

**FOR IMMEDIATE RELEASE****Torii has announced New Corporate Philosophy, Medium-/Long-Term Business Vision, and Medium-Term Management Plan 2022-2024**

Torii Pharmaceutical Co., Ltd. (Torii) (TSE:4551) hereby announces that it has formulated its new corporate philosophy called Torii Pharmaceutical's Purpose, medium-/long-term business vision for 2030 called VISION2030, and the Medium-Term Management Plan 2022-2024 that covers the period from FY2022 to FY2024, as stated below.

**1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”**

Torii formulated the Medium-Term Management Plan 2021 that covers the three-year period from FY2019 to FY2021, and in accordance with the plan, Torii implemented the three measures: I. business structure reform, II. growth strategy, and III. maintaining the trust of stakeholders.

While Torii set a target of turning operating income positive in FY2022 amid expectations that Torii would continue to post losses throughout the period covered by the Medium-Term Management Plan 2021 at the time the plan was formulated, Torii achieved profitability in FY2019, earlier than planned. In view of that, Torii reviewed the target, and set a new target, which is to keep operating income\* positive and to increase profit throughout the period covered by the Medium-Term Management Plan 2021. In accordance with this target, Torii has implemented measures. The achievement is shown below.

\* Operating income excluding expenses relating to new business investments (investments including those for acquiring new in-licensed drugs and M&A)

**Management target achievement level**

	Results for FY2019	Results for FY2020	Results for FY2021
Net sales	<b>¥42.9 billion</b>	<b>¥41.7 billion</b>	<b>¥46.9 billion</b>
Operating income	<b>¥1.4 billion</b>	<b>¥4.7 billion</b>	<b>¥4.6 billion</b>

In view of the rapid and significant changes in the business environment, including a significant decrease in income due to the termination of the exclusive rights to market the six anti-HIV drugs in Japan, the launch of generic products of REMITCH, which is Torii's mainstay product, and the drastic reform of the drug pricing system, Torii has implemented various measures for business structure reform and growth strategy, which were positioned as key issues under the Medium-Term Management Plan 2021. Torii has steadily carried out the planned reform measures, proceeded with the market introduction and cultivation of several new products that were scheduled to be launched, and also made progress in acquiring in-licensed drugs for future growth. As a result, Torii was able to secure a positive operating income throughout the period covered by the Medium-Term Management Plan 2021.

Regarding the surplus dividends, in accordance with the basic policy of distributing dividends in a continuous and stable manner, Torii will continue to pay an annual dividend of ¥48 per share in FY2021, the final year of the Medium-Term Management Plan 2021, while considering business investments for future growth.

**2. New Corporate Philosophy – Torii Pharmaceutical’s Purpose**

Torii has been working to improve the quality of life (QOL) of patients and enhance its corporate value based on its corporate mission of “contributing to the improvement of human health and fulfilling its responsibilities to customers, shareholders, society and employees, by supplying world-class pharmaceutical products.”

Meanwhile, the business environment surrounding the pharmaceutical industry is rapidly changing, including increased investment risk due to the increasing sophistication and difficulty of R&D, the drastic reform of the drug pricing system (NHI drug price revisions every year), and changes in information provision activities. Torii’s corporate system, as well, underwent significant changes through the business structure reform implemented under the Medium-Term Management Plan 2021.

In light of these environmental changes, Torii, once again, recognized that it would be increasingly important to demonstrate more clearly the significance of its existence and what it is aiming for in the future, and has had a series of internal discussions, also taking into account the expectations of stakeholders. Torii celebrated the 100th anniversary of its establishment and will be celebrating the 150th anniversary of its founding. While retaining its corporate culture and the trust of stakeholders earned over its long history, Torii has defined its unchanging aspirations for the future as “Torii Pharmaceutical’s Purpose” and made it Torii’s new corporate philosophy.

In addition, during the period covered by the Medium-Term Management Plan 2021, “TORII’s POLICY” was established as a value that serves as a code of conduct for promoting a company-wide reform, mainly led by employees. Torii positions “TORII’s POLICY” as its important values to achieve “Torii Pharmaceutical’s Purpose,” and “4S MODEL” that represents fulfilling Torii’s responsibilities to stakeholders in a balanced way and enhancing their overall satisfaction, which has been included in its corporate mission, as its basic management stance, and will continue to make efforts toward the achievement of “Torii Pharmaceutical’s Purpose.”

