4	(48.5)
	R&D expenses				90.9
	Core operating profit				(133.0)
Change	Revenue	(14.8)	92.8	6.3	84.3
	SG&A expenses	(10.5)	(58.8)	0.6	(68.7)
	Core segment profit	(1.9)	122.8	5.5	126.4
	R&D expenses				(42.4)
	Core operating profit				176.1

Japan

- Despite the cost reduction in SG&A expenses, the decline in gross profit from lower sales had a greater impact, decreasing core segment profit

North America

- In addition to the increase in gross profit as a result of revenue growth, core segment profit increased significantly due to reduced SG&A expenses

Asia

- Core segment profit increased due to the increased gross profit as a result of revenue growth

Appendix (Financial Forecasts for FY2025)

Revenue of Major Products in Japan

Billions of JPY

	FY2024 Results	FY2025 Forecasts	Change	
			Value	%
Japan				
LATUDA®	13.2	**13.5**	0.3	2.6
TWYMEEG®	7.6	**11.2**	3.6	47.1
METGLUCO®	7.3	**7.6**	0.3	3.6
Equa®/EquMet®	24.9	**7.0**	(17.9)	(71.9)
LONASEN® Tape	4.6	**5.2**	0.6	13.2
AG products	11.4	**11.6**	0.2	1.3
Others	22.9	**29.6**	(1.2)	(3.9)
Export products/ One-time revenue, etc.	7.9			
Total	99.8	**85.7**	(14.1)	(14.2)

- Continue to focus on TWYMEEG® sales expansion
- Equa®/EquMet® revenue are expected to decline due to the loss of exclusivity

Sumitomo Pharma

Appendix (Research and Development)

Main Events / Targets for FY2024 (as of May 13, 2025)

Revision since the announcement in January 2025 are shown in red

Psychiatry & Neurology	☐ Allogeneic iPS cell-derived products (Parkinson's disease): Submit NDA in Japan → Aiming to obtain approval in Japan in FY 2025 ☐ Allogeneic iPS cell-derived products (Parkinson's disease): Obtain approval in Japan → Aiming to obtain approval in Japan in FY 2025 ☐ Allogeneic iPS cell-derived products (Parkinson's disease): First patient implantation in the U.S. ☐ Allogeneic iPS cell-derived products (Retinal pigment epithelium tear): Start a randomized part of Phase 1/2 study in Japan
Oncology	☑ nuvisertib (TP-3654) (☑ Advance Phase 1/2 study ☑ Start the combination part of the study with a JAK inhibitor) ☑ enzomenib (DSP-5336) (☑ Advance Phase 1/2 study ☐ Start the Phase 2 part) ☑ SMP-3124 (☑ Advance Phase 1/2 study in the U.S. ☑ Start the same Phase 1/2 study in Japan)
Others	☑ vibegron: Obtain approval for overactive bladder (OAB) in men being pharmacologically treated for benign prostatic hyperplasia in the U.S. ☑ Advance early Phase studies of universal influenza vaccine and others
Frontier	☑ Promote the current themes and generate evidence data for maximizing the value of the launched products

Main Events / Targets for FY2025 (as of May 13, 2025)

Psychiatry & Neurology	☐ Allogeneic iPS cell-derived products (Parkinson's disease): Obtain approval in Japan ☐ Allogeneic iPS cell-derived products (Parkinson's disease): Advance Phase 1/2 study in the U.S. ☐ Allogeneic iPS cell-derived products (Retinal pigment epithelium tear): Start a randomized part of Phase 1/2 study in Japan ☐ Allogeneic iPS cell-derived products (Retinitis pigmentosa): Achievement of clinical administration in the U.S.
Oncology	☐ enzomenib (DSP-5336): Completion of patient enrollment for Phase 2 study ☐ nuvisertib (TP-3654): Advance Phase 1/2 study (monotherapy or in combination with a JAK inhibitors) ☐ SMP-3124: Advance Phase 1/2 study ☐ Advance early Phase studies of early stage compounds
Others	☐ Advance Phase 1 studies of universal influenza vaccine ☐ Advance early Phase studies of early stage compounds

Appendix (Research and Development)

Development Pipeline (as of May 13, 2025)

