Business Results for the Second Quarter of the Fiscal Year Ending March 31, 2026 and Outline of Medium-term Management Plan

November 7, 2025

Qol Holdings Co.,Ltd.

(The Prime Market of the Tokyo Stock Exchange 3034)

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Overview of Financial Results for the Six Months Ended September 30, 2025

Higher sales and profit

Record-high Sales and Profit

Consolidated Financial Results

- In April 2025, the Company acquired an additional 29% of the shares of DAIICHI SANKYO ESPHA CO., LTD., increasing its share ownership ratio to 80%.
- The pharmaceutical business has enhanced its presence and made steady contributions to Consolidated Financial Results.

Pharmacy Business

Increase in sales but decrease in profit

- The technical fee unit price increased due to progress in acquiring the Medical DX Premium and the rising proportion of generic drug usage.

BPO Contracting Business

Higher sales and profit

- The number of contract MRs increased due to growing demand for MR dispatches.

Pharmaceutical Manufacturing Business

Higher sales and profit

- 3 ingredients 7 AG products launched in the previous fiscal year made a significant contribution.

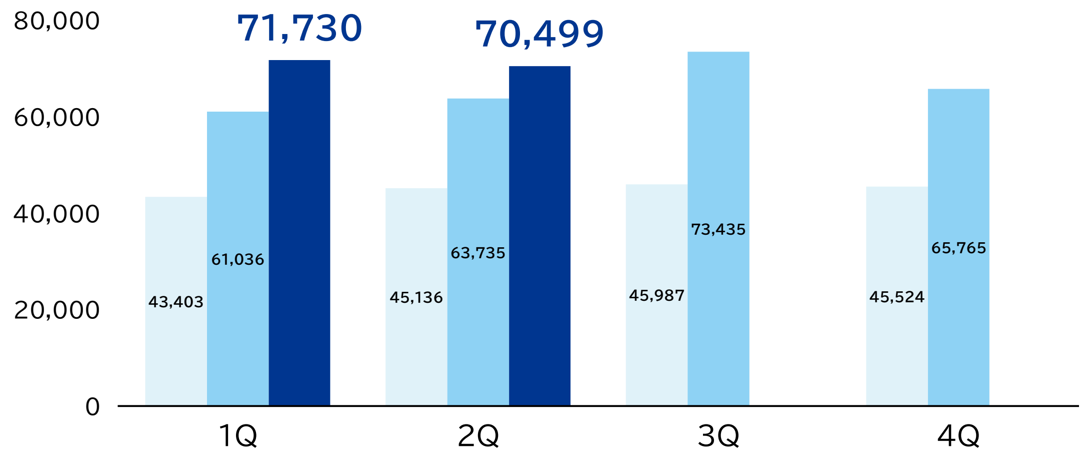
Highlights

(unit: Millions yen)	2Q FY3/2024 ended Sep. 30, 2023	2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	Variance	Variance(%)
Net sales	88,540	124,771	142,230	17,458	14.0%
Operating profit	3,559	6,096	7,182	1,086	17.8%
Ordinary profit	3,675	6,220	7,257	1,037	16.7%
Profit Attributable to Owners of Parent	1,888	1,211	3,547	2,335	192.7%
Net Income per Share(yen)	50.80	32.43	94.51	62.08	191.4%
EBITDA*	6,110	9,941	11,916	1,974	19.9%

*Operating profit + Depreciation + Amortization of goodwill

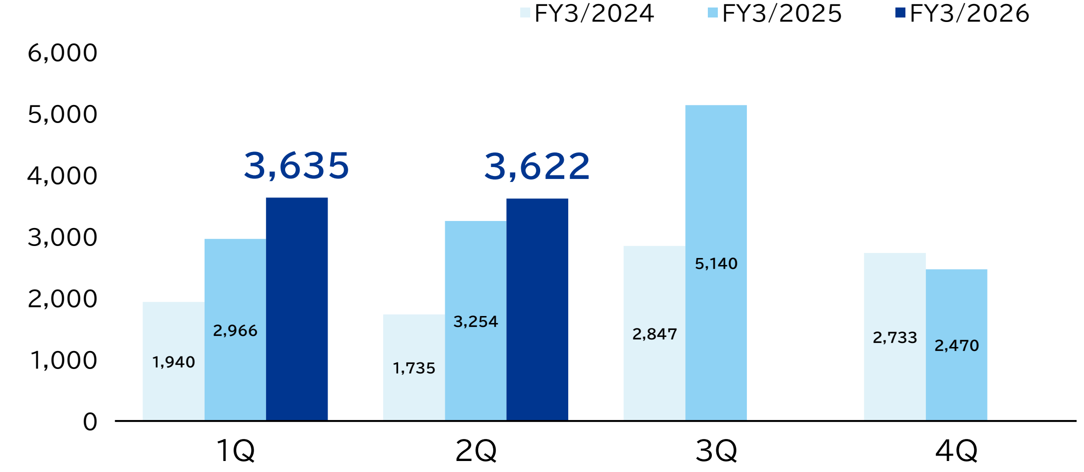
Trend in Net Sales on a Quarterly basis

(unit: Millions yen)



Trend in Ordinary Profit on a Quarterly basis

(unit: Millions yen)



Progress

(unit: Millions yen)	2Q FY3/2026 ended Sep. 30, 2025 (Planned)	2Q FY3/2026 ended Sep. 30, 2025	Progress (%)	FY3/2026 ended Mar. 31, 2026 (Forecast)	Progress (%)
Net sales	136,500	142,230	104.2%	280,000	50.8%
Operating profit	7,500	7,182	95.8%	15,500	46.3%
Ordinary profit	7,600	7,257	95.5%	15,600	46.5%
Profit Attributable to Owners of Parent	3,600	3,547	98.5%	7,000	50.7%
Net Income per Share (yen)	95.84	94.51	98.6%	186.51	50.7%

Consolidated Statements of Income

(unit: Millions yen)		2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	Variance	Variance(%)
Net sales		124,771	142,230	17,458	14.0%
Cost of sales		105,722	122,110	16,388	15.5%
Gross profit		19,049	20,119	1,069	5.6%
Selling general and administrative expenses		12,953	12,936	(16)	(0.1%)
Operating profit		6,096	7,182	1,086	17.8%
	% of Net Sales	4.9%	5.1%	–	–
Ordinary profit		6,220	7,257	1,037	16.7%
	% of Net Sales	5.0%	5.1%	–	–
Profit Attributable to Owners of Parent		1,211	3,547	2,335	192.7%
	% of Net Sales	1.0%	2.5%	–	–

Consolidated Balance Sheets

(unit: Millions yen)	FY3/2025 ended Mar. 31, 2025	2Q FY3/2026 ended Sep. 30, 2025	Variance
Current assets	60,348	56,788	(3,559)
Cash and deposits	26,727	18,303	(8,424)
Non-current assets	99,321	95,581	(3,739)
Property, plant and equipment	18,141	17,801	(339)
Intangible assets	70,338	67,161	(3,177)
Investments and other assets	10,841	10,618	(222)
Total assets	159,669	152,369	(7,299)
Current liabilities	74,202	76,100	+1,898
Non-current liabilities	23,328	19,968	(3,359)
Total liabilities	97,531	96,069	(1,461)
Interest-bearing debt	41,285	37,562	(3,723)
Net assets	62,138	56,299	(5,838)
Shareholders' equity	57,123	54,362	(2,760)
Total liabilities and net assets	159,669	152,369	(7,299)

(unit: Millions yen)

Current assets	**(3,559)**
Notes and accounts receivable - trade, and contract assets	+4,800
Cash and deposits	(8,424)
Other	(1,756)
Non-current assets	**(3,739)**
Goodwill	(2,102)
Business right	(1,629)
Current liabilities	**+1,898**
Accounts payable – trade	+3,701
Refund liability	(1,326)
Non-current liabilities	**(3,359)**
Long-term borrowings	(3,868)
Net assets	**(5,838)**
Retained earnings	+2,898
Capital surplus	(5,569)
Non-controlling interests	(3,077)

