

Delivering Life-changing Value as a GSP

Our Philosophy

The Kyowa Kirin Group companies strive to contribute to the health and well-being of people around the world by creating new value through the pursuit of advances in life sciences and technologies.



Commitment to Life



Integrity



Innovation



Teamwork/Wa

FY2021-2025 Medium Term Business Plan

To be in 2025

- Maximize the value of global products
- Establish framework to ensure stable global supplies
- Build a drug pipeline to drive growth beyond 2025
- Launch services that go beyond pharmaceuticals
- Foster a corporate culture suited to global business development

Our New Vision toward 2030

Kyowa Kirin will realize the successful creation and delivery of life-changing value that ultimately makes people smile, as a Japan-based Global Specialty Pharmaceutical company built on the diverse team of experts with shared passion for innovation.

We will meet the needs of patients and society by providing value across the entire patient care pathway, delivering cutting-edge science and technology, grounded in our in-depth pharmaceutical knowledge and expertise.

We pursue world-class product quality and operational excellence to grow our business in ways which build long-term trust with our stakeholders.

We are focused on developing medicines for diseases where there is a clear patient need for new options. We make full use of multiple therapeutic modalities, including biotechnology such as antibody technology, and beyond, building on our Kyowa Kirin established strengths.

Strategy to Realize our New Vision

Financial Indexes

ROE **10%** or higher Revenue growth ratio CAGR **10%** or higher

R&D expense ratio Targeting **18~20%** to support **active investment**

Core operating profit ratio **25%** or higher by 2025 Dividend payout ratio Targeting continued increase with **40%** payout ratio (Based on core EPS)

Address patient-centric healthcare needs

- Patient advocacy
- Provide value that goes beyond pharmaceuticals

Strategy

Provide pharmaceuticals for unmet medical needs

- Maximize the value of G3B
- Continue to create groundbreaking new drugs

Retain the trust of society

- Ensure stable supplies of high-quality pharmaceuticals
- Help to protect the global environment

Reinforce human resources and structures that support the creation of Life-changing value

- Cultivate human resources
- Strengthen organizations
- Build digital platforms