Revisions since the announcement in January 2025 are shown in red

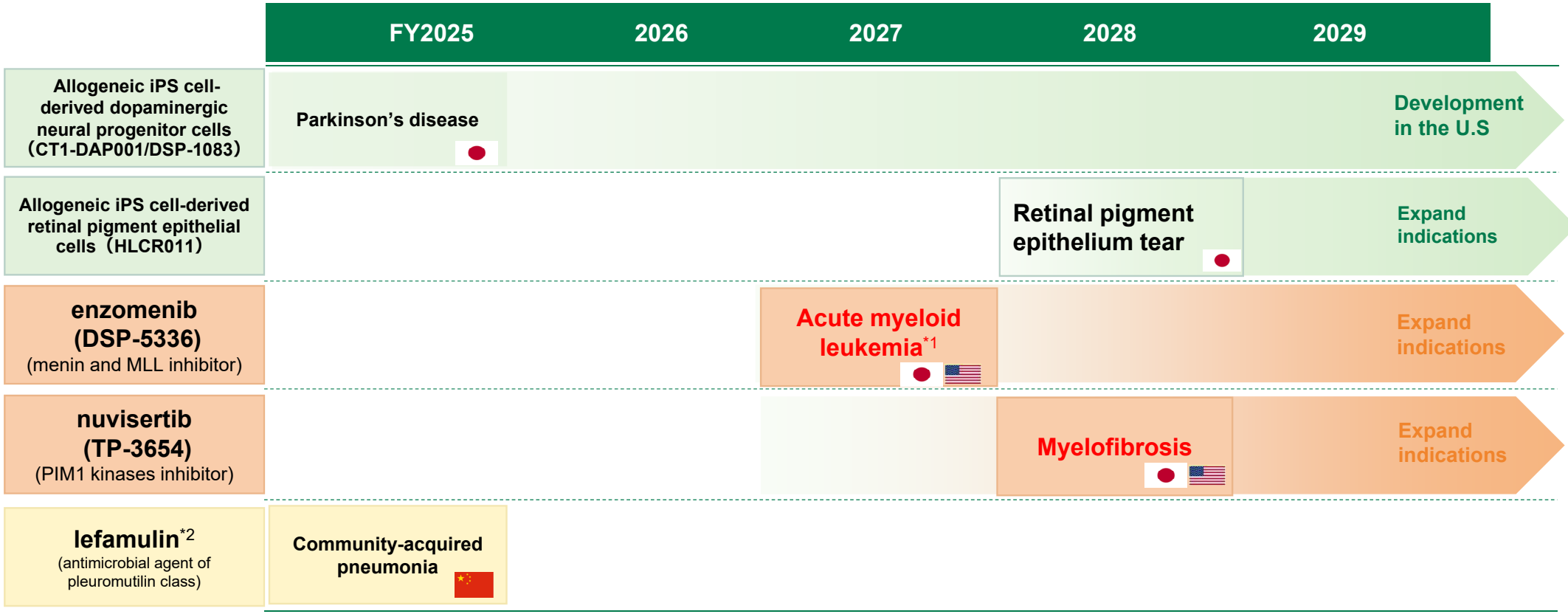
Area	Generic name/Product code	Mechanism of action, etc.	Proposed indication	Region	Development stage
Psychiatry & Neurology	DSP-0038	Serotonin 5-HT_{2A} receptor antagonist and serotonin 5-HT_{1A} receptor agonist	Alzheimer's disease psychosis	U.S.	Phase 1
	DSP-0187	Selective orexin 2 receptor agonist	Narcolepsy	Japan	Phase 1
	DSP-3456	Metabotropic glutamate receptor 2/3 negative allosteric modulator (mGluR2/3 NAM)	Treatment resistant depression	U.S.	Phase 1
	DSP-0378	Gamma-aminobutyric acid (GABA) A receptor positive allosteric modulator	Progressive Myoclonic Epilepsy Developmental Epileptic Encephalopathy	Japan	Phase 1
	DSP-2342	Serotonin 5-HT_{2A} and 5-HT_7 receptor antagonist	To be determined	U.S.	Phase 1
	CT1-DAP001/DSP-1083	Allogeneic iPS [induced pluripotent stem] cell-derived dopaminergic neural progenitor cells	Parkinson's disease/Investigator-initiated study	Japan	Under preparation for the NDA
	CT1-DAP001/DSP-1083	Allogeneic iPS cell-derived dopaminergic neural progenitor cells	Parkinson's disease/Investigator-initiated study, Company- sponsored clinical study	U.S.	Phase 1/2
	HLCR011	Allogeneic iPS cell-derived retinal pigment epithelial cells	Retinal pigment epithelium tear	Japan	Phase 1/2
	DSP-3077	Allogeneic iPS cell-derived retinal sheet	Retinitis pigmentosa	U.S.	Phase 1/2
Oncology	enzomenib/DSP-5336	Menin and MLL inhibitor	Acute myeloid leukemia	U.S., Japan	Phase 2
	nuvisertib/TP-3654	PIM1 kinases inhibitor	Myelofibrosis	U.S., Japan	Phase 1/2
	DSP-0390	EBP inhibitor	Glioblastoma	U.S., Japan	Phase 1
	SMP-3124	CHK1 inhibitor	Solid tumors	U.S., Japan	Phase 1/2
Others	KSP-1007	β-lactamases inhibitor	Complicated urinary tract and intraabdominal infections, Hospital-acquired bacterial pneumonia	U.S., Japan	Phase 1
	fH1/DSP-0546LP	Split, Adjuvanted vaccine	Influenza virus prophylaxis	Europe	Phase 1

Appendix (Research and Development)

Product Launch Target (as of May 13, 2025)

Psychiatry & Neurology | Oncology | Others

Revisions since the announcement in January 2025 are shown in red



*1 Relapsed or refractory acute myeloid leukemia with MLL rearrangement or NPM1 mutation
*2 Scheduled to be transferred to a joint venture with Marubeni Global Pharma Corporation regarding Asia business

Appendix (Research and Development)

Regenerative Medicine/Cell Therapy Launched Product and Development Pipeline(RACTHERA Co., Ltd.) (as of May 13, 2025)