Cash Flow Statement

(unit: Millions yen)	2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025
Cash flows from operating activities	477	6,186
Cash flows from investing activities	265	(1,017)
Free cash flow	742	5, 168
Cash flows from financing activities	(6,196)	(13,683)
Dividends paid	(565)	(640)
Net increase (decrease) in cash and cash equivalents	(5,453)	(8,515)
Cash and cash equivalents at beginning of period	26,944	26,378
Cash and cash equivalents at end of period	21,490	17,863

(unit: Millions yen)

Cash flows from operating activities	**+5,708**
Profit before income taxes	+2,139
Decrease (increase) in trade receivables	(2,773)
Increase (decrease) in trade payables	+6,059
Cash flows from investing activities	**(1,282)**
Purchase of property, plant and equipment	+441
Purchase of intangible assets	(175)
Cash flows from financing activities	**(7,487)**
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(7,225)
Repayments of long-term borrowings	+276
Dividends paid to non-controlling interests	(1,217)

Segment Overview

(unit: Millions yen)		2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	YoY Variance(%)
Pharmacy Business	Pharmacy Business Net sales	84,080	86,734	3.2%
	Segment profit	4,232	4,052	(4.3%)
	% of Net Sales	5.0%	4.7%	
BPO Contracting Business	BPO Contracting Businesses Net Sales	6,755	7,053	4.4%
	Segment profit	928	1,002	8.0%
	% of Net Sales	13.7%	14.2%	
Pharmaceutical Manufacturing Business	Pharmaceutical Manufacturing Business Net Sales	33,936	48,443	42.7%
	Segment profit	2,742	4,042	47.4%
	% of Net Sales	8.1%	8.3%	

Pharmacy Business

Segment Information

Increase in sales but decrease in profit

The technical fee unit price increased due to progress in acquiring the Medical DX Premium and the rising proportion of generic drug usage.

(Millions of yen)	2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	Variance(%)
Net sales	84,080	86,734	3.2%
Expenses	79,911	82,758	3.6%
Segment profit	4,232	4,052	(4.3%)

Main factors for change

2Q FY3/2025:
- NHI drug price revision (April)
- Revisions of medical fee was made in June. (previously April)
  ① [Revised] Basic Dispensing Fee
  ② [Newly established] Medical DX Premium
- Patient-elective care scheme for long-listed products has started. (October)
  - Promotion of use of generic drug

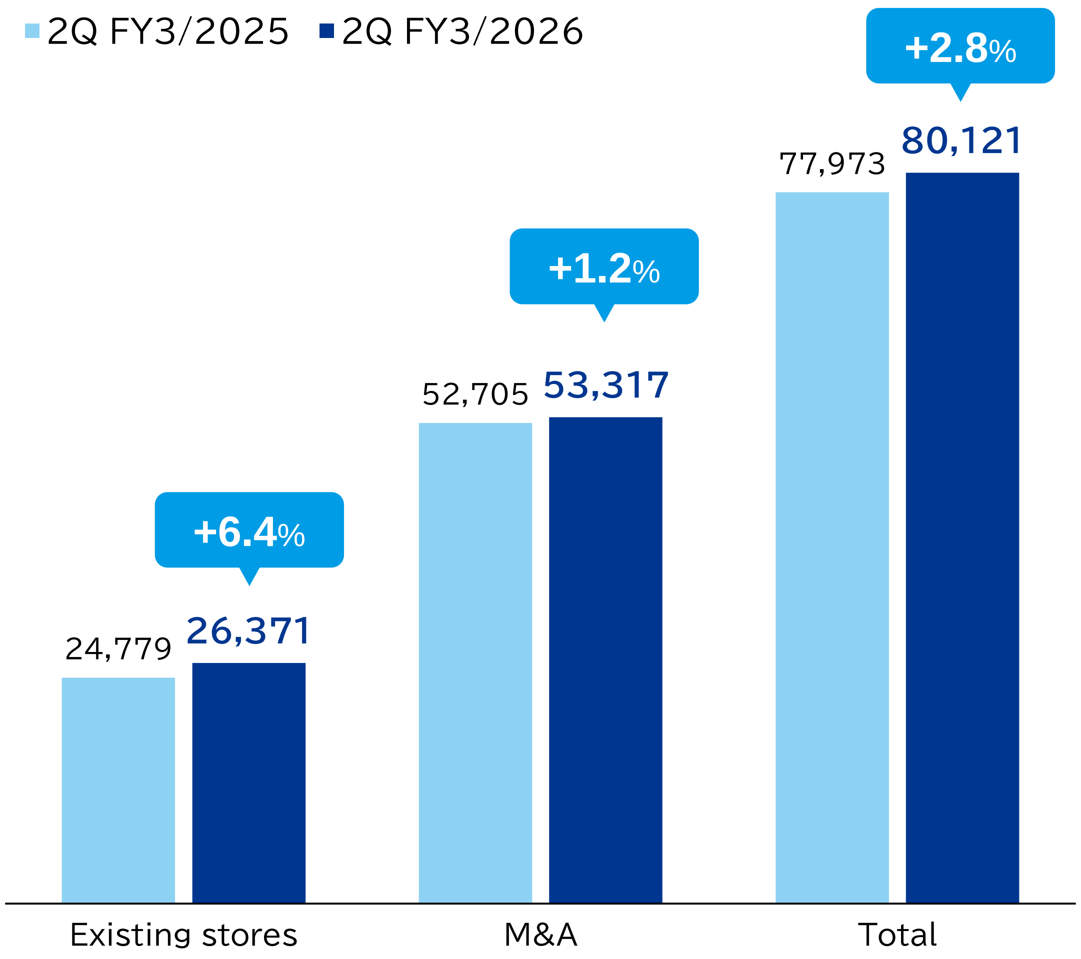
2Q FY3/2026:
- NHI drug price revision (April)

Pharmacy Business

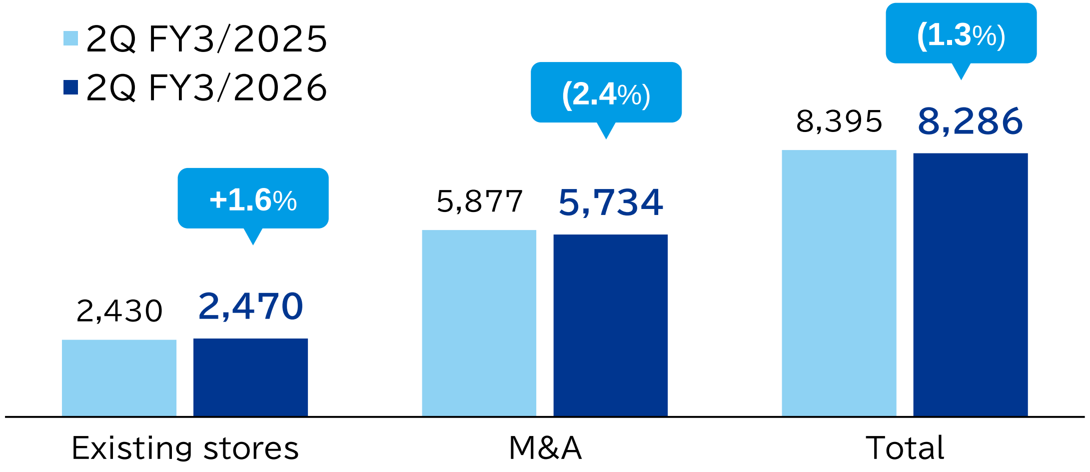
Net Sales Breakdown

Net Sales of receiving prescriptions(millions yen)

