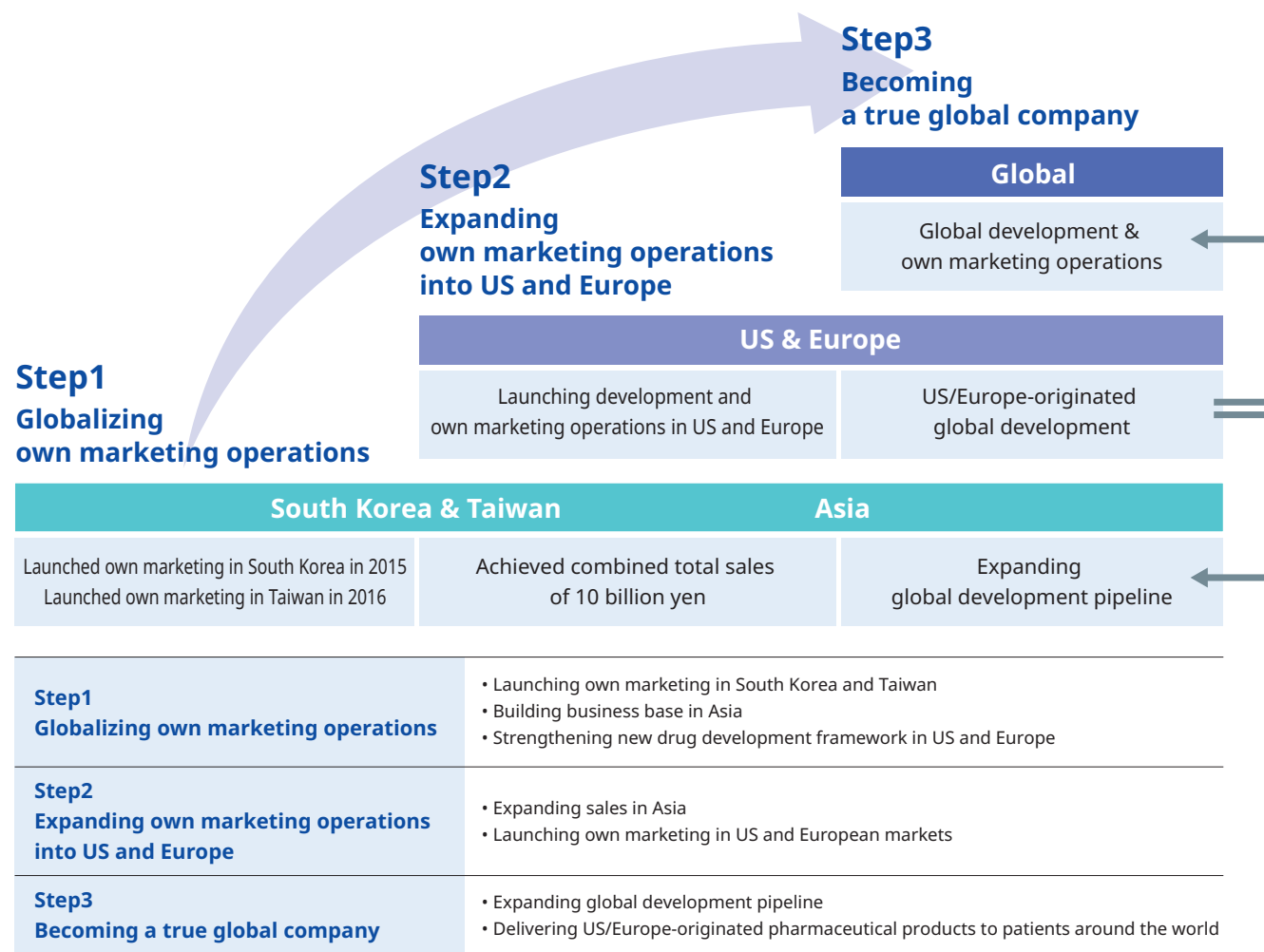


# Four Growth Strategies

## Globalizing Business

Globally, developed countries are aging and emerging countries are undergoing population growth, generating further unmet medical needs. This means that the global pharmaceutical market is set to continue its growth path. ONO is striding forward in a drive to achieve its vision of becoming a Global Specialty Pharma company in competing in the global arena.



## Global Clinical Development System

To promote clinical development efforts in Asia based in Japan, we have established the Asian Development Division within our headquarters and have been actively expanding into the Asian market including by commercializing the world's first anti PD-1 antibody drug OPDIVO. We established wholly owned subsidiaries, ONO PHARMA KOREA CO., LTD. (OPKR) in South Korea in 2013 and ONO PHARMA TAIWAN CO., LTD. (OPTW) in Taiwan in 2014, and have already launched our own marketing. We will engage in strengthening development activities in South Korea and Taiwan and expanding our developing activities into the rest of the region.

For development activities in the US and Europe, we have established nerve centers for clinical development within the overseas subsidiaries: ONO PHARMA USA, INC. (OPUS) and ONO PHARMA UK LTD. (OPUK). Both subsidiaries are pursuing overseas clinical trials of our new drug candidates. We aim at the creation of systems where we can apply for approval on our own in the US and Europe in addition to Japan and the rest of Asia, by upgrading our drug development infrastructure in Japan, the rest of Asia, the US, and Europe, and making our global development system more efficient and speeding up clinical development.

## Promotion of Global Business

We have been reinforcing overseas business expansion starting in Asia, in anticipation of our own overseas marketing of some specialty products such as anticancer drugs. Since the establishment of OPKR and OPTW, the subsidiaries have demonstrated steady progress. In South Korea and Taiwan, the subsidiaries have received approvals for the anticancer drug OPDIVO for the treatment of several types of cancer and have commenced marketing. To significantly contribute to advancement in cancer therapy in South Korea and Taiwan, we also put efforts into safety measures by, e.g., rolling out scientific activities countrywide with Japanese and Western doctors appointed as lectures to promote proper drug use. In addition, we conduct information dissemination activities not only on a countrywide level but also on a small-scale, locally-focused level to bring a fresh sensitivity to both markets as part of efforts to become the market leader in oncology in Asia. In the US and Europe, we focus on a market niche where we can take advantage of our strengths to narrow down drug candidates, aiming to take the first step toward carrying out our own marketing there. We intend to build and strengthen our overseas business promotion system to become a true global company. In cooperation with medical professionals, we will continue to be committed to activities that help treat patients around the world.



ONO PHARMA KOREA CO., LTD. (OPKR) with around 40 employees (as of April 2018)



ONO PHARMA TAIWAN CO., LTD. (OPTW) with around 30 employees (as of April 2018)



### Status of Approval Obtained for OPDIVO in South Korea and Taiwan

Year Approved	South Korea	Taiwan
2015	Melanoma	
2016	Non-small cell lung cancer	Melanoma Squamous non-small cell lung cancer
2017	Renal cell carcinoma Classical Hodgkin's lymphoma Head and neck cancer Urothelial carcinoma	Renal cell carcinoma Head and neck cancer Non-squamous non-small cell lung cancer Classical Hodgkin's lymphoma Urothelial carcinoma
2018	Gastric or esophago-gastric junction cancer	Gastric or esophago-gastric junction cancer Hepatocellular carcinoma