Revision since the announcement in January 2025 are shown in red

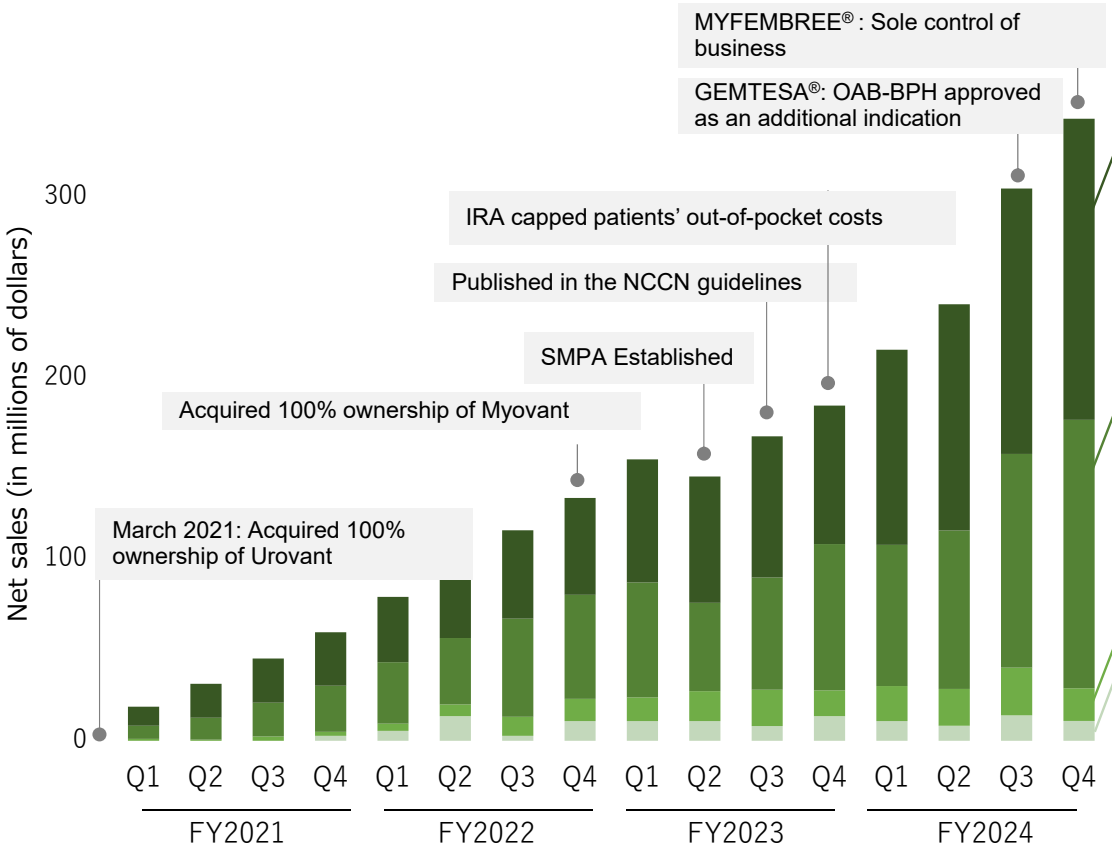
Brand name/Cell type Product code	Indications	JP/ US	Pre-clinical	Clinical research	Phase 1/2	Phase 3	Approval application	Approval→ Launch
RETHYMIC®	Congenital athymia	US						●
Dopaminergic neural progenitor cells (Allo iPS cell-derived) CT1-DAP001/DSP-1083	Parkinson's disease	JP US			●1 ●4 ●5			Aiming to obtain approval in Japan in FY 2025
Retinal pigment epithelial cells (Allo iPS cell-derived) HLCR011	Retinal pigment epithelium tear	JP			●5			
Retinal sheet (3D retinal tissue) (Allo iPS cell-derived) DSP-3077	Retinitis pigmentosa	JP US		●2	●5			
Neural progenitor cells (Allo iPS cell-derived)	Spinal cord injury	JP US		●3				
Nephron progenitor cells (organ) (Auto/ Allo iPS cell-based induced)	Kidney failure	JP/ US	●					

1. Kyoto University Hospital 2. Kobe City Eye Hospital 3. Keio University Hospital
4. University of California San Diego School of Medicine 5. Company-sponsored clinical study

Sumitomo Pharma

Initiatives for FY2023-2024 (Expansion of Existing Product Business)

Strategic alliance with Roivant in FY2019 to strengthen the revenue base after LOE of LATUDA®
Successfully developed and launched 4 products and established a growth trend through sales, marketing, and medical activities



ORGOVYX®

Grown to over $500 million in annual revenue

Achieved 136% increase over the beginning-of-FY plan and 187% increase over the previous FY

GEMTESA®

Grown to over $400 million in annual revenue

Exceeded the beginning-of-FY plan and achieved a 169% increase over the previous FY

MYFEMBREE®

RETHYMIC®

Achieved $1 billion in combined sales of 4 products in FY2024

The beginning-of-FY plan ratio was calculated based on the forecast released on May 14, 2024.
NCCN: National Comprehensive Cancer Network; IRA: Inflation Reduction Act; OAB-BPH: Overactive bladder in men with benign prostatic hyperplasia

Appendix (Reboot 2027)

Initiatives for FY2023-2024 (Fundamental Structural Reforms)

Implemented fundamental structural reforms across the Group to improve our business performance, refinance and strengthen our financial base

Sought to ensure both an early return to financial health and our continued viability as an R&D-driven pharmaceutical company in formulating and implementing these reforms

Streamlining Selection and Concentration	Cost management in line with sales, and cash generation for debt repayment A) Cost and workforce reduction B) R&D spending cap management C) Sale of assets and businesses