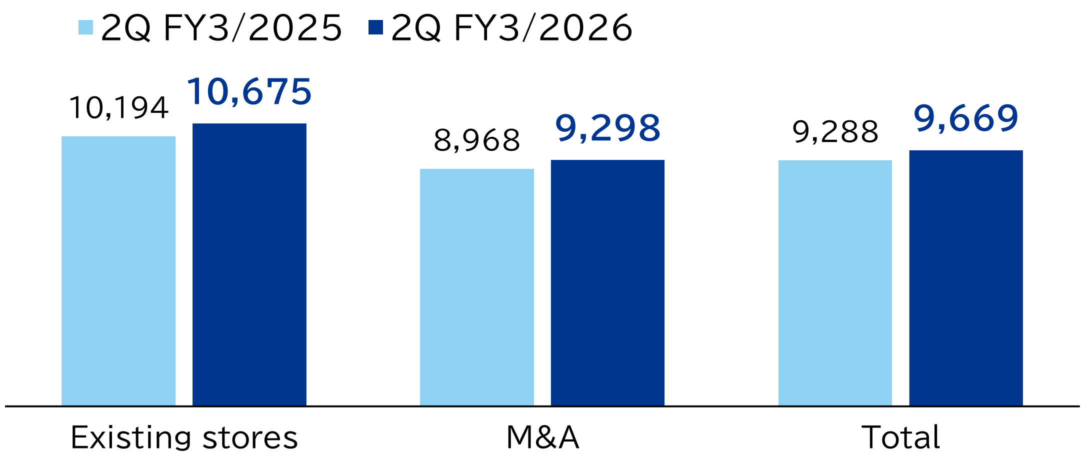
Sales of receiving prescriptions＝Number of receiving prescriptions × Average price of prescription



Number of receiving prescriptions(thousand unit)



Average price of prescription(yen)

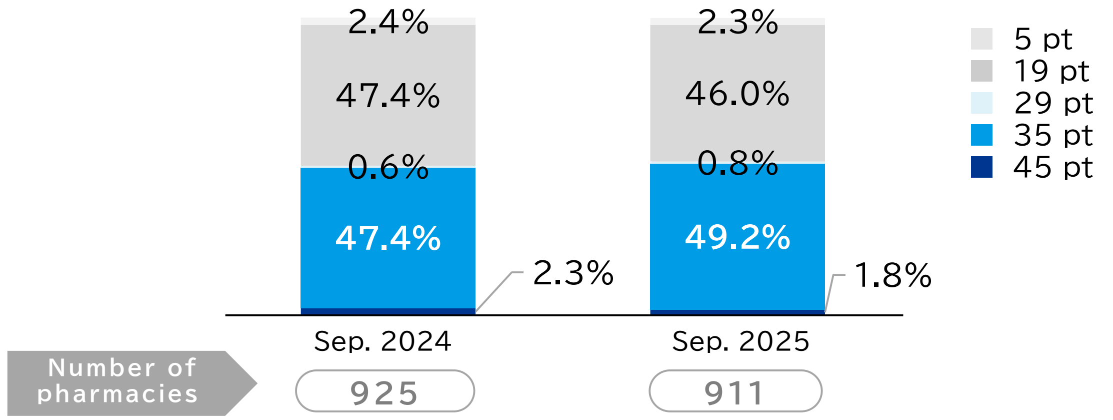


* Excluding new stores

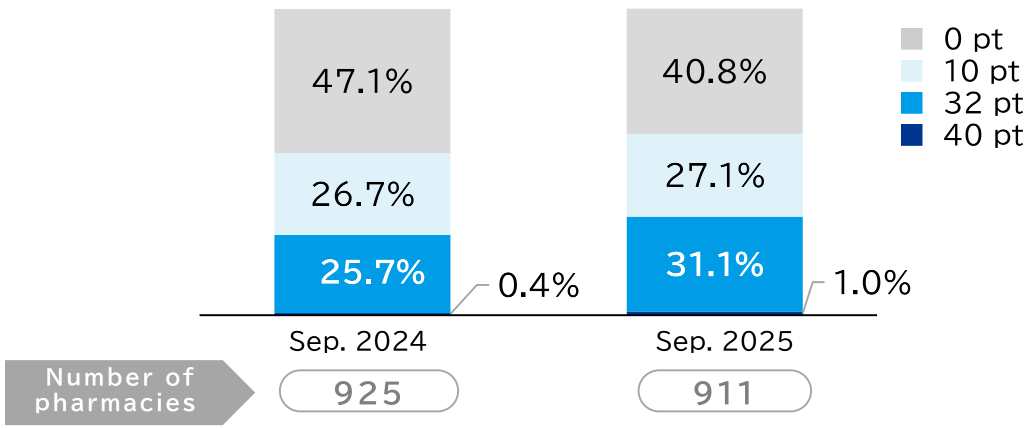
Details of Technical Fees(transition)

Consolidated base

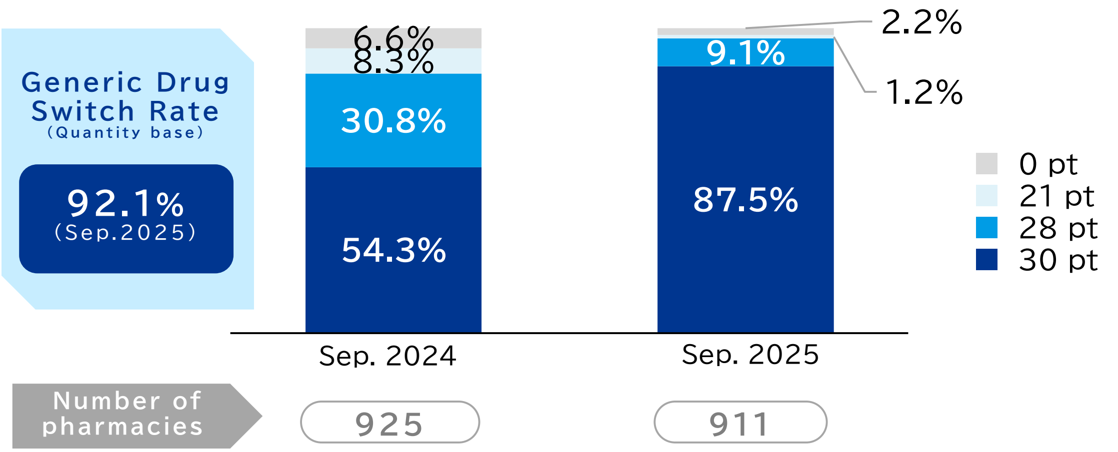
Basic Dispensing Fee (percentage of store type)



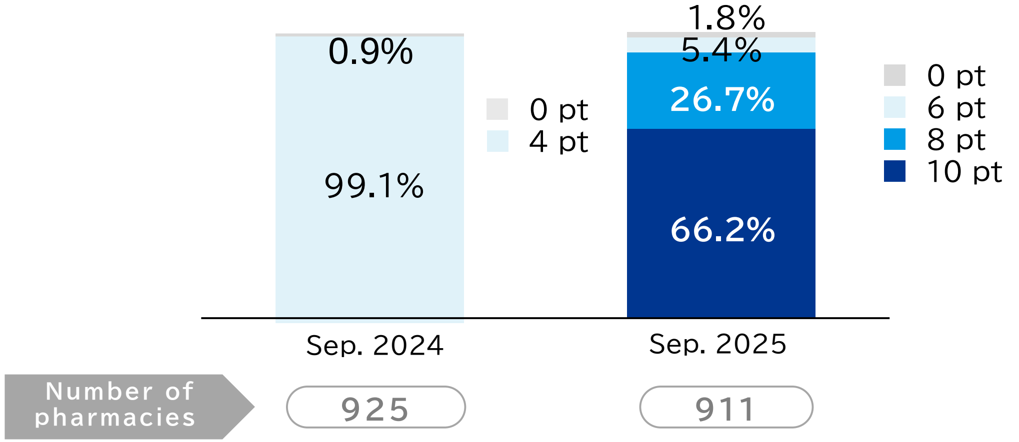
Community Support System Premium (percentage of store type)



Generic Drug Dispensing System Premium (percentage of store type)



Medical DX Premium (percentage of store type)



BPO Contracting Business

Segment Information

Higher sales and profit

The number of contract MRs increased due to growing demand for MR dispatches.