**1) Corporate Philosophy - Torii Pharmaceutical’s Purpose**

We are committed to sincerely serving patients, their families, and those involved in medical care. We contribute to the healthy recovery of patients, as well as to a happy, enriched life free from fear of illness.

We will flexibly change and adapt to meet the needs of the times and the environment, while retaining the trust we have earned over our long history, and we will continue to take on the challenge of contributing to healthcare that only we can make.

**2) Our important Values – TORII’s POLICY**

Treasure all human connections  
Sincerity and commitment are Torii’s finest qualities  
We all have a stake. We all have a role.  
Try new things without fear  
All of our past experiences fuel our continued growth

**3) Basic Management Stance – 4S MODEL**

Through the circulation/expansion of capital generated by our high-quality business activities, we will fulfill our responsibilities to our customers, shareholders, society, and employees in a balanced way and enhance their overall satisfaction.

CS (Customer Satisfaction): Our Responsibility to Customers

We strive to improve the quality of life (QOL) of patients by supplying superior medicines and accurate information through medical professionals.

IS (Investor Satisfaction): Our Responsibility to Shareholders

We disclose timely, accurate corporate information and endeavor to generate appropriate shareholder returns and improve our corporate value.

SS (Social Satisfaction): Our Responsibility to Society

We maintain a high ethical standard regarding our corporate social responsibility through business activities that reflect the needs of society.

ES (Employee Satisfaction): Our Responsibility to Employees

We aim to provide motivation and fulfillment to all our employees by respecting every individual, ensuring equal opportunities for career advancement, and by treating employees fairly on the basis of unbiased assessments.

### 3. Medium-/Long-Term Business Vision “VISION2030”

Torii has formulated “VISION2030” as what it is aiming for toward 2030 in order to achieve “Torii Pharmaceutical’s Purpose,” its new corporate philosophy.

#### Medium-/Long-Term Business Vision - VISION2030

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.

Torii aims to achieve the following numerical targets by 2030, the target of VISION2030:

- Net sales break the all-time high<sup>\*1</sup>
- Operating income comes within the range of breaking the all-time high<sup>\*2</sup>

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

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

In order to ensure the achievement of VISION2030 and sustainable growth thereafter, Torii will work more aggressively than before on business investments to in-licensed drugs and will develop internal systems and improve the capabilities to accurately communicate the value of its products to medical professionals and patients.

Based on the above, Torii has set forth the following two points as part of its business strategy and will implement each measure of the Medium-Term Management Plan accordingly.

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

#### 4. Outline of the Medium-Term Management Plan 2022-2024

##### 1) Formulation of the Medium-Term Management Plan 2022-2024

Torii has formulated the Medium-Term Management Plan 2022-2024 that covers the period from FY2022 to FY2024 to achieve VISION2030. Torii will continue to implement measures for its growth strategy and measures to maintain the trust of stakeholders in order to realize its Medium-/Long-Term Business Vision.

In view of the current market environment with increasingly uncertain future prospects, including the impact of COVID-19, Torii has revised its conventional method of formulating medium-term management plans with fixed targets for the next three years. 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) Major Initiatives of the Medium-Term Management Plan 2022-2024

(1) Growth strategy	(2) Maintaining the trust of stakeholders
1. Spread, cultivate, and maximize the value of new drugs in the growth phase 2. Promote new drug development 3. Reinforce in-licensing systems 4. Maintenance of human resource systems in line with management strategies and work-style reforms 5. Corporate culture reform	1. Improve and strengthen stable supply systems 2. Compliance with pharmaceutical regulations and quality assurance 3. Reinforce compliance 4. Reinforce corporate governance

##### 3) Numerical indicators

Torii sets net sales and operating income before deduction of research and development expenses as numerical indicators for the Medium-Term Management Plan 2022-2024, in order to realize what VISION2030 aims for.

Forecast for FY2022	Guidance for FY2024 <sup>*4</sup>	What VISION2030 aims for
Net sales	Net sales	Net sales break the all-time high <sup>*5</sup>
¥48.2 billion	¥52.0 – 55.0 billion	
Operating income (before deduction of research and development expenses) <sup>*3</sup>	Operating income (before deduction of research and development expenses) <sup>*3</sup>	Operating income comes within the range of breaking the all-time high <sup>*6</sup>
¥6.7 billion	¥8.0 – 9.0 billion	

<sup>\*3</sup>: It is difficult to foresee research and development expenses at this point in time, as these expenses 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.

<sup>\*4</sup>: 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.