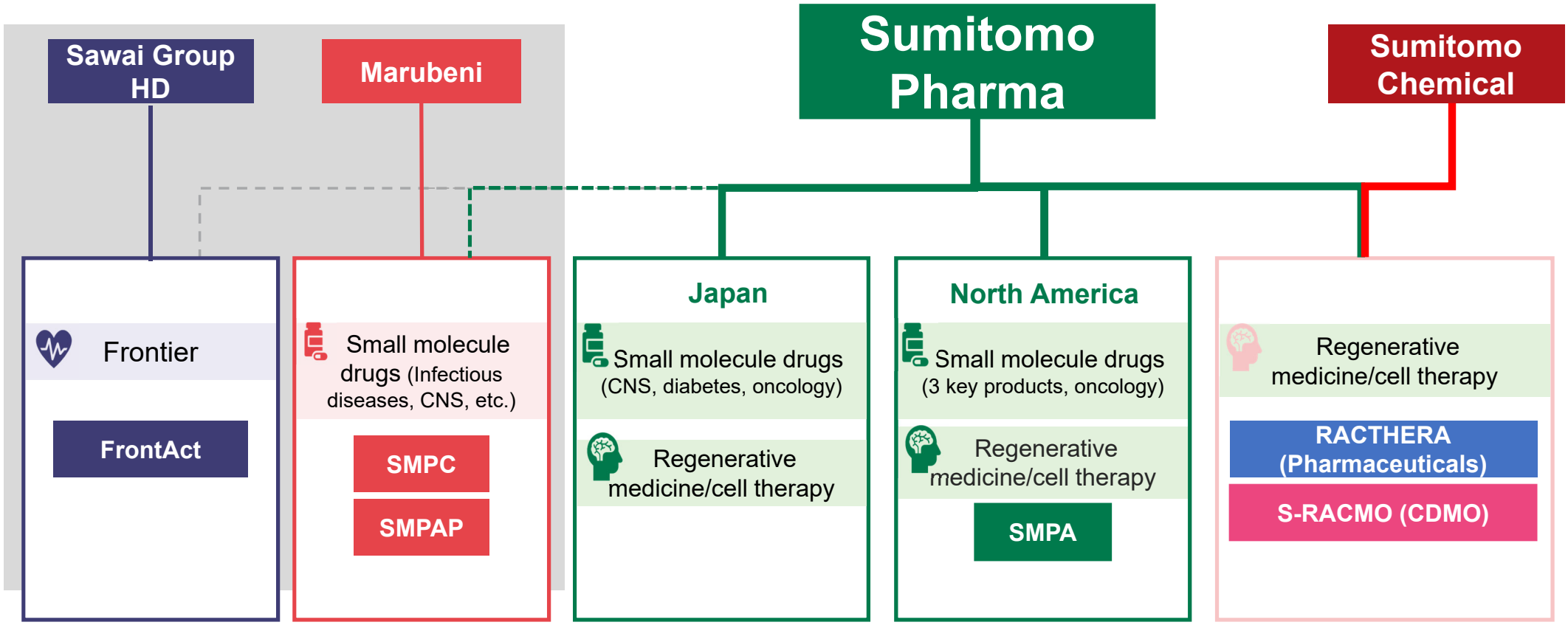
Revision of R&D Investment Strategy	Revision of R&D investment strategy while maintaining the model of an R&D-driven pharmaceutical company A) Selection and Concentration of programs B) Established framework for cooperation with Sumitomo Chemical in the regenerative medicine/cell therapy business

Governance reforms	Improved framework for risk management and swift decision making A) Changed executive management structure, including executive officers B) Strengthened Japan-U.S. management cooperation (e.g., sending a Japanese CEO to SMPA) C) Strengthening governance (reducing the ratio of internal directors, changing the institutional design planned for FY2025)

Appendix (Reboot 2027)

Initiatives for FY2024 (Asia Business Joint Venture Formation* and Frontier Business Transfer)

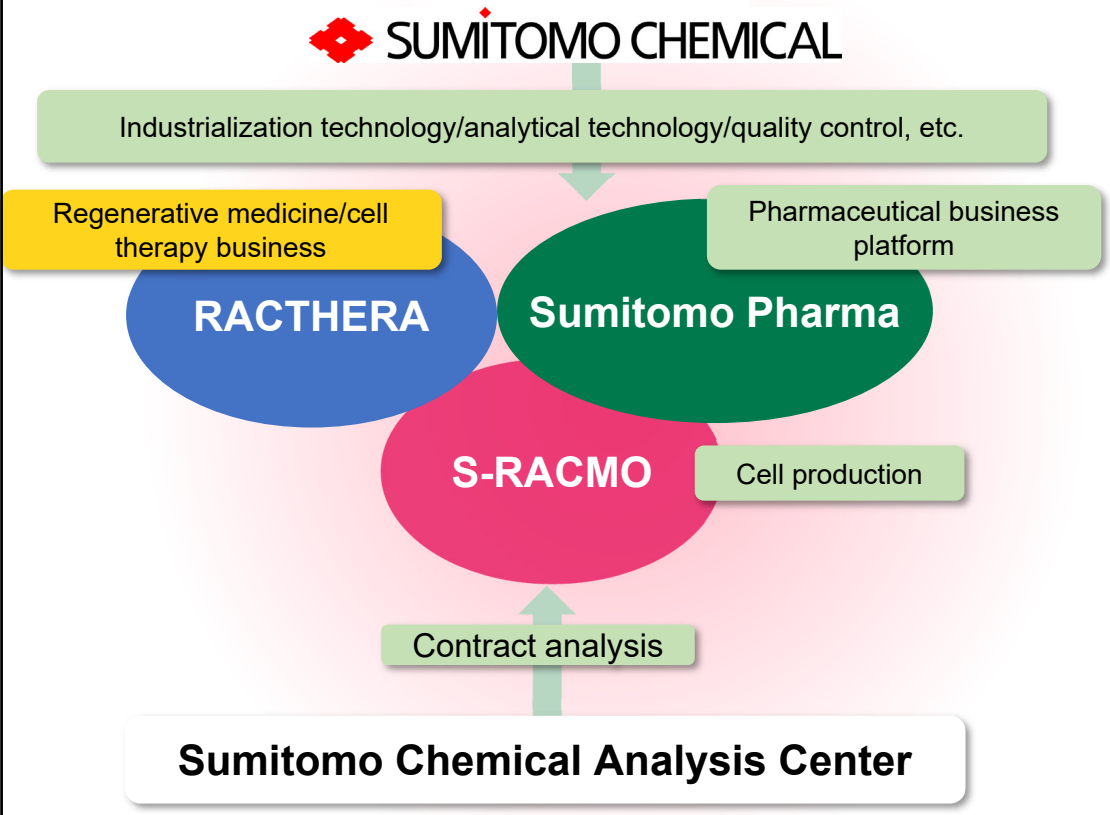
It is currently difficult to allocate the strategic investments needed for the Asia and Frontier businesses
Given our capital needs, we are driving strategic investments in other growth areas through the joint venture formation and the business transfer