(Millions of yen)	2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	Variance(%)
Net sales	6,755	7,053	4.4%
Expenses	6,448	6,695	3.8%
Segment profit	928	1,002	8.0%

Pharmaceutical Manufacturing Business

Segment Information

Higher sales and profit

3 ingredients 7 AG products launched in the previous fiscal year made a significant contribution.

(Millions of yen)	2Q FY3/2025 ended Sep. 30, 2024	2Q FY3/2026 ended Sep. 30, 2025	Variance(%)
Net sales	33,936	48,443	42.7%
Expenses	31,194	44,400	42.3%
Segment profit	2,742	4,042	47.4%

Main factors for change

2Q FY3/2025:

- NHI drug price revision (April)
- In April 2024, the Company increased its shareholding in DAIICHI SANKYO ESPHA Co., Ltd. From 30% to 51%.
- Number of new products launched: 4 ingredients (GE:1、launched in Jun. 2024 AG:3、launched in Dec. 2024)

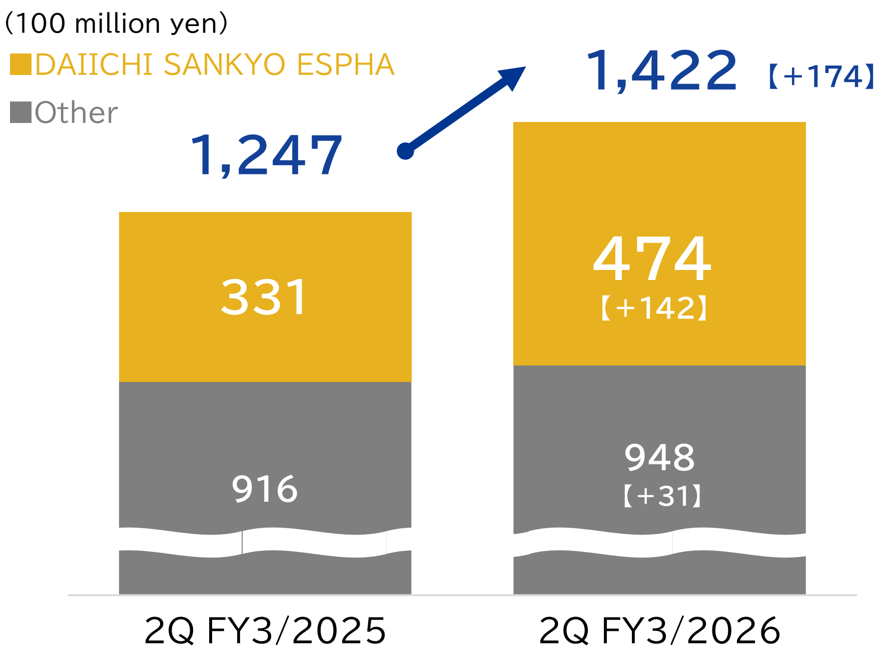
2Q FY3/2026:

- NHI drug price revision (April)
- In April 2025, the Company increased its shareholding in DAIICHI SANKYO ESPHA Co., Ltd. from 51% to 80%.

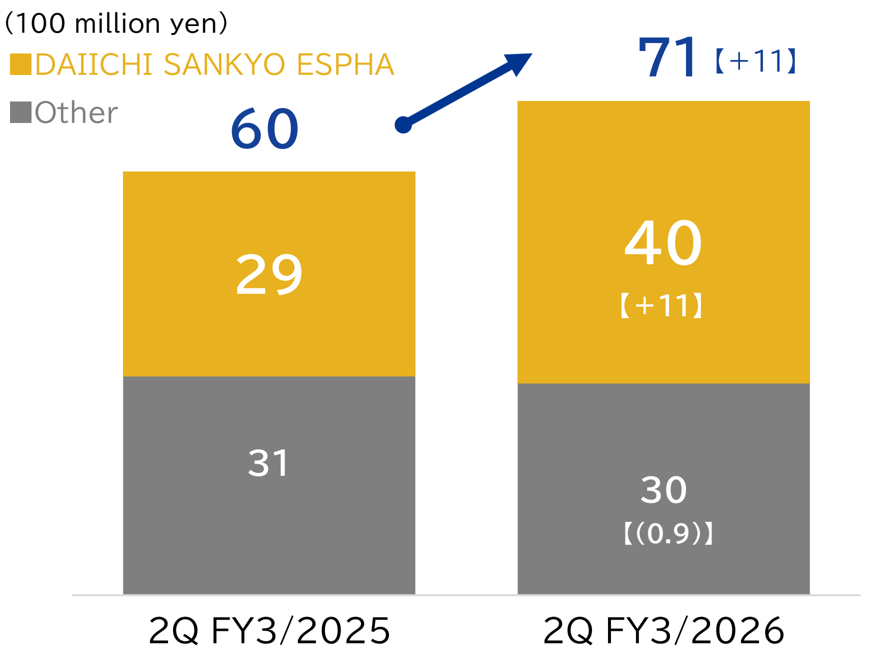
Impact of DAIICHI SANKYO ESPHA's Performance on Consolidated Results

Strong performance of DAIICHI SANKYO ESPHA CO., LTD. contributed to the Group's growth

Consolidated Net Sales Trend



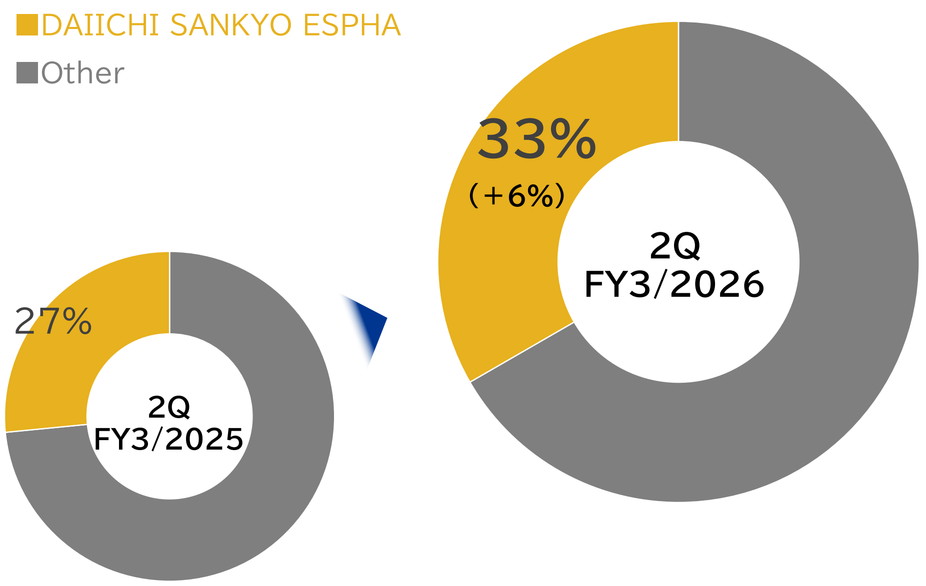
Consolidated Operating Profit Trend



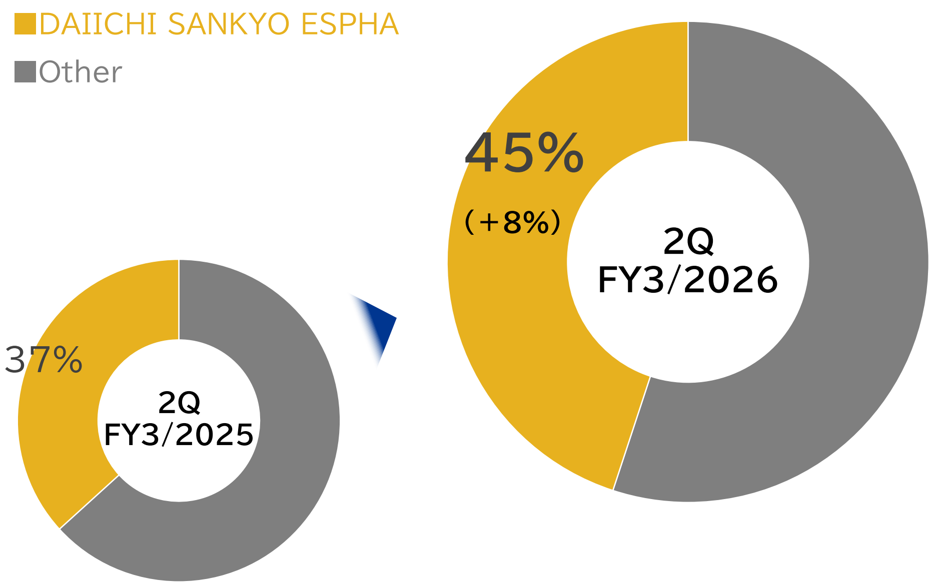
Impact of DAIICHI SANKYO ESPHA's Performance on Consolidated Results

