

1. Medium-/Long-Term Business Vision “VISION2030”

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What Torii aims for in 2030

To be a pharmaceutical company with presence:

A company that has a deep understanding of the medical needs, leverages our expertise and impetus to co-create optimal solutions with all stakeholders, and delivers new, valuable pharmaceutical products to meet those needs.

Target of VISION2030

- Net sales break the all-time high*¹
- Operating income comes within the range of breaking the all-time high*²

*1: ¥64.1 billion (fiscal year ended December 31, 2017)

*2: ¥13.3 billion (fiscal year ended March 31, 2001)

Business Strategy

- 1) Enhance in-licensed activities
- 2) Create a framework for maximizing product value

2. Medium-Term Management Plan 2023-2025

Starting with the Medium-Term Management Plan 2022-2024, Torii will formulate its medium-term management plan on a rolling basis, reviewing the plan annually based on changes in the market environment to respond quickly and flexibly to changes in the market environment.

2. Medium-Term Management Plan 2023-2025

◆ Numerical indicators for the Medium-Term Management Plan 2023-2025

Torii sets net sales and operating income before deduction of research and development expenses as numerical indicators for the Medium-Term Management Plan 2023-2025, in order to realize what VISION2030 aims for

Forecast for FY2023		Guidance for FY2025* ²		What VISION2030 aims for
Net sales		Net sales		Net sales break the all-time high* ³
¥50.9 billion	➔	¥54.0 – 57.0 billion	➔	
Operating income (before deduction of research and development expenses)* ¹		Operating income (before deduction of research and development expenses) * ¹		Operating income comes within the range of breaking the all-time high* ⁴
¥7.6 billion		¥9.0 – 10.0 billion		

*1: It is difficult to foresee research and development expenses at this point in time, as these costs fluctuate significantly due to aggressive business investments for medium-/long-term growth. For this reason, Torii sets operating income before deduction of research and development expenses as a numerical income indicator.

*2: A reference value that represents a rough estimate for Torii at this point in time and is not positioned as a target to be achieved.

*3: ¥64.1 billion (fiscal year ended December 31, 2017)

*4: Operating income: ¥13.3 billion (fiscal year ended March 31, 2001)

2. Medium-Term Management Plan 2023-2025

◆ Major initiatives of the Medium-Term Management Plan 2023-2025

1. Made good progress in major initiatives and financial results in FY2022

⇒ We will not make any major strategy changes, and will continue with the two pillars of “growth strategy” and “maintaining the trust of stakeholders.”

2. Newly added “Initiatives on sustainability” to major initiatives

<Growth strategy>

- Spread, cultivate, and maximize the value of new drugs in the growth phase (ENAROY, Riona, CORECTIM, CEDARCURE, MITICURE, ORLADEYO)
- Promote new drug development (JTE-061, TO-208)
- Reinforce in-licensing systems
- Maintenance of human resource systems in line with management strategies and work-style reforms
- Corporate culture reform

<Maintaining the trust of stakeholders>

- Improve and strengthen stable supply systems
- Compliance with pharmaceutical regulations and quality assurance
- Reinforce compliance
- Reinforce corporate governance
- **Initiatives on sustainability (new)**

2. Medium-Term Management Plan 2023-2025 and VISION2030

Overview of the strategy, measures, and numerical indicators

Net sales and **the amount of operating income**

