

Boost 2028

Accelerating “Strong Sumitomo Pharma”

March 2, 2026

Disclaimer Regarding Forward-looking Statements

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Review of Reboot 2027

Achieved our financial targets ahead of schedule

Expanding sales of 3 key products beyond expectations
Delivering record-high profits in the outlook for FY2025

Driving value creation as an R&D-driven pharmaceutical company

Toward the world's first commercialization of iPS cell-derived products,
achieved NDA submission of iPSC-PD (raguneprocel*) in Japan and started
the investigator-initiated study in North America

Accelerating in-house clinical development to enable the fastest possible
launch of the two oncology compounds

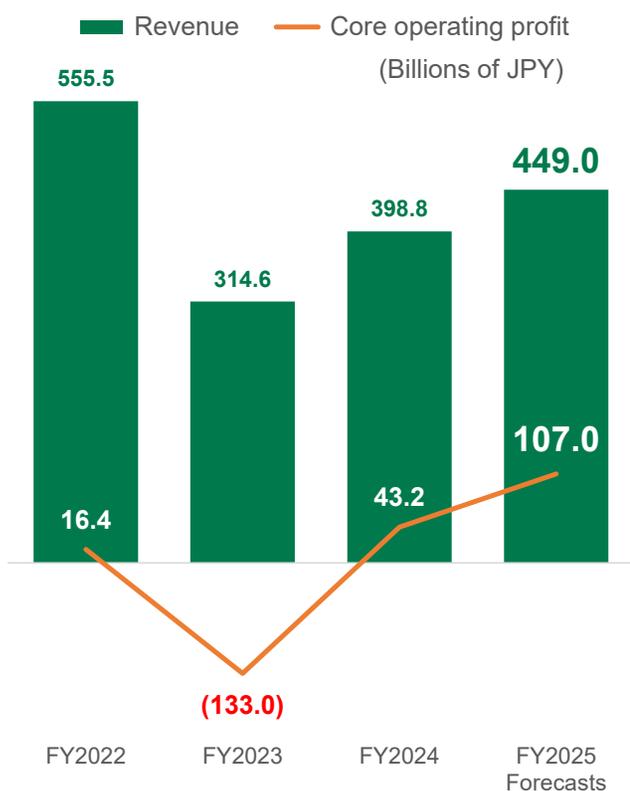
Observing favorable data in safety, tolerability, immunogenicity and cross-
reactivity from the interim analysis of a Ph1 study in Europe

* The product name is "AMCHEPRY®". Conditional and time-limited approval was endorsed at the Subcommittee on Regenerative Medicine Products and Biological Technology, Pharmaceutical Affairs Council, Ministry of Health, Labour and Welfare held on February 19, 2026 (prior to official approval by the Minister of Health, Labour and Welfare).

Achieved Financial Targets Ahead of Schedule

Delivering record-high core operating profits in FY2025 and expecting to achieve the Reboot 2027 financial targets ahead of schedule

Maintaining disciplined SG&A and R&D expenses management to accelerate regrowth following the V-shaped recovery



Sales of 3 key products

250 billion yen

Approx. **260** billion yen

Core operating profit
(Excluding one-time factors*)

Consistently more than
25 billion yen

Approx. **43** billion yen

Free cash flow
(Excluding divestment-related income)

Maintain profitability

Approx. **47** billion yen

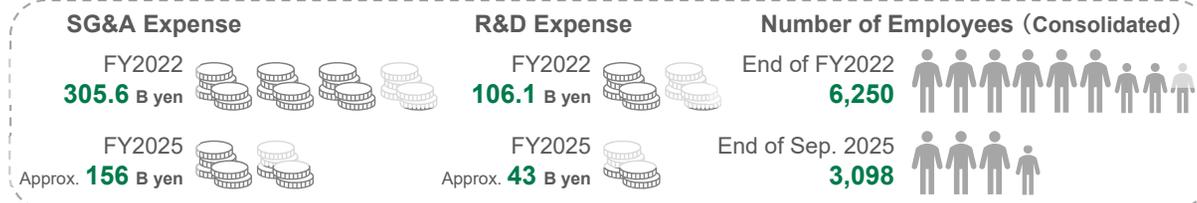
Interest-bearing debt
(End of fiscal year)

Reduce to less than
200 billion yen
As early as possible

Approx. **220** billion yen
(Net Debt Approx. 190 billion yen)

* Includes sales milestone income and profit from the divestment of the Asian business

Cost Management Performance (FY2025 forecast vs FY2022)



FY2025 Performance

Driving substantial sales growth of ORGOVYX® and GEMTESA® in the North America

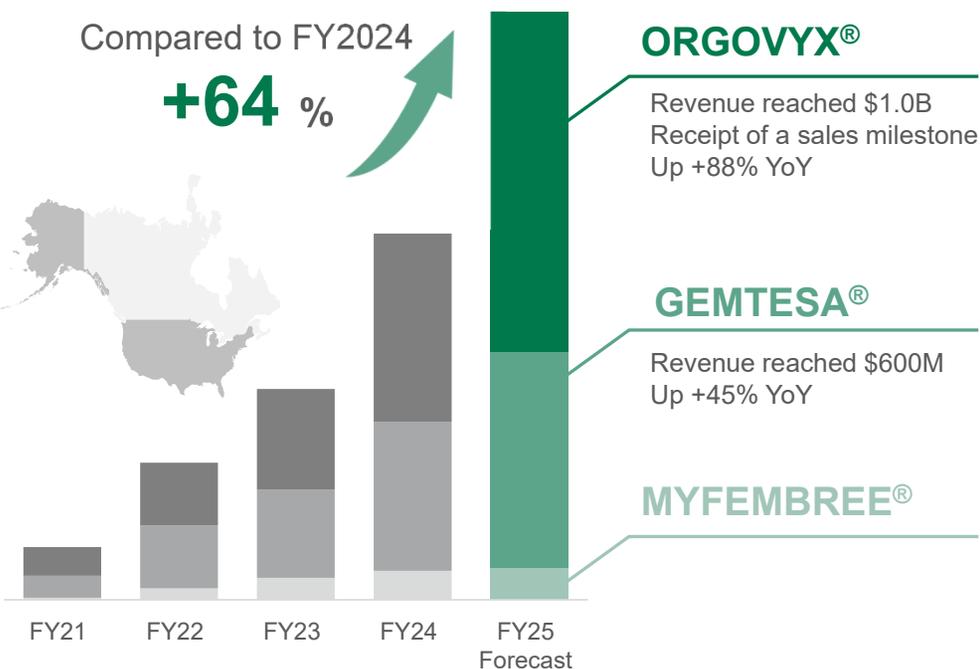
Strengthening our earnings base in Japan through promotional partnerships that leverage our business platform

Restructured the Asian business to sharpen focus on core business areas

Growth of the 3 Key Products

Compared to FY2024

+64 %



Promotional Partnership



Ozempic® Subcutaneous Injection

Treatment for type 2 diabetes

Wegovy® Subcutaneous Injection

Treatment for obesity disease

Restructuring of the Asia Business



Completed the initial transaction of share transfer (Continuing product supply to Asia)

Earnings from the Asia business transfer

49.0 billion yen

“True Value” of R&D Demonstrated in FY2025 and the Next Step



Universal Influenza Vaccine



【Europe】

Observed favorable tolerability, a statistically significant increase in antibody titers, and cross-reactivity in the Ph1 interim analysis (Feb. 2026)

Evaluating protective efficacy in a controlled human infection model (CHIM) study^{*1}

Allogeneic iPS Cell-derived Dopaminergic Neural Progenitor Cells (raguneprocet)