*: Product supply to Asia will continue. Indicated on a contractual basis

Initiatives for FY2024 (Joint Ventures in Regenerative Medicine/Cell Therapy Business)

Strategic alliance with Sumitomo Chemical secures stable funds for investment in the regenerative medicine/cell therapy business. As a leading company in the field of regenerative medicine/cell therapy, we will continue to take on the challenges of innovating and delivering hope for patients



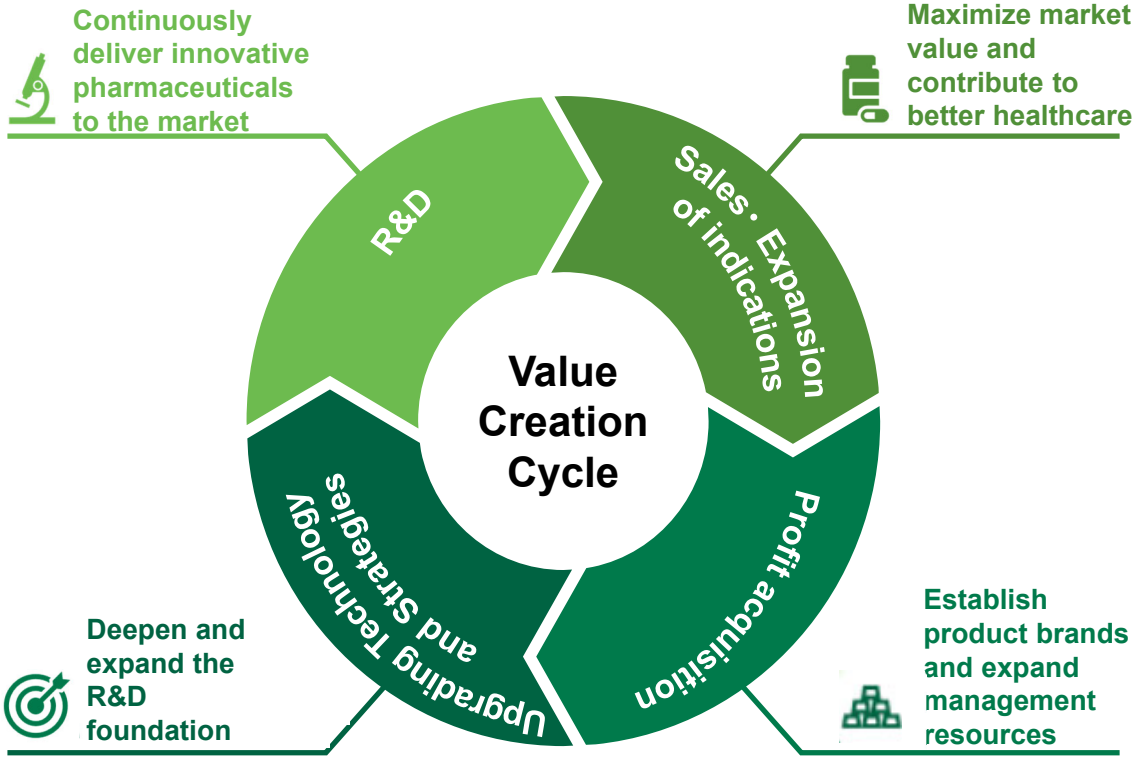
- In collaboration with RACTHERA, leverage our pharmaceutical business platform. Aim to realize our past efforts and create innovative drugs (the first project is iPSC-PD)
- Also work with Sumitomo Chemical and S-RACMO to seek group synergies and grow the business to 350 billion yen by the 2030s
- Milestone sales of up to approximately 150 billion yen as the business grows
- JV reduces our investment burden while ensuring stable funds to invest in the business and enables us to work flexible on R&D strategies (oncology, CNS)

Appendix (Reboot 2027)

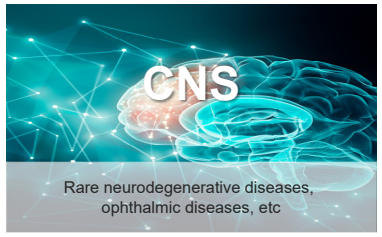
Our Vision (FY2033 and beyond)

To strongly accelerate the Value Creation Cycle, continuously amplify innovation, and implement it in society Through the acceleration of the cycle, strategically deepen and expand strengths, and establish a unique global position

Moving through all stages of the value creation cycle for continuous cutting-edge innovation

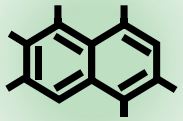


Strategically deepen and expand strengths



×

Small molecules



Molecular design and synthesis capabilities based on accumulated experience and expertise

Regenerative medicine /cell therapy

Presence, technology, and expertise gained through pioneering initiatives

Individual Businesses (North America)

Aiming for further growth as the core of the Group's business activities and as the revenue base supporting the Group

Maximizing the value of existing products

- Three key products : Maximizing sales and product profitability through the execution of strong sales strategies with excellent return on investment
- RETHYMIC® : Enhancing product supply to patients through the establishment of in-house processing facilities

Pursuing continuous operational efficiency improvements

- Continuing rigorous cost management
- Simplifying the governance structure
- Maintaining efficient commercial structure to support approval and launch of enzomenib

Appendix (Reboot 2027)

Key Products (North America)

Maximize the value of key products, with a focus on ORGOVYX® and GEMTESA®

ORGOVYX®

Indications: Advanced prostate cancer

ORGOVYX® (relugolix) 120 mg tablets

Drive demand and brand preference across Urology and Oncology

- Urology: Establish firm position in Androgen Deprivation Therapy
- Oncology: Expand market share supported by clinical differentiation
- Patients: Disseminate educational resources regarding changes in out-of-pocket costs due to Medicare Part D drug benefit modifications