<sup>\*5</sup>: ¥64.1 billion (fiscal year ended December 31, 2017)

<sup>\*6</sup>: Operating income: ¥13.3 billion (fiscal year ended March 31, 2001)

## 5. Investments for Future Growth and Shareholder Returns

The business environment surrounding the pharmaceutical industry is rapidly changing. In order for Torii to continue to fulfill its responsibility to stakeholders, it is becoming increasingly necessary for Torii to continue to create new drugs that meet medical needs. Torii recognizes that it needs to continue to make investments that will contribute to future growth as a top priority, including the acquisition of new in-licensed drugs. In particular, during the period of the Medium-Term Management Plan 2022-2024, Torii will be more aggressive than before in its efforts regarding in-licensed drugs and will use retained earnings to aggressively promote business investments.

Regarding shareholder returns for FY2022, in addition to the basic policy of distributing dividends in a continuous and stable manner, Torii will continue to pay the same level of dividends as in previous years, while considering business investments for future growth more aggressively than before.

### 【Important notes on forward-looking statements】

The forecasts presented in this material are forward-looking statements. Reflecting assumptions based on information available on the date of publication, these statements are subject to inherent risks and uncertainties. Accordingly, unforeseen factors may cause actual results to differ materially from the projections contained herein. Torii will not necessarily revise this material regardless of any new information, future events or other results.

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# **New Corporate Philosophy, Medium-/Long-Term Business Vision, and Medium-Term Management Plan 2022-2024**

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February 10, 2022

Torii Pharmaceutical Co., Ltd.

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5. Medium-Term Management Plan 2022-2024
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## 【Important notes on forward-looking statements】

The forecasts presented in this material are forward-looking statements. Reflecting assumptions based on information available on the date of publication, these statements are subject to inherent risks and uncertainties. Accordingly, unforeseen factors may cause actual results to differ materially from the projections contained herein. Torii will not necessarily revise this material regardless of any new information, future events or other results.

# **1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”**

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# 1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”

## ◆ Overview of the Medium-Term Management Plan 2021

Initial target: to turn operating income\* positive in FY2022

=> Achieved profitability in FY2019, earlier than planned, reviewed the target

**To keep operating income\* positive and to increase profit throughout the period covered by the Medium-Term Management Plan 2021**

### <Business structure reform>

- Optimization of the organizational structure, functions, and workforce
- Review of resource allocation and maximization of performance

### <Growth strategy>

- Maximization of the value of products currently under co-development with JT
- Co-development of new innovative drugs with JT and acquisition of new in-licensed drugs
- Reinforcement of organizations and functions

### <Maintaining the trust of stakeholders>

- Continuing initiatives for enhancing and reinforcing corporate governance and promoting compliance
- Responding to the changing needs of society

\*Operating income excluding expenses relating to new business investments (investments including those for acquiring new in-licensed drugs and M&A)

# 1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”

## ◆ Results of major initiatives – ① Business structure reform

- Optimization of the organizational structure, functions, and workforce
- Review of resource allocation and maximization of performance

- Implementation of a special program supporting employees’ career changes (supporting employees who wish to retire voluntarily and embark on a new career) (FY2019)
- Reorganization (consolidation and elimination of branches, integration of R&D functions into JT, and reorganization of the head office) (FY2019)
- Transfer of production of long-term listed drugs to other companies (FUTHAN:FY2019,URINORM:FY2020)
- Introduction of a new sales support system and tablet terminals (FY2019)
- Transfer of the Sakura Plant to IWAKI SEIYAKU CO., LTD. (FY2020)

# 1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”

## ◆ Results of major initiatives – ② Growth strategy

- Maximization of the value of products currently under co-development with JT
- Co-development of new innovative drugs with JT and acquisition of new in-licensed drugs
- Reinforcement of organizations and functions

### <Renal diseases and hemodialysis>

- Torii and ASKA Pharmaceutical Co., Ltd. entered into a co-promotion agreement covering the additional indication of iron deficiency anemia for Riona Tablets (June 2020)
- Launched ENAROY Tablets (2mg, 4mg), a drug for the treatment of anemia associated with chronic kidney disease (December 2020)
- Received approval for an additional indication of iron deficiency anemia for Riona Tablets and started promotion (March 2021)