【Japan】

NDA submission based on the data from the investigator-initiated study by Kyoto Univ. (Aug. 2025)

【North America】

Completed the first clinical administration in an investigator-initiated study (Jun. 2025)

Advancing commercialization as one team across the Sumitomo Chemical Group
Steadily executing clinical studies and regulatory activities in Japan and North America

Two Oncology Compounds



【Enzomenib】

Initiated the pivotal study^{*2} (Assessment phase of Ph2 study) (Q1 FY2025)

【Nuvisertib】

Received Fast Track designation in the U.S. (Jun. 2025)

Accelerating clinical studies with a focus on achieving earliest market launch
Assessing options either strategic alliances or self-led development to maximize value at the VIP^{*3}

*1: A study that deliberately exposes healthy adults to influenza virus to rapidly assess vaccine protective efficacy

*2: A key clinical study conducted to support regulatory approval

*3: Value Inflection Point: a critical milestone that materially increases the value of an asset in development

Development Pipeline (As of the end of Feb. 2026)

FY2025 Progress highlighted in red boxes and text

Area	Phase-1	Phase-2	Phase-3	Approval Application
Psychiatry & Neurology	DSP-0187 (Narcolepsy) 	CT1-DAP001/DSP-1083  (Parkinson's disease/Investigator-initiated study, Company-sponsored clinical study)	Completed the first clinical administration in investigator-initiated clinical study (Jun. 2025)	<div style="border: 2px solid red; padding: 5px; display: inline-block;"> CT1-DAP001/DSP-1083  (Parkinson's disease/Investigator-initiated study) </div> NDA submission (Aug. 2025)
	DSP-0378 (Progressive Myoclonic Epilepsy; Developmental Epileptic Encephalopathy) 	HLCR001  (Retinal pigment epithelium tear)		
	DSP-0038  (Alzheimer's disease psychosis)	DSP-3077  (Retinitis pigmentosa)		
	DSP-3456  (Treatment resistant depression)			
	DSP-2342  (To be determined)			
Oncology	Nuvisertib   (Myelofibrosis)	Enzomenib   (Acute leukemia)	Initiated a pivotal study (Q1 FY2025)	
	DSP-0390   (Glioblastoma)	Received Fast Track designation in the U.S. (Jun. 2025)		
	SMP-3124   (Solid tumors)			
Others	KSP-1007    (Complicated urinary tract and intraabdominal infections, Hospital-acquired bacterial pneumonia)	Confirmed tolerability/safety, increased antibody titers, and cross-reactivity (Feb. 2026)		
	fH1/DSP-0546LP  (Influenza virus prophylaxis)			

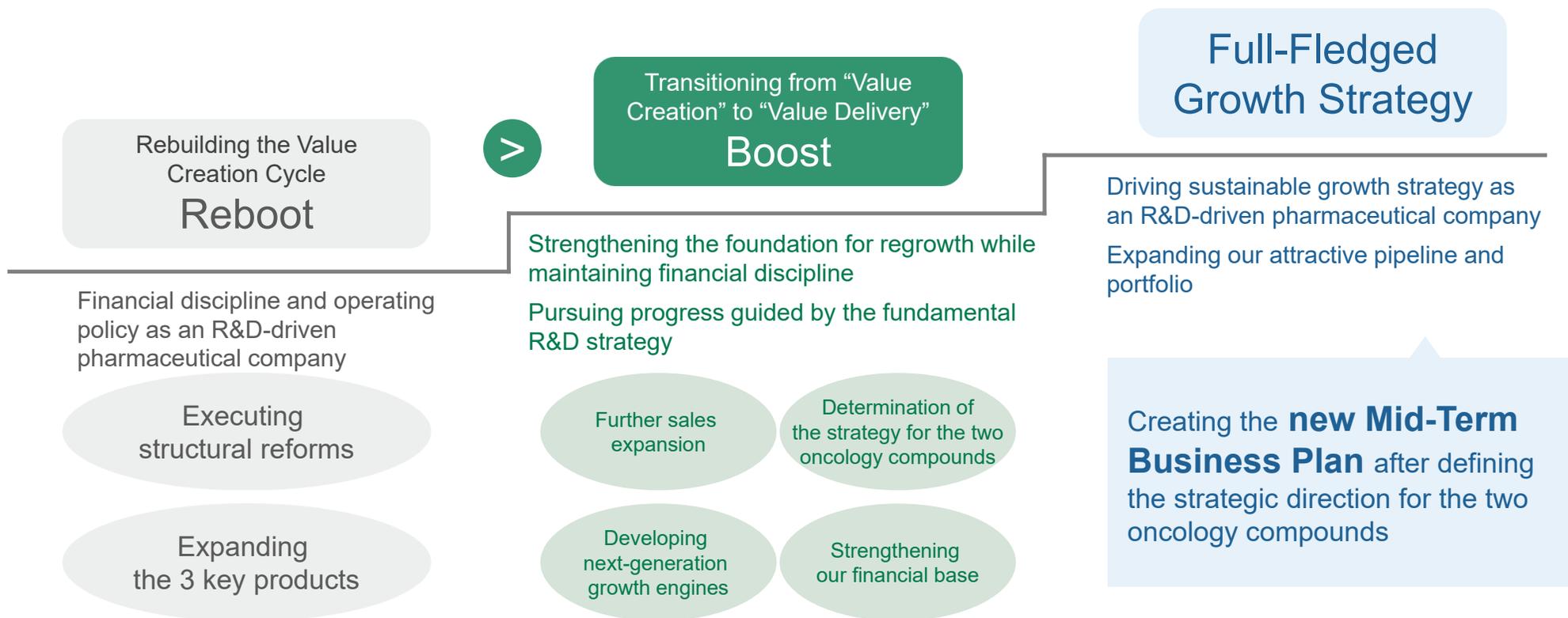


Boost 2028

Sumitomo Pharma's Growth Acceleration

Sumitomo Pharma's Growth Story: from "Reboot" to "Boost"

Transition from **Structural Reforms** aimed at rebuilding the Value Creation Cycle to a **Full-Fledged Growth Strategy**



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

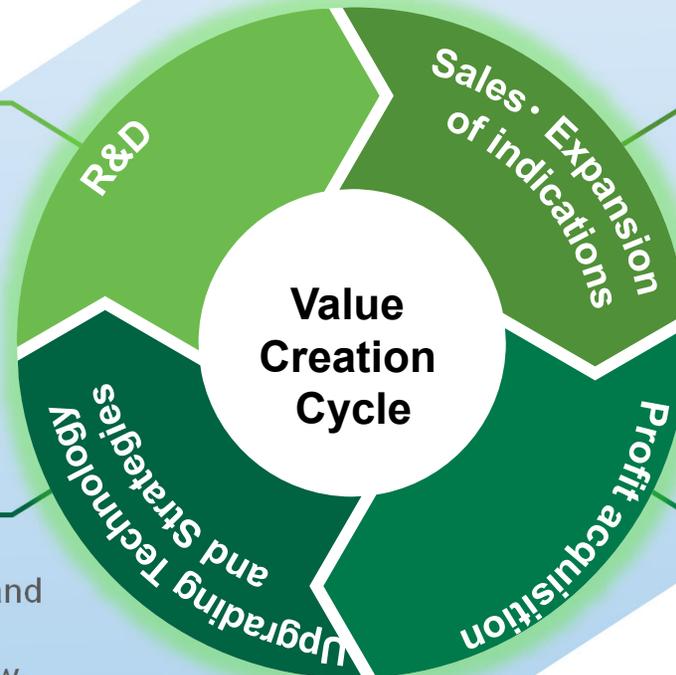


- Competitive drug discovery research focused on our strong areas and technologies
- Early confirmation of value in small clinical trials
- Maximize value quickly by leveraging alliances