GEMTESA®

Indications: Overactive bladder; Overactive bladder associated with prostatic hyperplasia

GEMTESA® (vibegron) 75 mg tablets

Establish standard of care OAB treatment for men and women with overactive bladder

- Keep emphasizing clinical differentiation: Simple dosing regimen, no blood pressure warning in the label, no drug-drug interactions with CYP2D6 substrates, and crushable tablet
- Expansion of prescriptions for men: Increase awareness in male patients by leveraging new indication (overactive bladder in men being pharmacologically treated for benign prostatic hyperplasia)
- Optimize the balance between price and volume: Implement balanced pricing strategies in response to market changes

Appendix (Reboot 2027)

Individual Businesses (Japan)

Contributions to the “rebuilding” of the Company

Secure revenues through our strengths and key products, and make regenerative medicine/cell therapy our core business

1 Maximize the value of key products* and new products

- Maximize product value by leveraging the sales base and relationships in the areas of strength (CNS/diabetes/rare diseases)
- Prepare for the launch of the oncology business
- Improve customer satisfaction through omni-channel information and conduct evidence-based medical activities

2 Focus on launching and expanding the regenerative medicine/cell therapy business

- Smooth launch of CT1-DAP001/ DSP-1083 (Parkinson’s disease) business
- Contribution to clinical studies for CT1-DAP001/ DSP-1083 approval
- Contribution to the next products (HLCR011, DSP-3077)

3 Adapt operations to change

- Build and operate a system that adapts to changes in product and workforce mix
- Respond flexibly to changes in healthcare policy
- Strategic alliances to ensure business continuity

*: TWYMEEG®, LATUDA®, XEPLION®/XEPLION® TRI, LONASEN® Tapes, Agalsidase Beta BS, IZCARGO®

Appendix (Reboot 2027)

Key Products (Japan)

Maximize the value of key products, with a focus on LATUDA®, TWYMEEG®, and XEPLION®/XEPLION® TRI

CNS: LATUDA®

Indications: Schizophrenia and bipolar I depression

To be the best drug for schizophrenia and bipolar I depression

- Contribute to acute treatment (inpatient and outpatient) by improving positive symptoms
- Contribute to the treatment of bipolar I depression by improving depressive symptoms

Diabetes: TWYMEEG®

Indications: Type 2 diabetes

Contribute to the treatment of elderly patients with type 2 diabetes through the use in combination with DPP-4 inhibitors

- The only glucose-dependent insulin secretagogue that can be used in combination with DPP-4 inhibitors
- Revised package insert (April 2025) will allow use in patients with renal impairment

CNS: XEPLION®/XEPLION® TRI

Indications: Schizophrenia

Contribute to the treatment of more patients with schizophrenia through the addition to the CNS product line

- Marketing alliance with Janssen Pharmaceuticals will contribute to preventing relapse and rehospitalization and reducing the medication burden for patients

Promote Stable Development of the Two Oncology Compounds

- **Dedicate resources to R&D activities to obtain initial approval as a top priority**

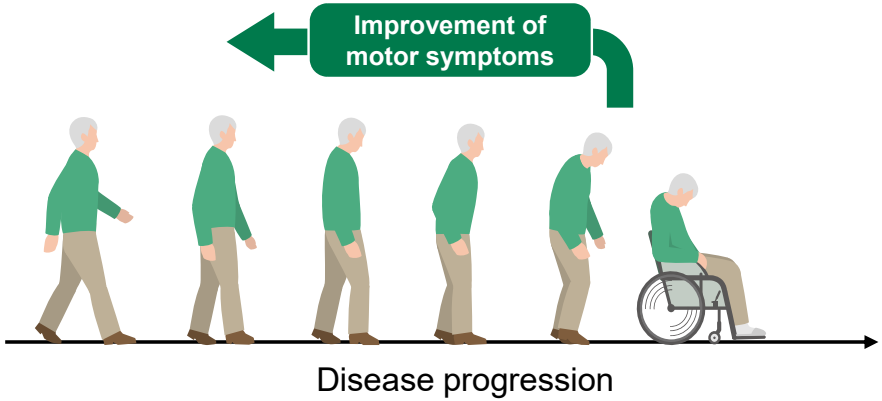
enzomenib (DSP-5336)		nuvisertib (TP-3654)	
Mechanism of action	Menin-MLL binding inhibitor	Mechanism of action	PIM1 kinase inhibitor
Target disease (development phases)	Acute myeloid leukemia (monotherapy: Phase II, combination: Phase I)	Target disease (development phases)	Myelofibrosis (monotherapy, combination with JAK inhibitor: Phase I/II)
Aimed Positioning	Best-in-class drug among menin-MLL inhibitors	Aimed Positioning	First-in-class myelofibrosis treatment that selectively inhibits PIM1 kinase
Features of Developed Compounds	<u>Clinical data</u> ✓ CR/CRh rates of >40% were achieved in patients with MLL rearrangement or NPM1 mutation as monotherapy ✓ No dose-limiting toxicities observed and well tolerated <u>Key points of differentiation</u> ✓ Superior efficacy expected for specific patient populations ✓ Low concern about QTc prolongation and differentiation syndrome	Features of Developed Compounds	<u>Clinical data</u> ✓ Monotherapy reduced spleen size by at least 25% in 22.2% of patients. Systemic symptom scores improved by ≥50% in 44.4% of patients ✓ No dose-limiting toxicities observed, hemoglobin levels and platelet counts improved <u>Key points of differentiation</u> ✓ The new mechanism and low hematologic toxicity concerns make it a potential optimal combination drug with JAK inhibitors • In addition to alleviating myelofibrosis symptoms and splenomegaly, it may prevent bone marrow fibrosis