### <Skin diseases>

- Signed a license agreement with JT for co-development and commercialization of tapinarof (JTE-061) in Japan (January 2020), and started the Phase III clinical study for indications of atopic dermatitis and psoriasis vulgaris in Japan (October 2021)
- Launched CORECTIM Ointment 0.5% for the treatment of atopic dermatitis (June 2020)
- Received approval for CORECTIM Ointment 0.5% for an additional indication of pediatric atopic dermatitis (March 2021), and launched CORECTIM Ointment 0.25% (June 2021)
- Entered into a license agreement with U.S. Verrica Pharmaceuticals Inc. for exclusive development and commercialization of Verrica’s skin disease treatment drug VP-102 in Japan (March 2021)

### <Other>

- Invested in a newly established fund in the life science field (July 2020)
- Launched ORLADEYO Capsules for the suppression of the onset of attacks in hereditary angioedema (HAE) (April 2021)

# 1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”

## ◆ Results of major initiatives – ③ Maintaining the trust of stakeholders

### ● Initiatives for enhancing and reinforcing corporate governance and compliance and for responding to various regulations

- Establishment of the Group for Supervision of Sales Information Provision and the Screening and Supervisory Committee based on the guidelines on sales information provision activities, introduction of document screening systems (FY2019)
- Response to the revision of the Act on Securing Quality, Efficacy and Safety of Products Including Pharmaceuticals and Medical Devices (FY2020 and FY2021)
- Revision of the management system to further separate management supervision from business execution (FY2020)
  - Independent Outside Directors constitute a majority of the Board of Directors
  - Each Head of Group is assigned the role of executive officer and is responsible for the execution of business operations
- Application for listing on the Prime Market in accordance with the TSE market restructuring and response to the revision of the Corporate Governance Code (FY 2021)

## ◆ Response to the violation of the Antimonopoly Act

In March 2020, Torii received a cease and desist order and a surcharge payment order from the Japan Fair Trade Commission (JFTC) pursuant to the Antimonopoly Act for a violation of the Antimonopoly Act concerning the setting of the wholesale price of the CALVAN Tablets. Taking these orders gravely and seriously, we are implementing measures to prevent recurrence. We will continue our efforts to ensure thorough compliance with laws and regulations in order to prevent recurrence and restore trust as soon as possible.

# 1. Review of the Previous Medium-Term Management Plan “Medium-Term Management Plan 2021”

## ◆ Management target achievement level

- Management target (after revisions made on February 6, 2020):  
To keep operating income\* positive and to increase profit throughout the period covered by the Medium-Term Management Plan 2021

	Results for FY2019	Results for FY2020	Results for FY2021
Net sales	¥42.9 billion	¥41.7 billion	¥46.9 billion
Operating Income	¥1.4 billion	¥4.7 billion	¥4.6 billion

\* Operating income excluding expenses relating to new business investments (investments including those for acquiring new in-licensed drugs and M&A)

## ◆ Surplus dividends for FY2021

- In accordance with the basic policy of distributing dividends in a continuous and stable manner, Torii will continue to pay an annual dividend of ¥48 per share in FY2021, the final year of the Medium-Term Management Plan 2021, while considering business investments for future growth.

## **2. Recognition of Business Environment**

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## 2. Recognition of Business Environment

### External environment

#### [Society in general]

- Global spread of COVID-19
- Increasing importance of ensuring diversity
- Increasing demand for companies to address sustainability-related issues
- Dramatic advances in digital technology/progress in digital transformation (DX)

#### [Government and medical institutions]

- Moves to curb healthcare expenditures due to tightening of healthcare financing (encouragement of greater use of generic drugs, drastic reform of the drug pricing system, etc.)
- Changing needs in the medical field (diversification of information provision activities, etc.)

#### [Pharmaceutical industry]

- Stagnating domestic prescription drugs market
- Increase in investment risk due to the increasing sophistication and difficulty of R&D
- Intensifying in-licensing competition
- Incidents that damage the trust in pharmaceutical companies and the resulting tightening of various regulations

### Internal environment

- New business execution system as a result of the business structure reform
  - Significant decrease in the number of employees, a system that does not own research institutes or plants
  - Expanding opportunities for collaboration with external specialized companies including CSO and CMO
- Torii achieved profitability during the period covered by the previous Medium-Term Management Plan. Both net sales and operating income have room for further improvement through the growth of new product lines, however, Torii is still on the way to completing initiatives to achieve stable growth.
  - Need to further promote the growth strategy
  - It is essential to enhance a drug pipeline that follows JTE-061 and VP-102 for medium-/long-term growth

## **3. New Corporate Philosophy “Torii Pharmaceutical’s Purpose”**

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### 3. New Corporate Philosophy “Torii Pharmaceutical's Purpose”

## **Torii Pharmaceutical's Purpose**

We are committed to sincerely serving patients, their families, and those involved in medical care. We contribute to the healthy recovery of patients, as well as to a happy, enriched life free from fear of illness.