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

Boost of “Strong Sumitomo Pharma”

*Accelerating Growth
Realizing Value
Driving Innovation
With Financial Discipline*

Accelerating Growth

Reach “patients who can be saved” with this medicine

- Expand outreach to new patient segments to enhance healthcare impact and accelerate market share growth

Promotion based on “scientific evidence”

- Communicate economic benefits in addition to product value (safety and efficacy)

Realizing Value

Deliver “swiftly”

- Accelerate development to deliver the most appropriate treatments to patients with acute leukemia and myelofibrosis as early as possible

Deliver “broadly”

- Advance indication expansion through the optimal approach to reach as many patients as possible

Driving Innovation

Create value “successfully”

- Leverage our technologies and expertise to build a continuously advancing, sustainable portfolio

Catalyze a “paradigm shift” in healthcare

- Provide new treatment options through regenerative medicine/cell therapy



1. Accelerating Growth Trend

Emphasizing the intrinsic values of products

Reach “patients who can be saved” with this medicine

- Expand outreach to new patient segments to enhance healthcare impact and accelerate market share growth

Promotion based on “scientific evidence”

- Communicate economic benefits in addition to product value (safety and efficacy)

*Accelerating
Growth*

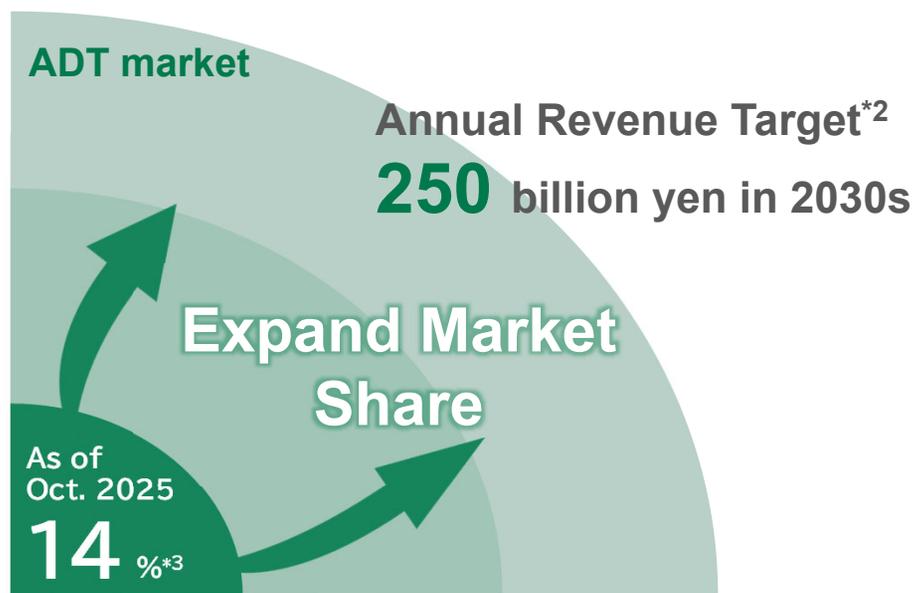
ORGOVYX®

While expanding revenue rapidly following healthcare system reform in the U.S., retaining significant potential for further market share growth

Aiming to reach **revenue of approx. 250 billion yen in the 2030s** through proactive promotional activities



Potential for share expansion in ADT*1 market



The revised FY2025 forecast is expected at approx. 150 billion yen (Converted at the rate of 150 yen per USD)

A dual approach that engages both patients and healthcare professionals



Healthcare professionals

Actively promote to improve awareness of the **significant reduction in patient out-of-pocket costs** under the Inflation Reduction Act*4

Patients

Expand awareness of the product's differentiation as **the only oral option in hormone therapy**

*1: Androgen Deprivation Therapy *2: Net product revenue basis

*3: Internal calculation based on information licensed from IQVIA: NSP Volume for the period 10/1 to 10/31, 2025 reflecting estimates of real-world activity. All rights reserved.

*4: Under Medicare Part D, the annual out-of-pocket cap has been set at \$2,000 in CY2025, with no out-of-pocket costs above the cap

GEMTESA®

Expecting continued expansion of the β 3 agonist market, driven in part by the entry of generics for the competing product

Aiming to achieve **revenue of approx. 150 billion yen in the 2030s** through promotional investments that highlight clinical usefulness

Potential for share expansion of the β 3 agonist market

Switching from anticholinergic drugs

Gaining Market share in the OAB*1 market

Annual Revenue Target*2
150 billion yen in 2030s

Expand Market Share

As of Oct. 2025

11 %*3

Expansion in the β 3 agonist market

The revised FY2025 forecast is expected at approx. 90 billion yen (Converted at the rate of 150 yen per USD)



Establish GEMTESA® as the standard of care

Emphasizing clinical benefits and key differentiation

β 3 agonist

- ✓ A more **user-friendly** option than anticholinergic drugs



GEMTESA

- ✓ The **only** β 3 agonist without a blood-pressure warning
- ✓ The **only** β 3 agonist approved for the treatment of men with OAB symptoms who are receiving pharmacological therapy for benign prostatic hyperplasia, offering benefits for male patients

*1: Overactive bladder *2: Net product revenue basis

*3: This is based on information licensed from IQVIA: NPA for the period 10/1 to 10/31, 2025 reflecting estimates of real-world activity. All rights reserved.



2. Demonstrating the True Value of R&D

Deliver “**swiftly**”

Accelerate development to deliver the most appropriate treatments to patients with acute leukemia and myelofibrosis **as early as possible**

Deliver “**broadly**”

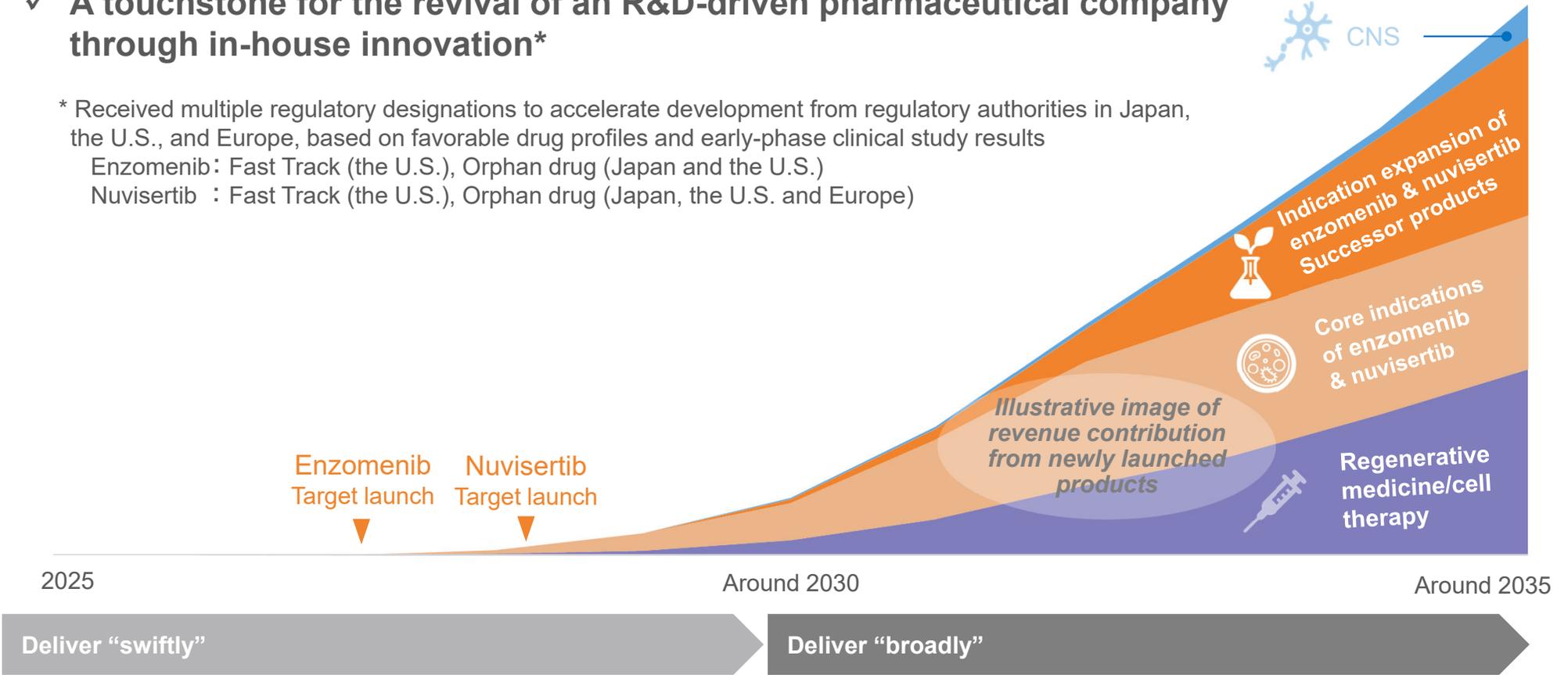
Advance indication expansion through the optimal approach to reach **as many patients as possible**