MLL: Mixed-Lineage Leukemia, NPM1: NucleoPhosmin 1, CR: Complete Remission, CRh: Complete Remission with Partial Hematologic Recovery

iPS-PD Program (Allogeneic iPS Cell-Derived Dopaminergic Neural Progenitor Cells)

- **Seek to make this an innovative treatment option to improve motor symptoms in people with Parkinson's disease**
- **The results of an investigator-initiated clinical trial conducted by Kyoto University have been published in Nature (April, 17,2025)**
- **Consultation for the SAKIGAKE comprehensive evaluation is underway, intending to obtain approval by the end of FY2025**
- **World's first practical application of iPS cell-derived products**

Target disease	• Parkinson's disease
Features of developed products	• High-purity iPS cell-derived dopamine neural progenitor cells • Evidence of the efficacy of cell transplantation ✓ Long-term efficacy with embryonic cells* ✓ Concern of side effects by foreign substances overcome with iPS cells • Highly efficient cell production realized ✓ Concentrate our manufacturing technology and innovative equipment at S-RACMO
Milestones through FY2027	Target approval in FY2025 Advance Phase I/II studies



*: Jun Takahashi, Clinical Neurology 53:1009–1012 (2013).

Appendix (Reboot 2027)

Enzomenib (DSP-5336): Menin-MLL Binding Inhibitor

Seek manufacturing and marketing approval in Japan and the U.S. for relapsed/refractory AML with MLL rearrangement and NPM1 mutation

- ✓ Presented new clinical data from Phase I/II study at American Society of Hematology (ASH) 2024 (≥40% CR+CRh rates achieved in the 300 mg BID arm)
- ✓ Recommended Phase II dose set at 300 mg BID, and the data package for a marketing application has been agreed with the FDA
- ✓ Received the orphan drug designation in Japan

Target disease

- Relapsed/refractory AML*3 with MLL*1 rearrangement or NPM1*2 mutation

Features of developed products

- Developed through an industry-academia collaborative program with Kyoto University. Its translational research is being advanced through the AMED ACT-M*4 project
- A competitor drug with the same mechanism of action has already been approved by the FDA. Thus, this drug is expected to have a high probability of clinical success
- Having potential to be best-in-class in both efficacy and safety
  - ✓ Expecting superior efficacy for specific patient groups
  - ✓ Low concerns about QTc prolongation and differentiation syndrome

Milestones through FY2027

- Launch in Japan and the U.S.

Latest Phase II efficacy data at recommended dose (300 mg BID)

	MLLr	*NPM1m*
	300 mg BID n = 15	300 mg BID n = 7
Objective Response Rate (CR + CRh + CRi + MLFS)	73.3% (11/15)	57.1% (4/7)
Composite CR (CR + CRh + CRi)	53.3% (8/15)	42.9% (3/7)
CR + CRh	40.0% (6/15)	42.9% (3/7)

CR: Complete remission; CRh: Complete remission with partial hematologic recovery; CRi: Complete remission with incomplete blood count recovery; MLFS: Morphologic leukemia-free state; BID: Twice a day

Adapted from the data presented at ASH 2024

Sumitomo Pharma

*1: Mixed-Lineage Leukemia; *2: NucleoPhosmin 1; *3: Acute Myelogenous Leukemia; *4 : The industry-academia collaborative program

Appendix (Reboot 2027)

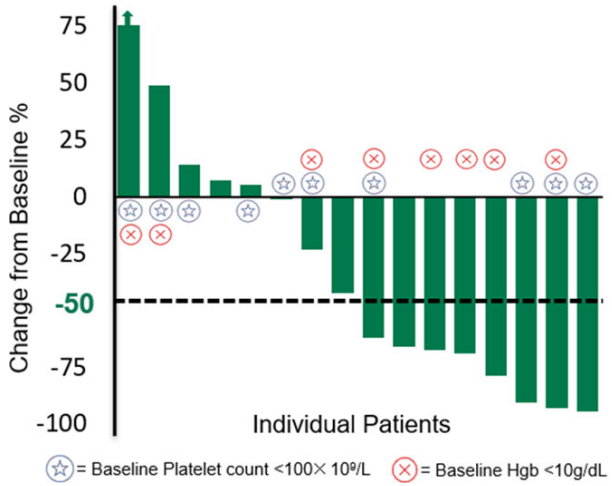
Nuvisertib (TP-3654): PIM1 Kinase Inhibitor

Confirm synergistic effects when used in combination with JAK inhibitor, establish POC in myelofibrosis with high unmet need, and submit for manufacturing and marketing approval in Japan and U.S.

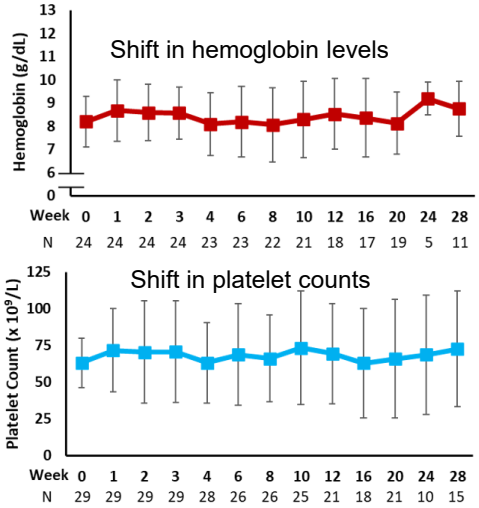
- ✓ Presented new clinical data from Phase I/II study at ASH 2024 (Improvements in important efficacy measures were observed with monotherapy, even in patients who did not respond to JAK inhibitor and in those with poor prognostic factors such as low hemoglobin and platelet counts)
- ✓ Start patient enrollment in the combination therapy cohort with momelotinib (JAK inhibitor), which is approved in Japan, the U.S., and Europe.
- ✓ Received the orphan drug designation in Japan