DAIICHI SANKYO ESPHA CO., LTD. supports 33% of consolidated sales and 45% of consolidated operating income

Consolidated Net Sales Breakdown



Consolidated Operating Profit Breakdown



*Simple sum of Each Business, excluding Adjustment

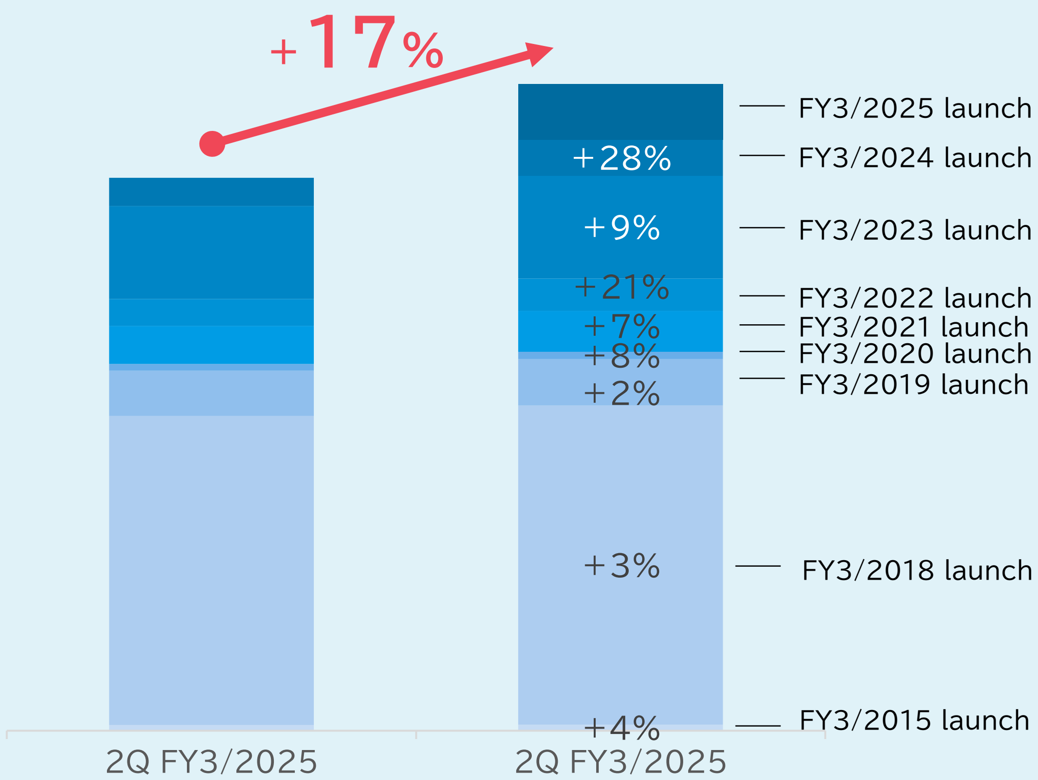
Growth in existing AG

Shipment Volume* of existing AG products grew steadily

up 17% year on year

Shipment Volume* Trends of Existing AG Products

* Volume of pharmaceuticals shipped to medical institutions (hospitals and pharmacies)



Year of launch	Generic name	Main purpose
FY3/2015	Levofloxacin	Antibacterial agent
FY3/2018	Telmisartan Telmisartan/Amlodipine Telmisartan/Hydrochlorothiazide Olmesartan Rosuvastatin	Hypertension treatment Hypertension treatment Hypertension treatment Hypertension treatment Hypercholesterolemia treatment
FY3/2019	Levofloxacin(Injection) Silodosin Gefitinib	Antibacterial agent Urinary disorder Anti-cancer agents
FY3/2020	Bicalutamide Anastrozole Tamoxifen	Anti-cancer agents Anti-cancer agents Anti-cancer agents
FY3/2021	Memantine Hydrochloride Ezetimibe	Dementia Hypercholesterolemia treatment
FY3/2022	Bortezomib Carvedilol Pilsicainide hydrochloride hydrate	Anti-cancer agents Chronic heart failure treatment Arrhythmia
FY3/2023	Azocemide Febuxostat	Diuretic Hyperuricemia treatment
FY3/2024	Bisoprolol fumarate	Hypertension treatment
FY3/2025	Rivaroxaban Loxoprofen Sodium Tape Hydroxychloroquine Sulfate	Selective direct effect Factor Xa inhibitor (Oral Anticoagulants) Transdermal analgesia Anti-Inflammatory agent Immune adjusters

Status of New Authorized Generic (AG) Products Launched in FY3/2025

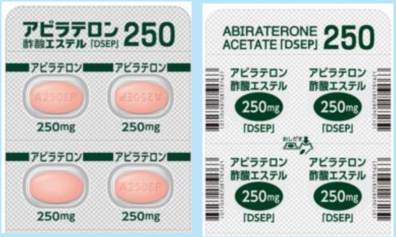
Sales of New Products(AG) in the Previous Fiscal Year

■Top row figures Net sales shipped to medical institutions (millions of yen) ■Bottom row figures Number of medical institutions that adopted products	FY3/2025 (December to March) ①	2Q FY3/2026 ended Sep. 30, 2025 ②	FY3/2026 ended Mar. 31, 2026 (Forecast) ③	Increase in the previous fiscal year (③−①)
Rivaroxaban	6,024 (16,767)	9,640 (36,494)	20,700	+14,676
Loxoprofen Sodium Tape	1,279 (10,340)	2,562 (14,750)	5,200	+3,921
Hydroxychloroquine Sulfate	247 (1,981)	481 (5,971)	1,200	+953

● The products (AG) launched in December 2024 were steadily adopted by medical institutions, contributing to full-year performance.

New Products

One ingredient, one AG product scheduled for release in December 2025



Brand name	Product name	Effect
Zytiga® 250mg	Abiraterone acetate 250mg「DSEP」	Prostate cancer treatment (CYP17 inhibitor)

We are currently working towards launching more new products within this fiscal year.

Further growth of Pharmaceutical Manufacturing Business

We aim to maximize synergies to achieve pipeline expansion and value chain optimization.

A major growth driver for Qol Group

Fujinaga pharm Co., Ltd. × DAIICHI SANKYO ESPHA CO., LTD.

Overview and Strengths of Qol Group

Comprehensive Healthcare Company

Pharmacist
Over 4,000
people

Pharmacy Business

BPO Contracting Business

Pharmaceutical Manufacturing Business

MR
Over 800
people

Providing seamless medical care through Group-wide collaboration

R&D


Manu－facture


Sales


Medical institutions
Dispensing pharmacies


Patients


Build up comprehensive strengths
by concentrating on and specializing in medical care

Group initiatives

Pharmacy Business

- Stable sales
- Scale expansion
- Quality improvement

BPO Contracting Business

- Focus on profitability
- Scale expansion
- M&A

Pharmaceutical Manufacturing Business

- Focus on sales growth and profitability
- Expand AG
- Expand sales capabilities

Maximize corporate value

Stable sales from Pharmacy Business.

Profits from Pharmaceutical Manufacturing and BPO.

Flexibly responding to increasingly diverse medical needs leveraging the expertise and educational capabilities of employees

External environment

Demonstrating expertise will become increasingly important.

- As the review of social security expenditures progresses, it is becoming increasingly important to address medical needs that contribute to improving the health and quality of life of the public.
- Opportunities are increasing for our staff to make independent judgments and provide explanations directly to patients.
- It is becoming increasingly important for each staff member to demonstrate their expertise and respond appropriately.