*Realizing
Value*

A New Revenue Stage Unlocked by the Two Oncology Compounds

- ✓ Next-generation revenue drivers following ORGOVYX® and GEMTESA®
- ✓ A touchstone for the revival of an R&D-driven pharmaceutical company through in-house innovation*

* Received multiple regulatory designations to accelerate development from regulatory authorities in Japan, the U.S., and Europe, based on favorable drug profiles and early-phase clinical study results
 Enzomenib : Fast Track (the U.S.), Orphan drug (Japan and the U.S.)
 Nuvisertib : Fast Track (the U.S.), Orphan drug (Japan, the U.S. and Europe)



Business Potential of the Two Oncology Compounds

Enzomenib

Nuvisertib

Target Indication

Acute leukemia
(KMT2A-rearranged or NPM 1-mutated)

Myelofibrosis

Mechanism of action

Selective menin inhibition

PIM1 kinase inhibition
(novel mechanism of action)

Expected competitive advantages

Promising efficacy and a favorable safety profile
(potentially lower risk of cardiac adverse events and differentiation syndrome)

Promising efficacy and a favorable safety profile
(potential to improve bone marrow fibrosis)

Aimed positioning

Best-in-class therapy in the menin inhibitor market
(No limitations on concomitant use with azole antifungals)

First-in-class therapy for first-line use in combination with the standard of care
(No limitations on use in patients with low platelet counts)

Development Phases

Phase 1/2
Monotherapy for relapsed/refractory acute leukemia
Combination therapy with venetoclax/azacitidine for newly diagnosed

Phase 1/2
Monotherapy for relapsed/refractory myelofibrosis
Combination therapy with momelotinib for newly diagnosed or relapsed/refractory

Target launch date

FY2027 

FY2028 

Peak sales forecast

- Over **100** billion yen
- Expect over **200** billion yen with indication expansions

- Over **100** billion yen
- Indication expansions under consideration

Acute myeloid leukemia incidence rate*¹ (U.S.: 21,000/ year; Japan: 8,000/ year)
Acute myeloid leukemia drug market size*¹ (2024: US\$1.67B; 2030: US\$2.49B)

Number of myelofibrosis patients*¹ (U.S.: 13,000; Japan: 2,000)
Myelofibrosis drug market size*¹ (2024: US\$1.55B; 2030: US\$1.54B)

*1 Global Data

Development Strategy for the Two Oncology Compounds

Based on the clinical potential of the two oncology compounds, focusing resources on these programs as top-priorities and pursuing the fastest possible market launch

Determining the optimal development strategy at the next VIP* for maximizing value through indication expansions



The fastest and successful market launch



Maximizing the value



Right Target

- Select and validate drug targets** by leveraging the cutting-edge science and the collaboration with academia

- Assess the proof-of-concept** (efficacy and safety) **in the early stages of clinical development** by using objective indicators

- Clarify the pathway to regulatory approval** through constructive discussions with regulatory authorities

- At the next VIP, determine the development strategy to secure resources for indication expansions and effectively manage R&D expenses, having **partnering** as a primary option
- Identifying **partners** capable of appropriately evaluating the two compounds and **contributing to maximizing their value**

- Expand clinical study sites to Europe and Asia** in addition to Japan and the U.S., and drive global clinical studies forward in the highly competitive field of oncology



Right Plan



Right Action

* Assumed next VIPs Enzomenib : Ph2 topline results in relapsed/refractory acute leukemia with KMT2A rearrangement

Nuvisertib : Successful Health Authority meetings on the Ph3 study design, based on results from the Ph1/2 momelotinib combination study in myelofibrosis



3. Developing and Establishing Future Growth Engines

Create value “**successively**”

Leverage our technologies and expertise to build a continuously advancing, sustainable portfolio

Catalyze a “**paradigm shift**” in healthcare

Provide new treatment options through regenerative medicine/cell therapy

*Driving
Innovation*

R&D Overview: Sumitomo Pharma's Value Creation Approach

Focusing on hematological malignancies and neurodegenerative diseases (including rare neurological diseases) with high unmet medical needs where Sumitomo Pharma can leverage its strengths

Aiming to continuously create breakthrough therapies by pursuing a development strategy that emphasizes early acquisition of objective efficacy signals in patients

Modalities where SMP Has Strength

Small molecules	Ability to address intracellular and brain targets
iPS cell-derived products	Potential to restore lost functions

Priority Areas for SMP's Strategic Focus

Oncology: hematological malignancies	Clear targets substantially affected by driver genes
CNS: Neurodegenerative diseases*	Progress in elucidating disease mechanisms, enabling the use of objective biomarkers (BM)

*: Including rare neurological diseases



Oncology

Early-stage clinical development data substantiating the potential of the two oncology compounds



Regenerative Medicine : Application for regulatory approval based on clinical study results from a limited number of patients

CNS : Advance programs while validating efficacy signals in a limited number of patients



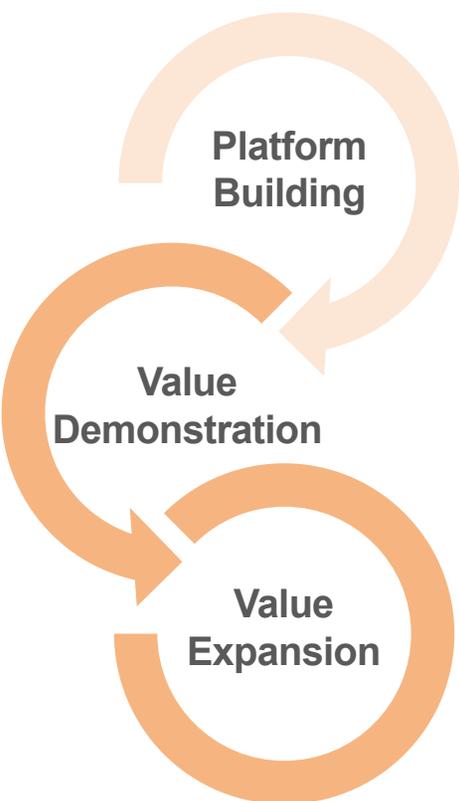
Build a continuous product pipeline

Leverage the R&D platforms established in oncology and CNS
Develop vaccines and adjuvants as a new business area

Pursue stepwise validation of compound potential by leveraging cutting edge science and ensure successful progression toward regulatory approval

Oncology: Advancing Enzomenib and Nuvisertib and Building Successor Products

By leveraging SMP's accumulated expertise, drive the development of enzomenib and nuvisertib and expand our product pipeline strategically focused on hematologic malignancies.