We will flexibly change and adapt to meet the needs of the times and the environment, while retaining the trust we have earned over our long history, and we will continue to take on the challenge of contributing to healthcare that only we can make.

Torii Pharmaceutical Co., Ltd. celebrated the 100th anniversary of its establishment in FY2021. In FY2022, Torii will celebrate the 150th anniversary of the founding of Uenoya, its predecessor. Looking back on its long history, Torii has defined its unchanging aspirations for the future as its corporate philosophy.

# 3. New Corporate Philosophy “Torii Pharmaceutical’s Purpose”

## Corporate Philosophy System

Corporate philosophy:  
**Torii Pharmaceutical’s Purpose**

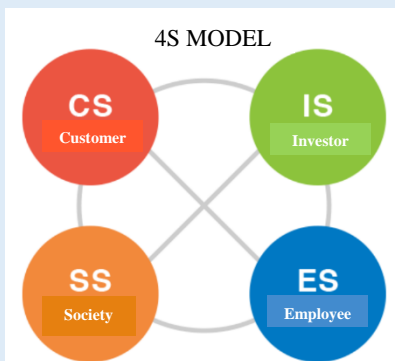
We are committed to sincerely serving patients, their families, and those involved in medical care. We contribute to the healthy recovery of patients, as well as to a happy, enriched life free from fear of illness.

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Our Important Values: **TORII’s POLICY**

- Treasure all human connections
- Sincerity and commitment are Torii’s finest qualities
- We all have a stake. We all have a role.
- Try new things without fear
- All of our past experiences fuel our continued growth

Basic Management Stance: **4S MODEL**



(Note) 4S is the collective term for CS, IS, SS, and ES.

Through the circulation/expansion of capital generated by our high-quality business activities, we will fulfill our responsibilities to our customers, shareholders, society, and employees in a balanced way and enhance their overall satisfaction.

CS (Customer Satisfaction): Our Responsibility to Customers

We strive to improve the quality of life (QOL) of patients by supplying superior medicines and accurate information through medical professionals.

IS (Investor Satisfaction): Our Responsibility to Shareholders

We disclose timely, accurate corporate information and endeavor to generate appropriate shareholder returns and improve our corporate value.

SS (Social Satisfaction): Our Responsibility to Society

We maintain a high ethical standard regarding our corporate social responsibility through business activities that reflect the needs of society.

ES (Employee Satisfaction): Our Responsibility to Employees

We aim to provide motivation and fulfillment to all our employees by respecting every individual, ensuring equal opportunities for career advancement, and by treating employees fairly on the basis of unbiased assessments.

# **4. Medium-/Long-Term Business Vision “VISION2030”**

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## 4. Medium-/Long-Term Business Vision “VISION2030”

### 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\*<sup>1</sup>
- Operating income comes within the range of breaking the all-time high\*<sup>2</sup>