Strengthening the education system

Aiming to cultivate a culture where all staff, including pharmacists, continue to learn, we established our educational philosophy, which we published in our Qol Group Lifelong Education Declaration, and we are promoting the development of our learning environment.

Outline of Medium-term Management Plan

Review of the Past Five Years (FY3/2021-FY3/2025)

Review

	Consolidated Net sales	Consolidated Operating Profit	Consolidated Net Income
FY3/2021	161.8 billion yen	7.3 billion yen	3.3 billion yen
FY3/2025	263.9 billion yen	13.4 billion yen	5.1 billion yen
	(+102.1 billion yen +63.1%)	(+6.1 billion yen +82.8%)	(+1.7 billion yen +53.4%)

Topics

Pharmacy

- Exceeded 900 stores
- In sales, a CAGR of +2%* was achieved despite the revision of drug prices and technical fees

BPO

- 26%* increase in the scale of sales over five years
  Achieved double-digit growth across all the companies
- APO PLUS CAREER spun off as an independent company
  Net sales grew 1.5 times

Pharmaceutical Manufacturing

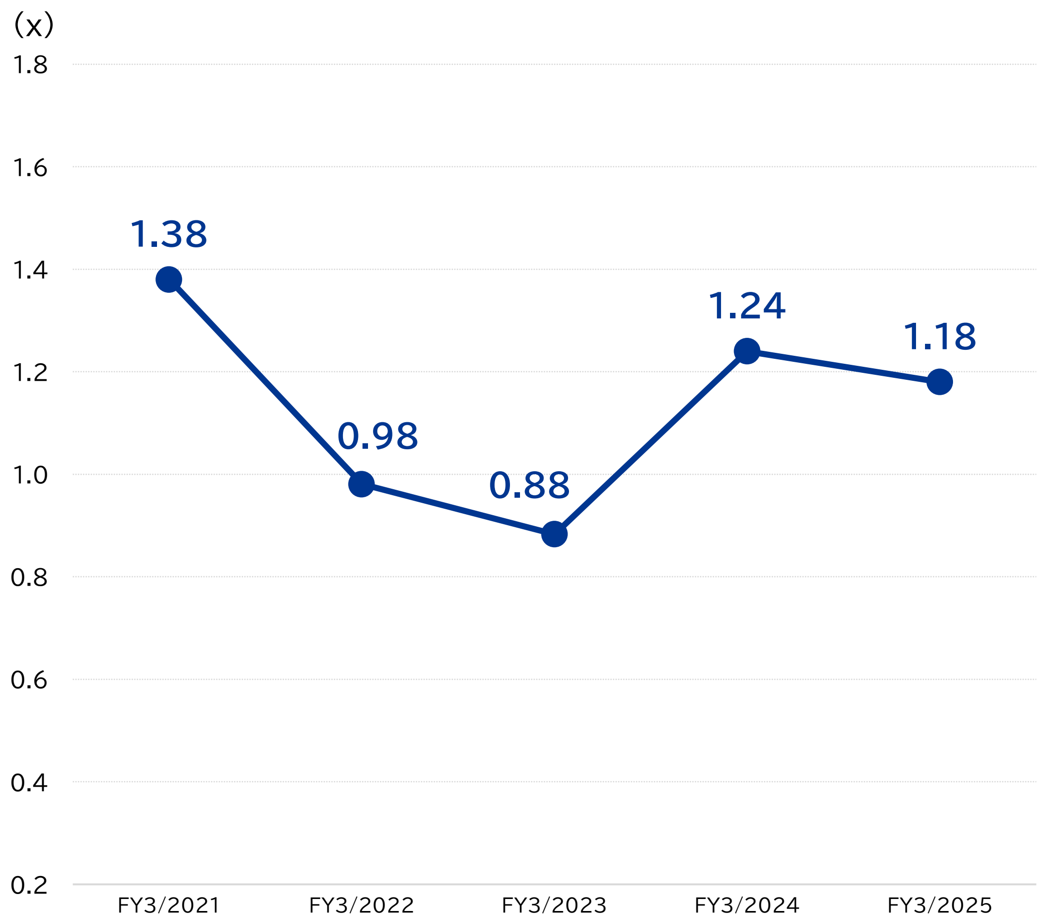
- Entry into the Pharmaceutical Manufacturing Business (Acquisition of Fujinaga Pharmaceutical)
- Expansion of the pharmaceutical manufacturing business through the M&A of Daiichi Sankyo Espha

※Simple sum of segments

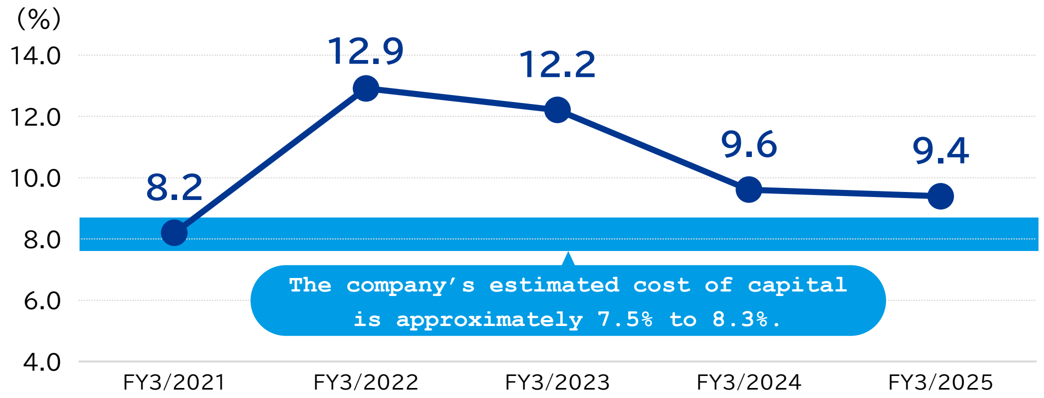
5 years of results

The company's PBR exceeds 1.0, and its ROE continues to surpass the cost of capital.

PBR



ROE



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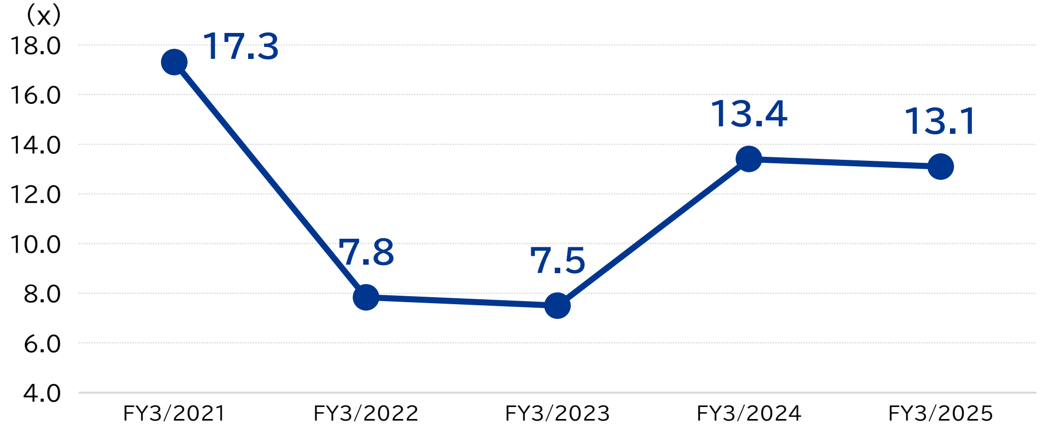


Critical Environmental Recognition for the Medium-Term Management Plan

The surrounding environment is becoming increasingly uncertain.

