

## Business/Strategy

## Overview of Medium-Term Management Plan 16–20

# Open Up the Future

The operating environment in the pharmaceutical industry is undergoing dramatic change. In this setting, we must steer our own course and implement reforms to become a “company that works with a sense of speed and is the first to deliver differentiated value.”

## Four strategic priorities to Open Up the Future

Strategic priority	<b>1. Maximizing Pipeline Value</b> Creating differentiated value as rapidly as possible	Implementing R&D process reforms	+	Expanding medical and drug discovery technologies
Strategic priority	<b>2. Strengthening IKUYAKU and Marketing</b> Delivering differentiated value to patients	Maximizing product value	+	Strengthening sales promotions
Strategic priority	<b>3. Accelerating U.S. Business Development</b> Build foundation for sustained growth	Establishing operational foundation	+	Building product lineup
Strategic priority	<b>4. Reforming Operational Productivity</b> Realizing a corporate culture with a sense of speed and profit structure	Cost reductions	+	Workforce utilization

## Three growth drivers

	Features/Appeal	Goal/Strategy
MT-1186 Radicava oral suspension	<ul style="list-style-type: none"> <li>Development of suspension agent that is easy for ALS patients to take</li> <li>Eliminates extended treatment time resulting from intravenous infusion administration</li> <li>Eliminates limits on number of administration sites</li> </ul>	Development plan under discussion with U.S. FDA with expected launch in fiscal 2021. Along with existing IV infusion preparations, our aim is for sales of ¥70–100 billion at peak.
MT-2271 Seasonal influenza Plant-based VLP <sup>*</sup> vaccine	<ul style="list-style-type: none"> <li>Shorter time for manufacture</li> <li>Matches circulating strains (no egg adaptation)</li> </ul>	Goal is fiscal 2021 launch. Anticipating market growth based on increasing demand for non-egg-based vaccines, with peak sales target of ¥40–60 billion.
ND0612	<ul style="list-style-type: none"> <li>Continuous subcutaneous injection stabilizes levodopa concentration in blood and improves time of onset of motor complications in Parkinson's disease patients</li> </ul>	Aiming for fiscal 2022 launch. The product combines device and pharmaceutical with high barriers to entry for other companies, and we expect market value to be maintained. Aiming for sales of ¥50–80 billion at peak.

\* Acronym for “virus-like particle.” It is expected that a safe vaccine that is theoretically free of infection can be produced by leveraging the properties of VLP.