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

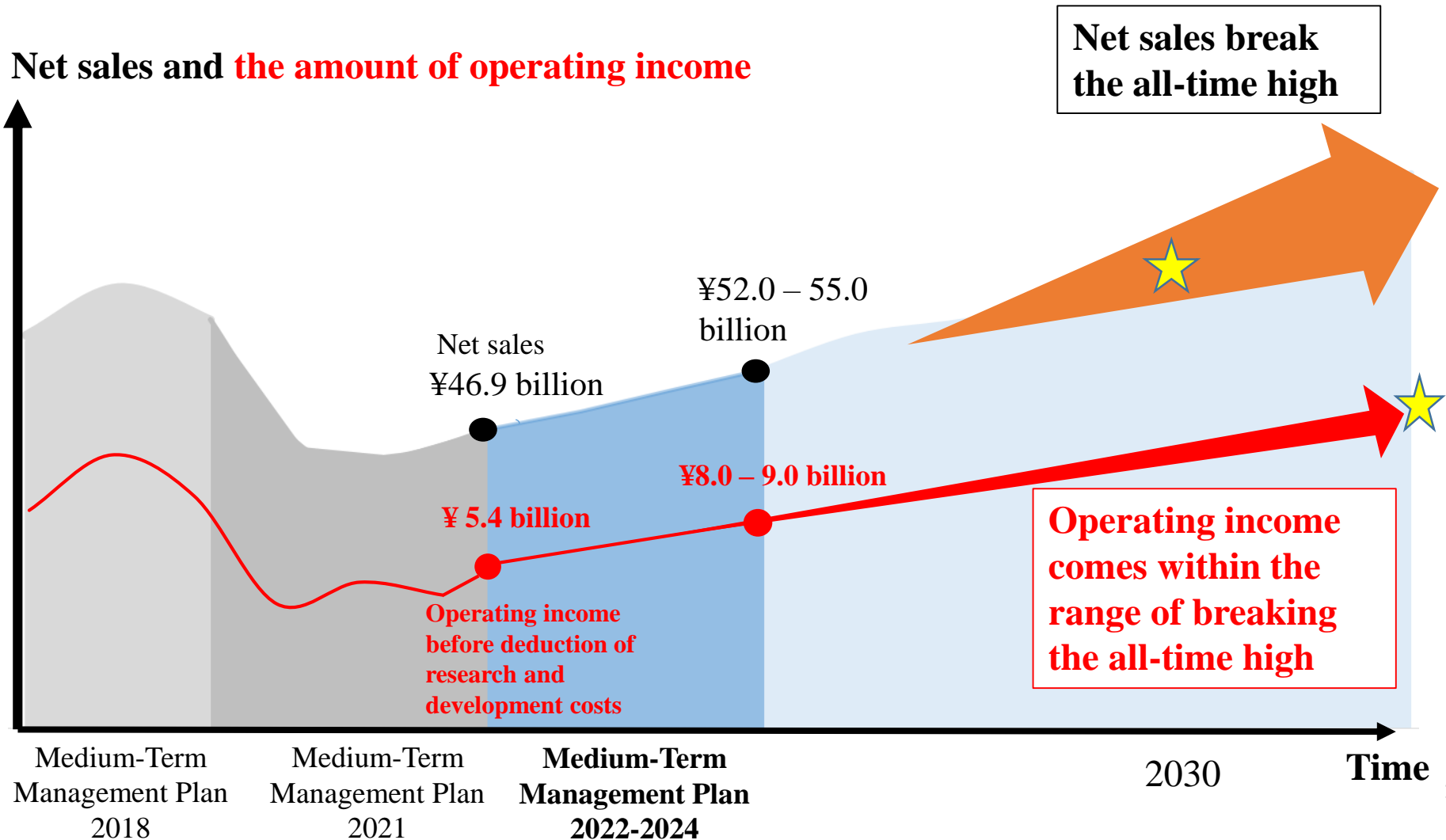
\*2: ¥13.3 billion (fiscal year ended March 31, 2001)

### Business Strategy

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

## 4. Medium-/Long-Term Business Vision “VISION2030”

**VISION2030 target: Achieve stable growth by overcoming fluctuations**



# **5. Medium-Term Management Plan 2022-2024**

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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.

## 5. Medium-Term Management Plan 2022-2024

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### ◆ Major initiatives of the Medium-Term Management Plan 2022-2024

#### <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, VP-102)
- 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

## 5. Medium-Term Management Plan 2022-2024

### ◆ Numerical indicators for the Medium-Term Management Plan 2022-2024

Torii sets net sales and operating income before deduction of research and development expenses as numerical indicators for the Medium-Term Management Plan 2022-2024, in order to realize what VISION2030 aims for

Forecast for FY2022		Guidance for FY2024*2		What VISION2030 aims for
Net sales		Net sales		Net sales break the all-time high*3
¥48.2 billion	➔	¥52.0 – 55.0 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
¥6.7 billion		¥8.0 – 9.0 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 costs 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)