- Geopolitical risks
- Rapid response to environmental and social issues
- Accelerating advancement of digital technology
- Risks related to climate change and infectious diseases
- Restructuring and going on the offensive with drug stores
- Major restructuring of the pharmacy market
- Downward revision of medical fees
- Uncertainty in pharmaceuticals supply

⋮

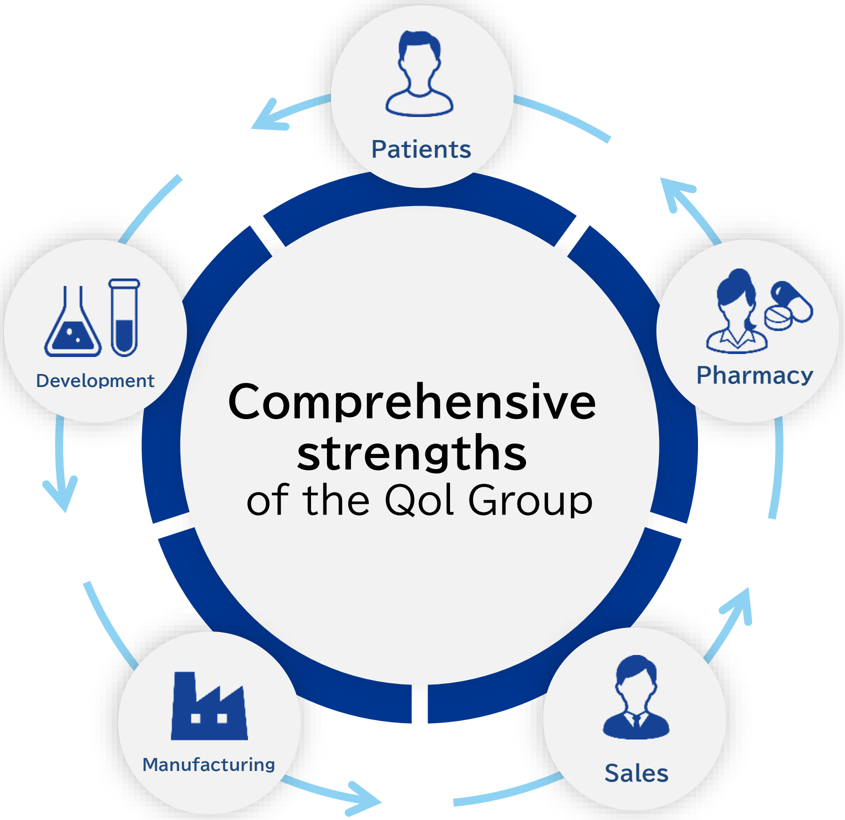
To remain competitive moving forward

To continuously refine and leverage the Qol Way

Becoming a company which continues to grow even in an environment that changes unpredictably

Comprehensive Strengths of the Qol Group

The Qol Way = The unwavering values of the Qol Group



Aiming to be a company that grows sustainably together with society by leveraging the unique comprehensive strengths of the Qol Group to resolve health and medical social issues while pursuing economic value.

Solving social issues

As a medical institution, we are consistently dedicated to continuously learning, above all, for our patients, and to continuing to offer high-quality medical care services utilizing the full strength of the Group.

Pursuit of economic value

For medical care, continuity and expansion (i.e., supporting a greater number of patients) are also vital.
We will refine the Group's comprehensive strengths and achieve sustained growth by increasing our growth potential and profitability.

Qol Group's Commitment to Medical Care

First stage of growth
(from our founding to growth of our pharmacies)

Second stage of growth
(the acceleration of the growth of the pharmacies and our expansion into new medical fields)

Third stage of growth

Qol's origin is in medical care. We have developed within the medical field to date, supported by patients and many other stakeholders.

We believe that the Qol Way is best demonstrated in the context of medical care and specifically for the benefit of patients. As a comprehensive healthcare company, Qol will continue to move forward for the sake of medical care and, above all, for our patients.

Medium-Term Management Plan
2030

Consolidated Net Sales
263.9 billion yen
Consolidated Operating Profit
13.4 billion yen

Net sales
76.7 billion yen
Operating profit
2.8 billion yen

First store opened

1993

Pharmacy 100 stores

2002

Pharmacy 200 stores

2007 2008 2009

2012 2013

Pharmacy 500 stores

2018 2019 2020

Pharmacy 900 stores

2023 2024

2030

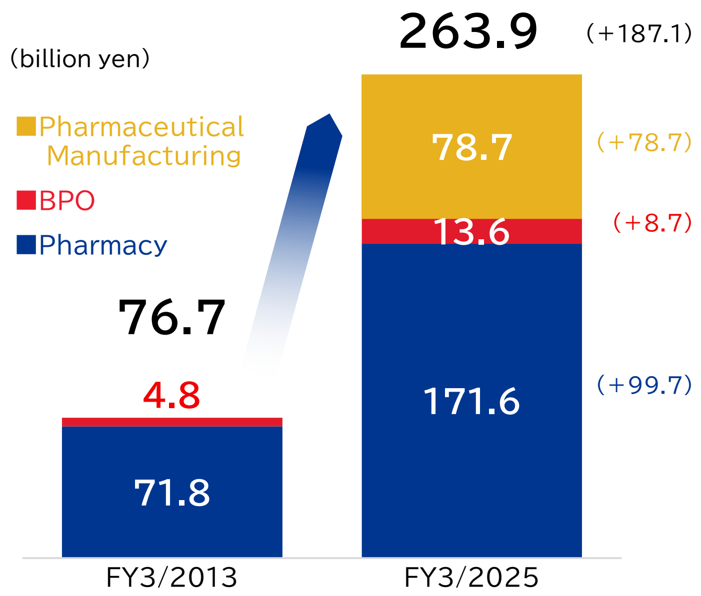
A trajectory of sustainable growth

Achieving high growth and profitability through proactive investments.
Aiming for sustainable growth through a virtuous cycle of reinvesting the cash generated.

Growth potential

Achieving significant growth through aggressive investment

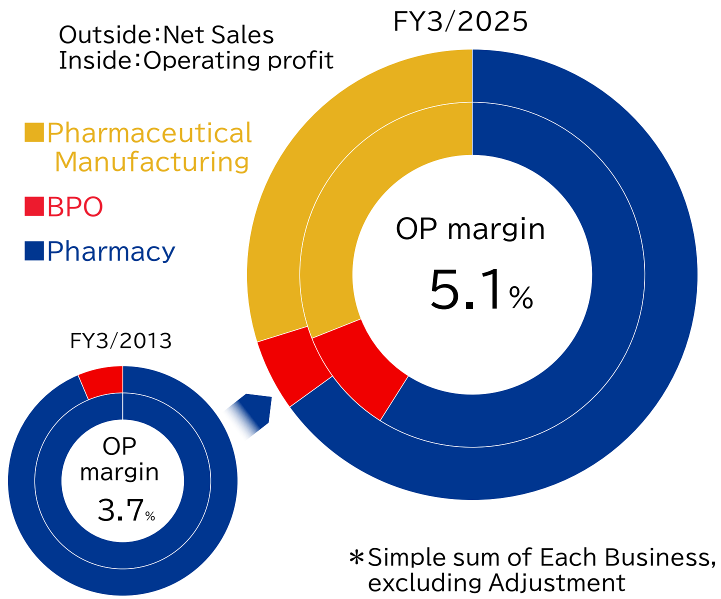
Sales trends



Profitability

BPO and Pharmaceutical Manufacturing Business have created a highly profitable portfolio

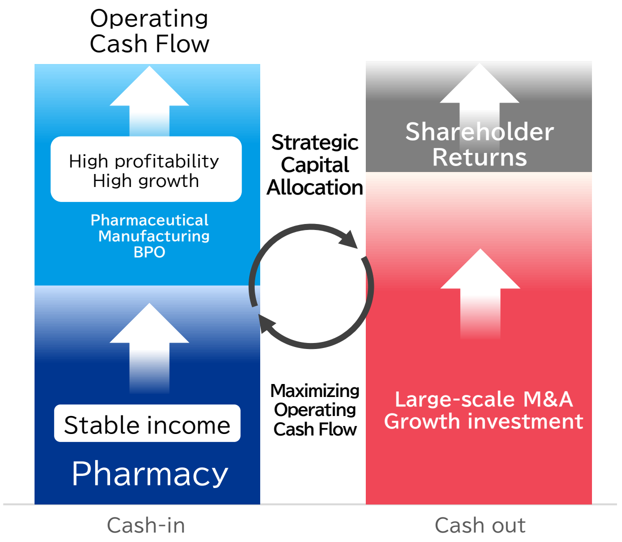
Composition by segment



＊Simple sum of Each Business, excluding Adjustment

Profit cycle

Increasing Cash Inflows to Drive Further Growth Investment



Our Vision for 2030

Qol's true value, continuously refined and demonstrated

Deliver Peace of Mind in Healthcare to Everyone.