Target disease	• Myelofibrosis
Features of developed products	• May be a drug with a novel mechanism of action in myelofibrosis, for which JAK inhibitors are the only available treatment • In addition to alleviating myelofibrosis symptoms and splenomegaly, it may modulate cytokines, prevent bone marrow fibrosis, and modify the disease • It is well tolerated, has low hematologic toxicity concerns and may be optimal in combination with standard JAK inhibitor treatment
Milestones through FY2027	• Application for approval

Total symptom score improved by ≥50% in 44.4% (8/18) of patients



Low hematologic toxicity (sustained hemoglobin level and platelet count)



Adapted from the data presented at ASH 2024

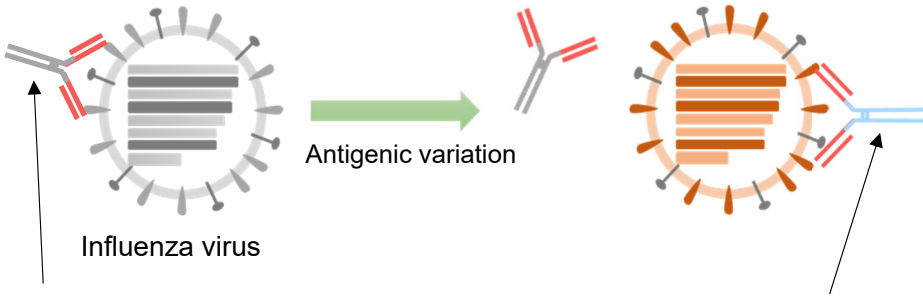
fH1/DSP-0546LP: Universal Influenza Vaccine

Leverage our TLR7 adjuvant technology platform to develop next-generation influenza vaccines

- ✓ Promote open innovation that integrates internal/external knowledge and technologies, leveraging public funding
- ✓ Phase I study underway in Europe

Target disease	• Influenza prevention
Features of developed products	• The combination of a novel antigen (post-fusion hemagglutinin antigen: fH1) and a novel adjuvant (TLR7: DSP-0546LP) is expected potentially to enhance the quantity, quality, and durability of the immune response and to be effective against a broad range of influenza viruses • Expected potentially to be effective not only against seasonal influenza but also novel and potentially pandemic strains* *Conventional influenza vaccines lose effectiveness due to viral mutations, making it necessary to select strains and produce vaccines to immunize against the strains predicted to circulate each year. They may also not respond well to emerging strains of influenza.
Milestones through FY2027	• Phase I interim analysis results to be reported (FY2025) • Decision to proceed to human challenge study (Phase II) based on Phase I results to be made

Features of the Universal Influenza Vaccine



Antibodies induced by conventional vaccination

It is expected that the universal influenza vaccine will actively induce antibodies against conserved regions that are less prone to mutation, which are common across different types of influenza viruses

Source: Modified from Sumitomo Chemical Journal 2022

Appendix (Reboot 2027)

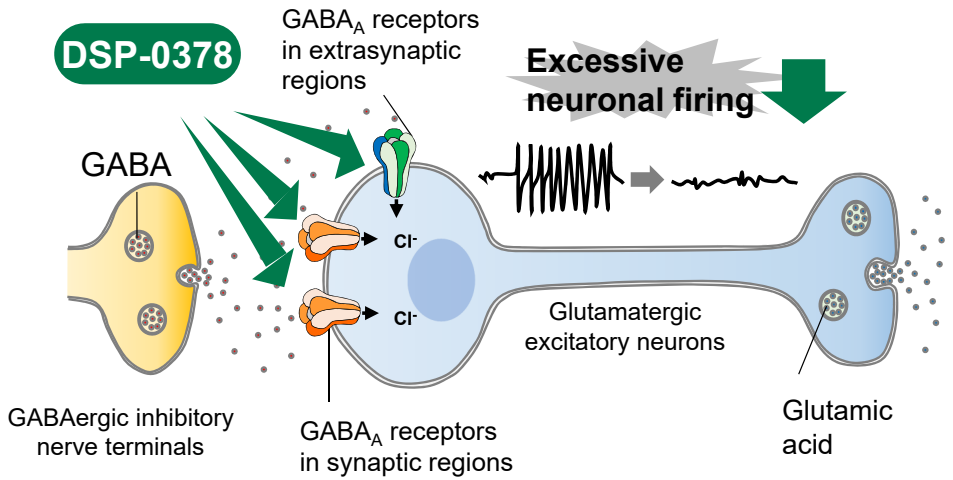
DSP-0378: γ-Aminobutyric Acid (GABA)A Receptor Positive Allosteric Modulator

Seek regulatory approval as soon as possible for a new class of GABAergic treatment with strong efficacy potential for refractory epilepsy

- ✓ A single ascending dose study was completed, confirming favorable safety and pharmacokinetics
- ✓ Pharmacological effects in the brain based on GABAergic neurotransmission were confirmed

Target disease	• Progressive myoclonus epilepsies and developmental and epileptic encephalopathy
Features of developed products	• It has potent and broad antimyoclonus and antiepileptic effects by inhibiting excessive neuronal firing through activation of different subtypes of $GABA_A$ receptors expressed in synaptic and extrasynaptic regions • The mode of action is different from common $GABA_A$ receptor potentiators such as benzodiazepines and neurosteroids
Milestones through FY2027	• Results of the Phase 1b trial revealed

Mechanism of action of DSP-0378



∗ :Image


Sumitomo Pharma
Innovation today, healthier tomorrows