 <p>Drug discovery platform that generated the two oncology compounds</p>	<ul style="list-style-type: none">✓ Select and validate drug targets through collaboration with academia✓ Design and synthesize compounds for highly challenging targets
 <p>A clinical development platform designed for success</p>	<ul style="list-style-type: none">✓ Swiftly identify the potential of the two oncology compounds through biomarker-based evaluations✓ Clarify the pathway to obtaining regulatory approval through constructive discussions with regulatory authorities✓ Execute global clinical studies across Japan, the U.S., Europe, and Asia
 <p>Promote R&D to achieve the fastest possible market launch and maximize the value of the two oncology compounds</p>	
 <p>Generate high-potential assets by leveraging our platform</p>	<ul style="list-style-type: none">✓ Promote bidirectional translation between clinical and non-clinical stages through an integrated Japan-U.S. R&D organization✓ Maintain multiple early-stage compounds, including SMP-3124✓ Aim to build a continuous pipeline centered on hematological malignancies

CNS: Accelerating Value Creation by Leveraging Cutting-Edge Science

Focusing on neurodegenerative disease, in which scientific progress has been especially significant within CNS area and where SMP's R&D capability can be leveraged

Swiftly identifying the potential of early-stage development compounds through biomarker-based approaches to ensure steady development progress



Focus on neurodegenerative disease

Advances in science

- ✓ Mainstream recognition of psychiatric and neurological disorders as a spectrum
- ✓ Particularly in neurodegenerative disease, accelerating progress in disease-mechanism elucidation and biomarker (BM) research

SMP's R&D capability

- ✓ Ability to create brain-penetrant small molecules
- ✓ Translational evaluation technologies to bridge to the clinical studies
- ✓ Collaboration with KOLs*1 and academia

Distinctive early-stage pipelines

- ✓ Maintain promising early-stage compounds
 DSP-0378, DSP-0187, DSP-0038,
 DSP-2342, DSP-0551
 (Two additional compounds in preclinical stage)



Assessment of potential through studies in a small number of patients

Leveraging biomarkers

- ✓ Swiftly identifying efficacy signals (initial PoC*2) in studies with a small number of patients
- ✓ Demonstrate the true value of SMP's R&D capabilities and early-stage compounds

Illustrative Image: Establishing initial PoC



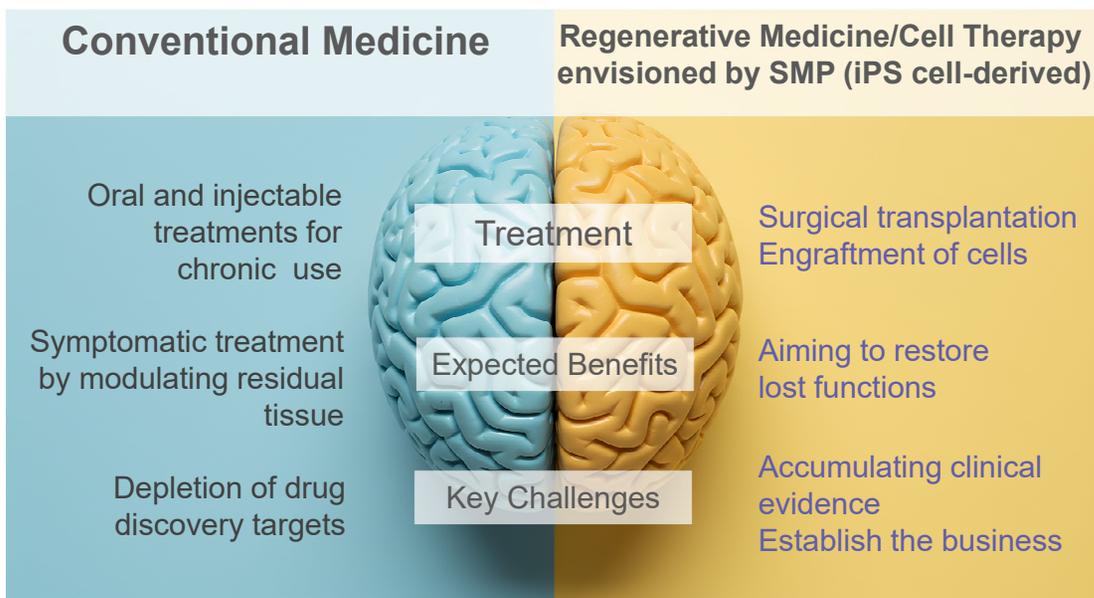
Aiming to launch multiple products by the early 2030s

*1: Key opinion leaders

*2: initial PoC (Proof of Concept): Early indication of efficacy in a limited number of patients

Providing New Treatment Options through Regenerative Medicine/Cell Therapy

Triggering a paradigm shift in healthcare by launching the world's first iPS cell-derived product and subsequently bringing multiple innovative therapies to market



Sumitomo Pharma's pipeline in the regenerative medicine/cell therapy

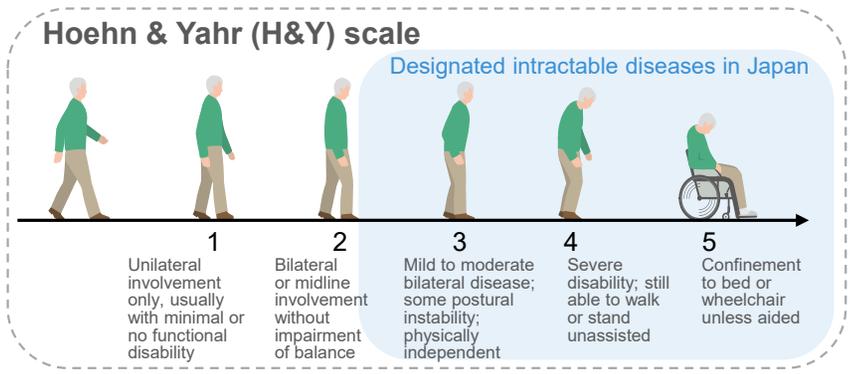
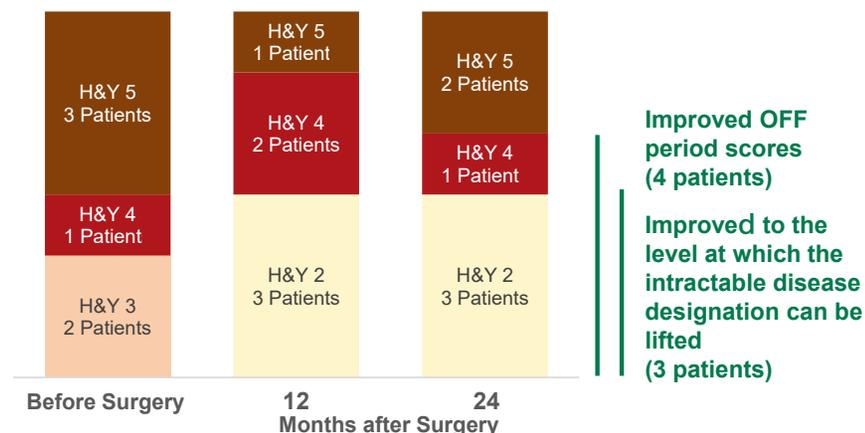
Launched product: RETHYMIC® (Congenital athymia)