Everyone — Addressing QOL and contributing to the local community

Peace of mind regarding medical issues — To be proud of being a healthcare provider

Presence that enables — A posture of being a medical and health support provider beyond the scope of a pharmacy

Medium-Term Management Plan 2030 Vision

Linking the Qol Vision to the themes in the Medium-Term Management Plan to further realize the Value We Pursue in our vision

Qol Vision	Medium-Term Management Plan 2030 Vision
Provide new medical care	**Delivering the Future of Medical Care Swiftly to Our Patients.** As a direct presence in medical care, we operate close to our patients, supporting their lives and well-being and creating new value. By flexibly incorporating changing systems and technologies, we will remain a presence that supports the health and peace of mind of society as a whole.
Become the pharmacy of choice	**To Be the Most Trusted Partner Supporting People's Health in Their Everyday Lives** We provide life-enhancing convenience and expertise through various medical care and wellness services. We contribute to the realization of prosperous lives as a part of the health infrastructure of local communities.
Progress through organic growth	**Toward a Future Where People and the Company Shine Together** Each employee, taking pride in their being a medical care provider and continuously learning, will drive the growth of both the company and society. We will build a sustainable future through education and professional development.

Numerical targets for 2030

Consolidated Net sales	Consolidated Operating profit	ROE
500 billion yen	35 billion yen	15 %
(CAGR 11%) (Compared to FY3/2025 +89%)	(Operating profit margin 7%) (Compared to FY3/2025 +160%)	(Results for FY3/2025 9.4%)

Growth scenario

Achieving business growth through two wheels

Development of existing businesses and Large scale investment

Growth scenario for existing businesses

Pharmacy	・Store network expansion through new openings and small-scale M&A (over 1,000 stores) ・Sales CAGR +2% ・Business process transformation(Remote prescription data entry support、Utilization of remote medication guidance support)
BPO	・Continuing business expansion to 1.5 times FY3/2025 level ・Expand CMR to 1,000 in the CSO business
Pharmaceutical Manufacturing	・Continuous launch of new AG products(DSEP) ・Regular launch of new products under development (Fujinaga)
synergy	・Create synergies through cross-segment projects to drive new business development and productivity improvement.

(Billion yen)

Net sales 280

Operating profit 15.5

FY3/2026 Plan

Growth of existing businesses

Net sales +42

Operating profit +6.6

(Billion yen)

Large scale investment

(Large-scale M&A Product introduction)

Net sales +178 billion yen

Operating profit +13 billion yen

Net sales 500billion yen

Operating profit 35 billion yen

FY3/2031 Targets

Basic Policies

Deepening

Pursue the growth
Strategy of each business
in greater depth

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Evolution

Maximize synergies among segments
Develop strengths of
wide-ranging contact points
into new growth drivers

Growth Scenario: Pharmacy Business (1)

Pharmacy Business

Deepening

[Expertise]
Provide higher quality medical care

- Expansion of health-supporting features
  (health counseling, self-medication, disease prevention)
- Promotion of certified pharmacies
- Expansion of homecare business

[Convenience]
Provide care to more patients

- Creating Qol Group Fans
  (QOL Okusuribin (medicine deliveries) / Online Pharmacies, Dokodemo Pharmacy / Six Primary Pharmacies Movement / BtoB coordination / strengthening of store openings)
- Strengthening collaboration with partner companies

[Profitability]
Sustainably provide care

- Improvement of productivity at stores
  - DX (electronic drug history cloud computing: Investment in cloud maximization, mechanization, and automation)
  - Business process transformation(Remote prescription data entry support、Utilization of remote medication guidance support)

Growth Scenario: Pharmacy Business (2)

Pharmacy Business

Evolution

Consolidation and division of functions among pharmacies

Offer consolidated Functions as services
(New businesses, profits)
BPO

- Creating an environment that allows focus on interpersonal work
  - Consolidation/productivity improvement of object operations
    (Review of flow for Dispensing Pharmacy Business, homecare operations, various administrative tasks, etc.)
  - Focus on/maximize core operations such as interpersonal work

- Contribution to local healthcare as a platformer
  - Consolidation of in-house functions into a service for community pharmacies
    →Expand sales together with APO PLUS CAREER with whom we have connections
  - Strengthening of functions and services through mergers and acquisitions as needed

Growth Scenario: BPO Business (1)

BPO Business

Deepening

CSO Business
CRO Business

- **CSO: Strengthening competitiveness**
  - Expansion of sales in growth areas
  - Business alliances with employment agencies
- **CRO: Differentiation strategy**
  - Advanced technology acquisition (M&A/business partnerships)
  - New development in the food sector

Publishing Business

- **Transformation into highly profitable structure**
  - Revival of profit base business
  - Further expansion of growth businesses (convention/compliance business)
  - Promotion of intra-group collaboration (event planning and operation/material production/sales collaboration)

Professional Referral Dispatch Business

- **Fostering sustainable growth capabilities**
  - Seed discovery through spot deployment of pharmacists
  - Gathering of more active customers and potential customers

Growth Scenario: BPO Business (2)

BPO Business

Evolution

Integrated sales activities for customers

BPO

- Coordinate and share sales activities with customers
  (Sales Efficiency)
  - Group-wide selection of key customers
- Sales policy development for each customer
  (Sales Enhancement)

Strengthening and expansion of community medical support

Pharmacy

- Utilize consolidated information to provide support to medical institutions
  - Jointly market pharmacy business consolidated functions as services
  - Strengthening relationships with existing customers while expanding services
  - Also develop new customers and connect them to existing services

Developing business by leveraging relationships with local medical services

Pharmacy
Pharmaceutical Manufacturing

- Developing business for pharmaceutical manufacturing by leveraging relationships with our own pharmacies and local healthcare
  - Providing information on the needs of medical institutions for pharmaceutical companies
  - Development of services for pharmaceutical manufacturing (marketing support, advertising, etc.)

Growth Scenario: Pharmaceutical Manufacturing Business (1)

Pharmaceutical Manufacturing Business

Deepening

Existing areas

- Strengthening of AG lineup
- Strengthening of own initiative GE
  (added value + high difficulty)
- In-vitro diagnostic kits
- Improving the productivity of manufacturing lines

New areas

- Repositioning, orphan drugs, new dosage forms
- Medical devices, medical care DTx (app), product development from the perspective of homecare patients
- Strengthening of development structure
  (strengthening of organizations, in-group coordination)

Growth Scenario: Pharmaceutical Manufacturing Business (2)

Pharmaceutical Manufacturing Business

Evolution

Value chain optimization/ Strengthening

BPO | Pharmaceutical Manufacturing

- Optimizing while coordinating and cooperating within the Group on R&D, production, distribution, sales, etc.
  - R&D: Conceptualization and realization of joint development systems
  - Production: Optimization of manufacturing efficiency, internalization of production within the Group
  - Distribution and Sales: Further strengthening relationships with stakeholders ((1) medical professionals, (2) wholesalers)

Developing and providing Information from the perspective of patients

Pharmacy | BPO

- Understanding the needs of patients and medical professionals through the pharmacy business, and strengthening drug development and information provision activities
  - Pharmaceutical development

    Additional adaptations in line with needs, changes in dosage forms, innovations in packaging, and tableting, etc.
  - Strengthening information provision activities arranging information according to the needs of patients and healthcare professionals

What We Believe In

Sharpening Our Three Arrows to “Deliver Peace of Mind in Healthcare to Everyone.”

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