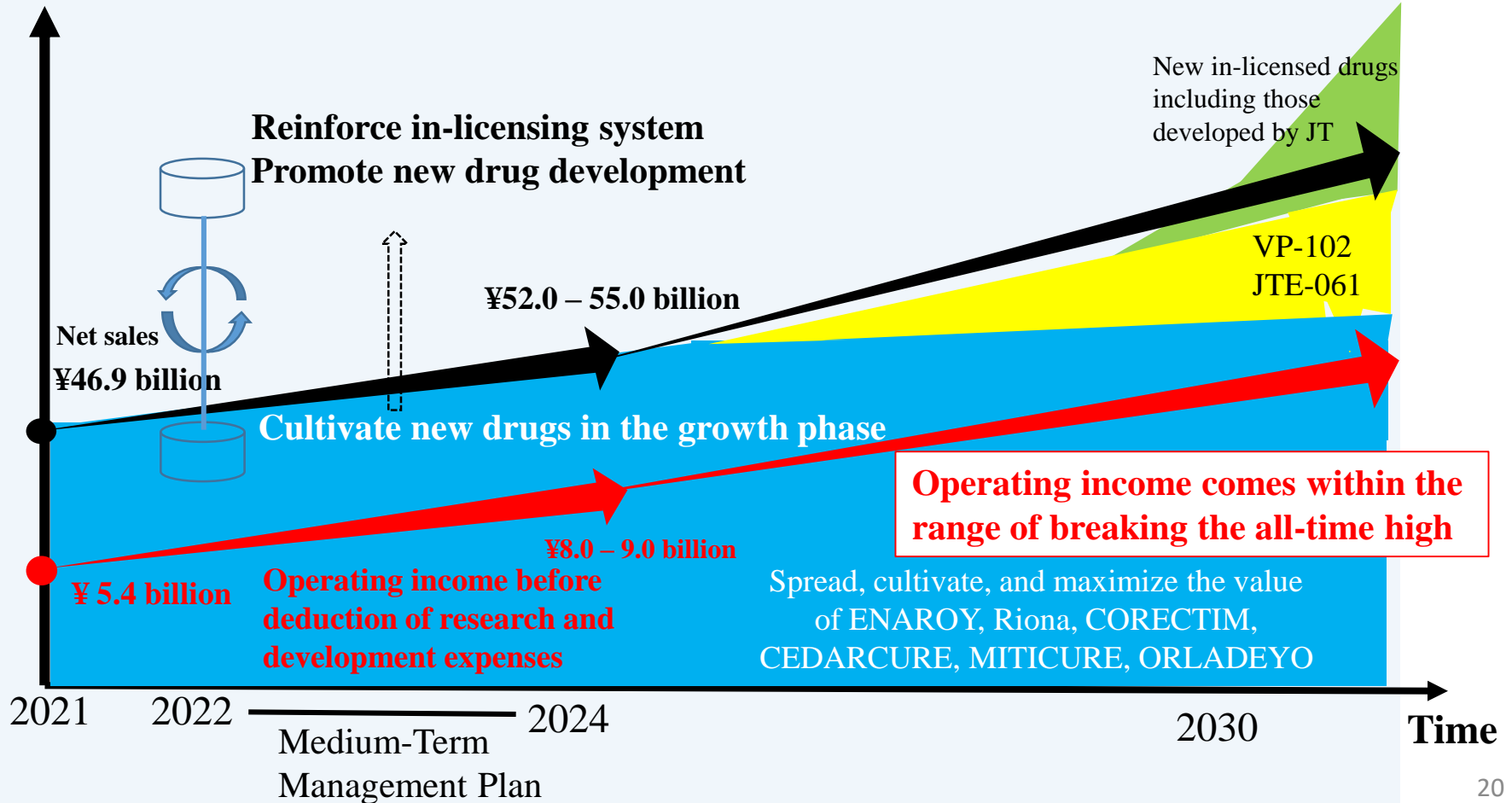
\*4: Operating income: ¥13.3 billion (fiscal year ended March 31, 2001)



# 5. Medium-Term Management Plan 2022-2024 and VISION2030

## Overview of the strategy, measures, and numerical indicators

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



# **6. Investments for Future Growth and Shareholder Returns**

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## 6. Investments for Future Growth and Shareholder Returns