MAA submitted product: raguneprocel (Parkinson's disease)

Development 3 pipelines*1: Retinal pigment epithelium tear, Retinitis pigmentosa, and Spinal cord injury

*1: Clinical research and beyond
*2: Edited from *Nature*, 641, 971-977 (2025)

Results of the Investigator-Initiated Study of raguneprocel (n=6)*2



Sumitomo Chemical Group Working as One to Build Our Business with Cutting-Edge Technology and Expertise, Opening Up a New Frontier



Industrialization Technology Strength

- Advanced analytical technology and quality control
- Engineering

- Mass production and stable supply
- Quality control leveraging advanced analytical technology

Role

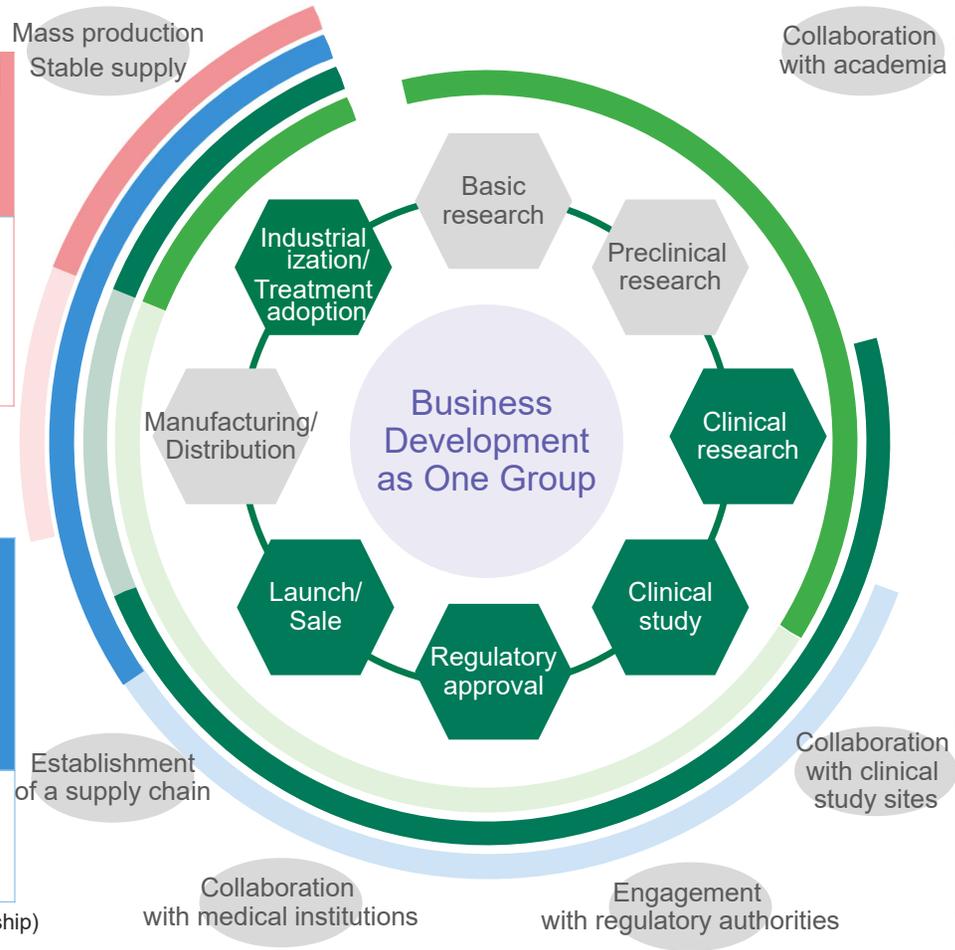


Cell Manufacturing & CDMO Business

- Cutting-edge manufacturing technologies for iPS cell-derived products
- Extensive track record in manufacturing of commercial/clinical products (JP/US)
- Regulatory affairs capabilities originating in SMP

- Stable supply of high-quality products
- Process development for commercialization
- Reduction of manufacturing costs through scale-up/automation

Joint venture with Sumitomo Chemical (33.4% ownership)



Research Platform & Business Execution

- iPS cell differentiation-inducing technologies
- Robust external network
- Deep expertise and talent in regenerative medicine/cell therapies

- Strategic Planning & Business Development
- Collaboration with academia and industry partners
- Research on differentiation-inducing technologies
- Quality and efficacy evaluation

Joint venture with Sumitomo Chemical (33.4% ownership)



Pharmaceutical Business platform

- Clinical development platform
- Experience in regulatory affairs and commercialization in Japan and the U.S.

- Conducting clinical studies in collaboration with medical institutions
- Regulatory affairs and consultations with authorities for regulatory approval
- Post-marketing activities including commercial and reliability assurance

Stages where SMP mainly contributes

Infectious Diseases: Contributing to Global Health through our Adjuvant Technology

Leveraging our TLR7 agonist-based adjuvant technology and collaborating with external partners, create value by developing novel vaccines and explore opportunities for new business

Distinctive strengths of our adjuvant technology

- ✓ Nonclinical comparative studies indicated that our adjuvant demonstrates efficacy comparable to or greater than that of an approved adjuvant*¹
- ✓ Observed promising immunostimulatory activity and a favorable safety profile in clinical study*²
- ✓ Selected for CEPI's*³ Adjuvant Library, reinforcing expectations for contributions to pandemic preparedness

1 Advancing development of a universal influenza vaccine

Interim analysis of the AMED-supported Ph1 study indicating **increases in antibody titers and cross-reactivity**
Planning to proceed to CHIM study
(Peak sales forecast **>200** billion yen)

2 Utilizing our adjuvant in malaria vaccines development through collaborative research

Collaboration with partners supported by GHIT Fund*⁴
Advancing R&D for multiple malaria vaccines

3 Exploring opportunities for new business anchored in our adjuvant technology

Accumulating experience and know-how through the initiatives
Exploring opportunities to expand into new businesses

*1 <https://www.ghitfund.org/investment/portfoliodetail/detail/187/en>

*2 <https://www.sumitomo-pharma.com/news/20251001.html>

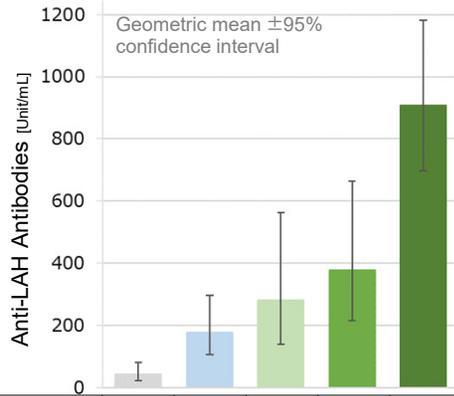
*3 Coalition for Epidemic Preparedness Innovations

*4 Global Health Innovative Technology Fund

Interim Analysis Data of Ph1 Study on Universal Influenza Vaccine Candidate (“UIV”)*1

In addition to observing favorable tolerability, observed to induce binding antibodies to LAH*2 derived from not only the H1N1*3 subtype but also the highly pathogenic avian influenza H5N1 subtype

