Corporate Slogan

Total commitment to good health

Mission Statement

INPUT

Human capital

Financial capital

We shall live in harmony with society and our customers; together, we shall create new values through the provision of out-of-the-box services; and we shall contribute to the medical care and wellbeing of people around the world



BUSINESS MODEL

Business development utilizing business know-how

cultivated through close cooperation among

business segments

Pharmaceutical

wholesaling business

"Three business

features" for providing

added value

Value-added Business Model

STRATEGY

Medium-Term Management Plan 2023-2025 "Create the Next Generation"



Expansion of action plan to accelerate the Medium-Term Management Plan, improve its effectiveness, and further enhance corporate value

Materiality

- Promotion of decarbonization
- Consideration of biodiversity
- Reduction of waste
- Stable supply of pharmaceuticals and support for BCP
- Improvement of quality, safety, and efficiency
- Solution of issues related to access to medical care
- Maximization of the value of human capital
- Respect for human rights
- Coexistence with society
- Strengthening risk management
- Establishment of a transparent governance system

OUTCOME

Strengthen pharmaceutical wholesale business

- Built a regenerative medicine ecosystem through a business tie-up with TEIJIN REGENET CO., LTD. and ITOCHU Corporation
- Established a secondary packaging facility, the Haneda Packaging Center, to realize a one-stop supply chain through group synergy
- Launched last-mile delivery (delivery to patients' homes)

Early establishment of new businesses

· Conducted evaluations of new business candidates

Development of organizational infrastructure

- governance by revamping the makeup of the Board of Directors
- governance

Realization of our **Mission Statement**

Ideal State of the Company

"Best Partner" that contributes to "New Value Creation"



Creating Value

- Business infrastructure for stable supply of pharmaceuticals
- Specialty products, full-line service
- Community healthcare design

External Environment

- · Declining birth rate and aging population over the medium to long term
- Diversification of modalities
- Progress in community-based integrated care system
- Environmental changes related to logistics
- Continued global inflation trend

Social capital



Logistics and manufacturing



Intellectual capital

Dispensing pharmacy business

Safe and secure

pharmaceuticals

delivery of

Resolving issues and improving efficiency in the stakeholder supply chain through DX -Development of customer

Pharmaceutical support systemsmanufacturing and sales business

Strong business infrastructure

to support pharmaceutical

wholesaling business



Other peripheral businesses

Corporate governance

- Fostered a corporate culture to realize our Mission Statement through increased employee engagement
- Strengthened corporate
- Strengthened subsidiary management and Group



Further strengthening of management capital