### ◆ Need to invest for future growth

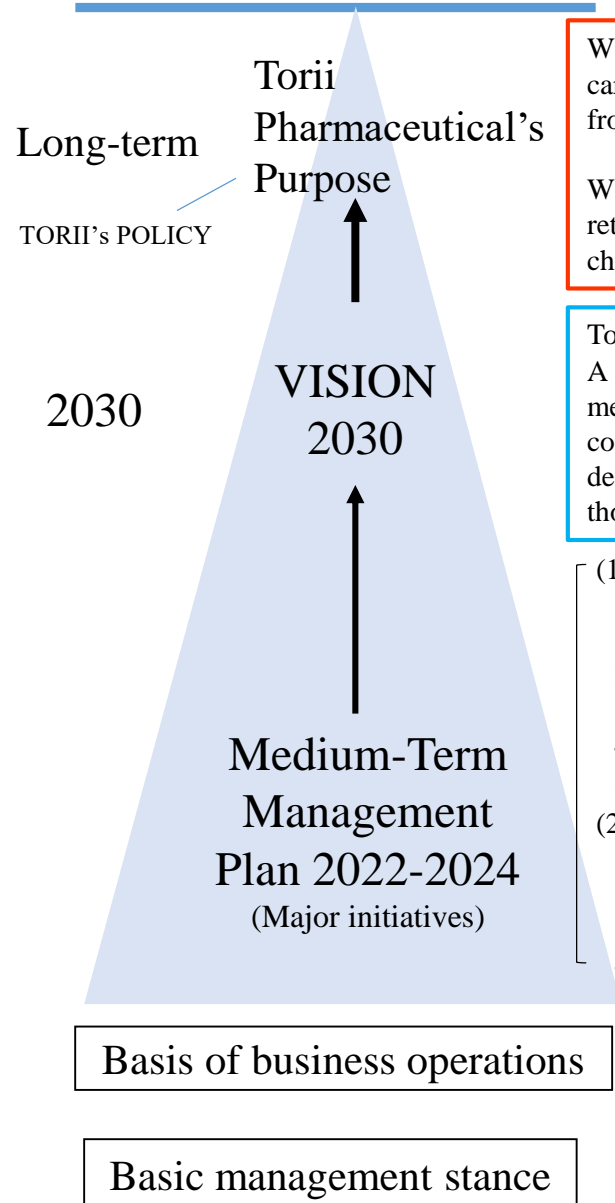
**Torii will place the highest priority on continuing to produce steady financial results to achieve stable growth by making investments aggressively in addition to firmly pursuing business strategy.**

- The business environment surrounding the pharmaceutical industry is rapidly changing. In order for Torii to continue to fulfill its responsibility to stakeholders, it is becoming increasingly necessary to continue to create new drugs that meet medical needs.
- In order for Torii with limited R&D functions to continue to create new drugs, it is essential to enhance a drug pipeline by acquiring in-licensed drugs.
- As in-licensing competition is intensifying globally, acquisition of in-licensed drugs is becoming increasingly difficult, and the cost of acquisition is also increasing, Torii positions acquisition of in-licensed drugs as an urgent and most important issue, and will strengthen its acquisition activities while giving top priority to necessary investments.
- In addition, Torii will make other investments that will contribute to future growth more aggressively than before.

### ◆ Shareholder returns for FY2022

- In addition to the basic policy of distributing dividends in a continuous and stable manner, Torii will continue to pay the same level of dividends as in previous years (¥48/year), while considering business investments for future growth more aggressively than before.

# Overall View of Corporate Philosophy, Medium-/Long-Term Business Vision, Etc.



We are committed to sincerely serving patients, their families, and those involved in medical care. We contribute to the healthy recovery of patients, as well as to a happy, enriched life free from fear of illness.

We will flexibly change and adapt to meet the needs of the times and the environment, while retaining the trust we have earned over our long history, and we will continue to take on the challenge of contributing to healthcare that only we can make.

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.

<What Torii aims for in terms of numerical values>

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

## (1) Growth strategy

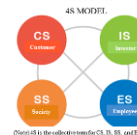
1. Spread, cultivate, and maximize the value of new drugs in the growth phase (ENAROY, Riona, CORECTIM, CEDARCURE, MITICURE, ORLADEYO)
2. Promote new drug development (JTE-061, VP-102)
3. Reinforce in-licensing systems
4. Maintenance of human resource systems in line with management strategies and work-style reforms
5. Corporate culture reform

## (2) Maintaining the trust of stakeholders

1. Improve and strengthen stable supply systems
2. Compliance with pharmaceutical regulations and quality assurance
3. Reinforce compliance
4. Reinforce corporate governance

- Stable supply and quality assurance for pharmaceutical products
- Compliance

4S MODEL



# Corporate Overview

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Corporate name	Torii Pharmaceutical Co., Ltd.
Established	November 1, 1921
Head office	Torii Nihonbashi Bldg., 4-1, Nihonbashi-Honcho 3-chome, Chuo-ku, Tokyo 103-8439, Japan
President and Representative Director	Goichi Matsuda
Paid-in capital	¥5,190 million
Number of employees	560 (as of December 31, 2021)
Business	Manufacturing and marketing of pharmaceutical products
Principal operating facilities	Head office: Tokyo Branch offices: 7 branch offices in Japan

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