The induction effect of anti-LAH antibodies

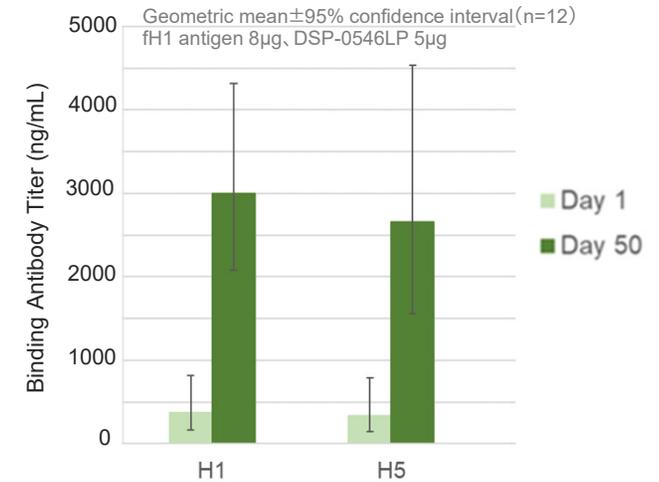
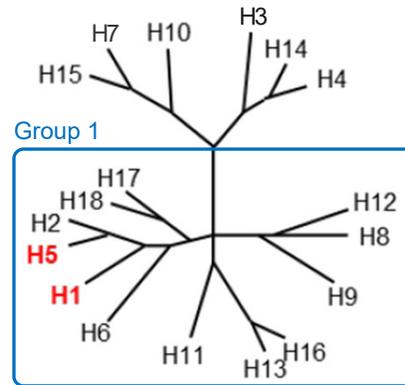


Antigen (fH1) [µg]	0	2	2	2	2
Adjuvant (DSP-0546LP) [µg]	0	0	2.5	5	10

- The anti-LAH antibody titers in subjects administered UIV were higher than those in the placebo
- No serious safety concerns were identified, and overall tolerability was generally favorable.

Cross-reactivity*4 to the Influenza A virus subtypes (Evaluation of anti-LAH antibody binding levels against multiple subtypes)

Subtype of Influenza A Virus



- Conventional influenza vaccines are effective only against strains that are identical to those used as antigens in their manufacture; in contrast, UIV is expected to exhibit broad efficacy against Group 1 influenza A subtypes.
- When sera from subjects administered UIV were reacted with peptides derived from Group 1 H1 or H5 subtypes, comparable binding was observed, supporting the underlying concept of this product.

*1 fH1/DSP-0546LP

*2 A conserved, cryptic antigenic region shared among diverse influenza viruses. UIV contains a modified hemagglutinin antigen designed to expose the LAH region.

*3 A subtype of influenza A virus that circulates annually as one of the seasonal influenza strains.

*4 The ability to elicit broad immune responses against different viral subtypes, which is a defining characteristic of a universal vaccine.

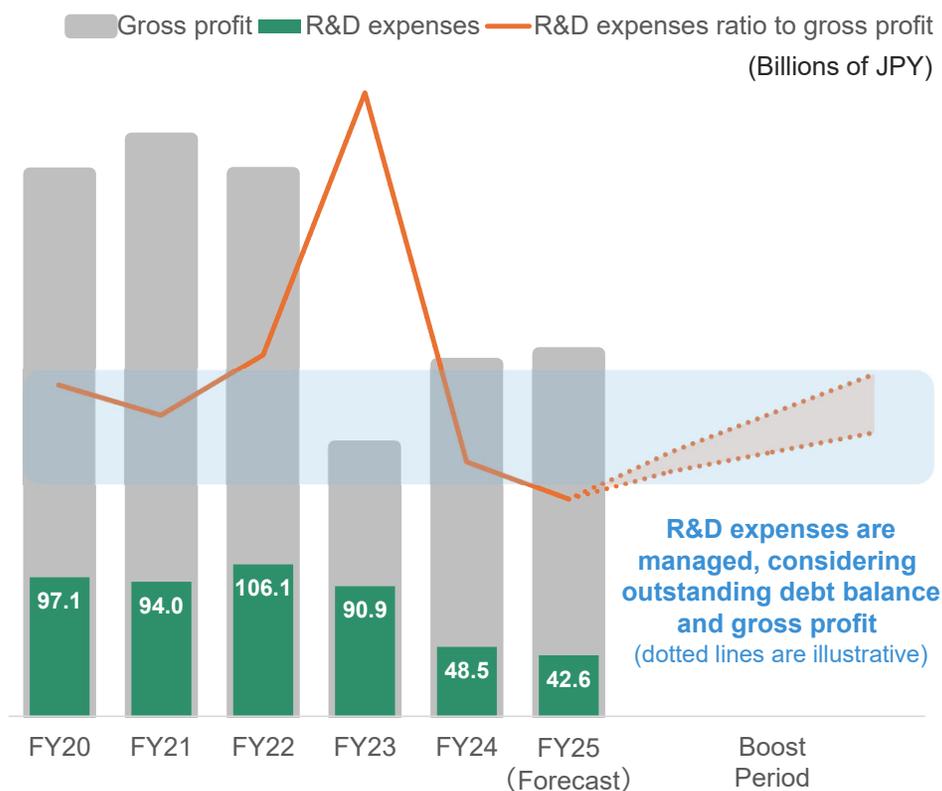


4. PL Management and Financial KPIs

*With
Financial
Discipline*

PL Management

While maintaining disciplined cost management with a firm commitment to securing bottom-line profits, directing investments, primarily in R&D, toward developing and establishing future growth engines



Before (FY2024-FY2025)

Emergency response to severe management challenges, with PL management driven by fundamental structural reforms

- Significant cost and workforce reduction, alongside business restructuring and divestments
- Cap-based management of R&D expenses
- Selection and concentration of R&D programs

After

Make necessary growth investments on the premise of securing bottom-line profits and strengthening the financial base

- Maximizing revenue of ORGOVYX[®] and GEMTESA[®]
- Fastest possible market launch and expanding value of the two oncology compounds
- Developing the next-generation revenue base

Capital Allocation Policy

Execution of medium- to long-term growth investments under disciplined financial management
 Acceleration of financial-base strengthening and next-generation revenue foundations through external fund-raising

Sources

NOPAT
before deduction of
R&D expenses

+

External
fund-raising

Uses (FY2026-FY2028 total)

Growth Investments	R&D expenses	Approx. 180 billion yen	<<
	Capital expenditures Investments and loans	Approx. 50 billion yen	<<
Loan Repayment	Term loan Subordinated bonds (FY2027)	Approx. 200 billion yen	<<
Shareholder Returns	Dividend	-	<<

Allocation Policy

- Fastest possible market launch and maximizing value of the two oncology compounds
- Developing the next-generation revenue base (CNS and infectious diseases)
- Gradually accelerating growth investments under disciplined cost control
- Strengthening existing businesses (production, quality control systems, etc.)
- Expansion of the regenerative medicine/cell therapy business through investments and loans to RACTHERA and S-RACMO
- Strategic investments expected to focus on in-licensing opportunities in Japan
- Repaying interest-bearing debt to strengthen the financial base and enhance business agility
- Utilizing other funds raised for growth investments
- Aiming to resume dividends as soon as possible

Financial KPIs

Reboot 2027 (FY2025-FY2027 Targets)

Targets by FY2027

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)
Free cash flow	Maintain profitability (FY2025-2027) → Return to profitability excluding sales-related income (FY2027)

As early as possible

Interest-bearing debt	Reduce to less than 200 billion yen
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Dividend policy	Prioritize the repayment of interest-bearing debt for the time being and aim to resume dividend payments at an appropriate time
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Boost 2028 (FY2026-FY2028)

KPI Targets

Business Growth	Sales of ORGOVYX® and GEMTESA®	With two blockbuster drugs, Over 350 billion yen in FY2028
PL Management	ROE	10% or more FY2026-FY2028
Financial Stability	Equity ratio	Over 50% at an early stage Recover to positive net cash
Development of Next-generation Growth Engines	R&D expenses Including Regenerative medicine /cell therapy business (Equity-method affiliate)	Allocate Over 180 billion yen cumulatively from FY2026 to FY2028 while considering ROE

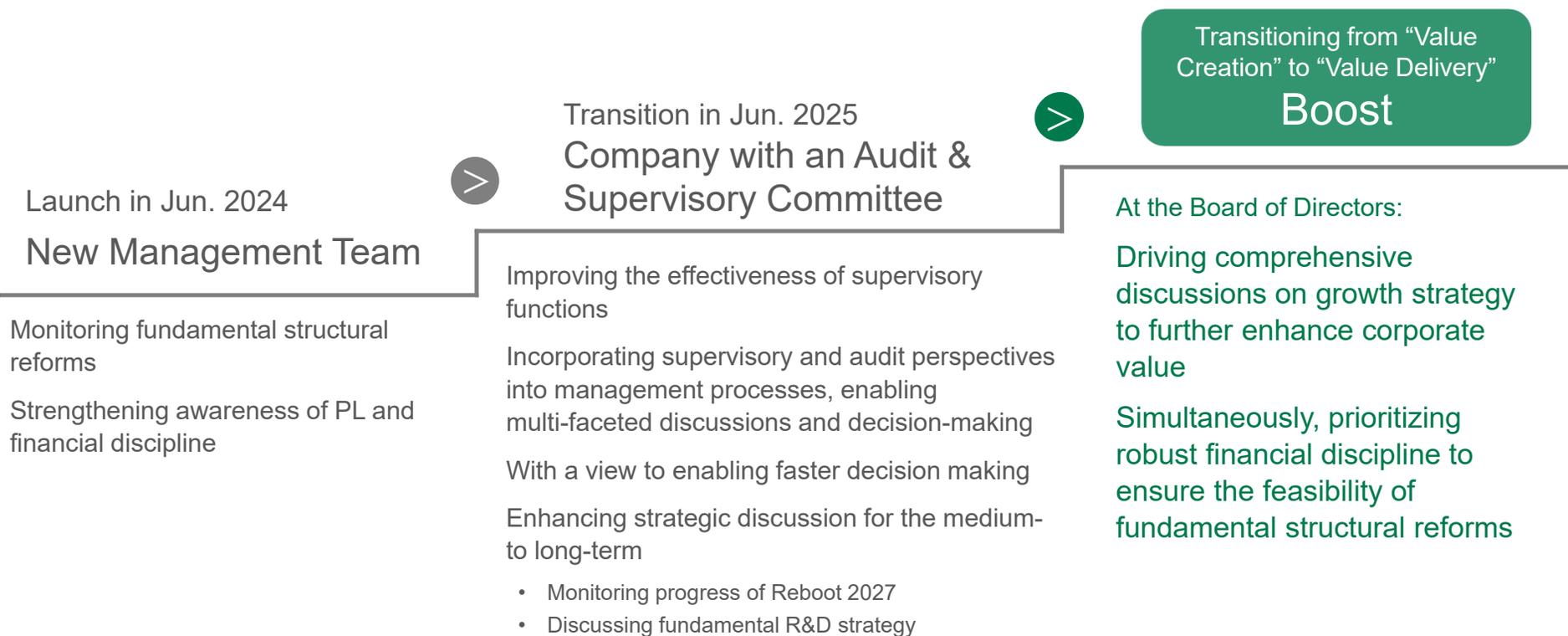
Regarding shareholder returns, we aim for an early resumption of dividends, taking into account the progress of Boost 2028

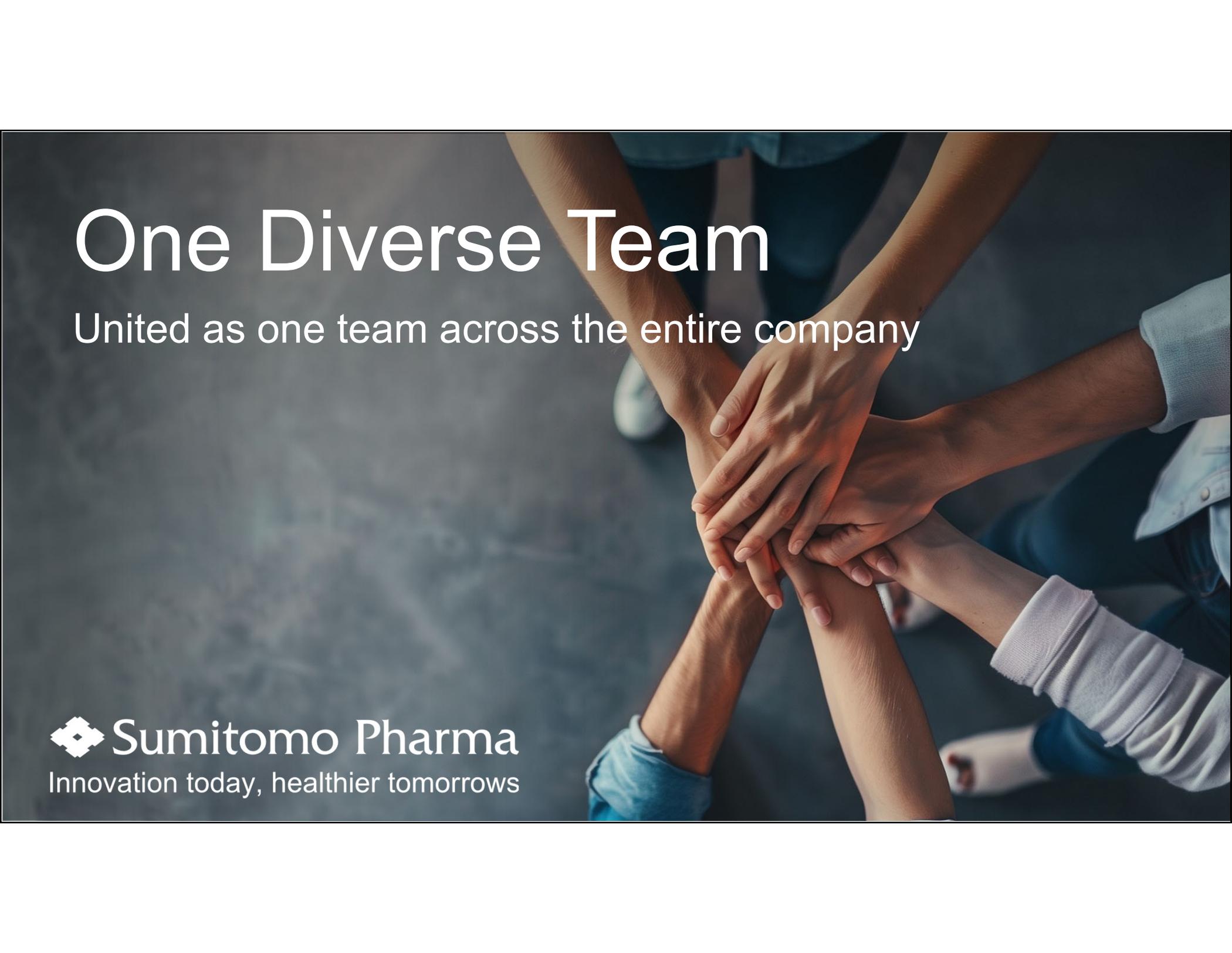


5. Governance Transformation

Governance Transformation

Focusing on the balance between the value creation for growth and financial discipline, proactively strengthen governance led by the Board of Directors





One Diverse Team

United as one team across the entire company

 **Sumitomo Pharma**
Innovation today, healthier tomorrows

