



Mitsubishi Tanabe Pharma

Mitsubishi Tanabe Pharma Corporation

Medium-Term Management Plan 21-25

March 3, 2021

Hiroaki Ueno

President & Representative Director

1 Formulation of MISSION & VISION 30

- In preparation for the Medium-Term Management Plan 21 -25
- MISSION
- VISION 30

2 Introduction of Medium-Term Management Plan 21-25

- Outline of Growth Strategy for 2030
 - ✓ Precision Medicine and Around the Pill Solutions
- Medium-Term Management Plan 21–25 Basic Strategies
 - ✓ Achievement & challenge in medium-term management plan 16–20 four strategic priorities
 - ✓ Research & Development, Business Development, Management Base
 - ✓ Management Objective

1 Formulation of MISSION & VISION 30

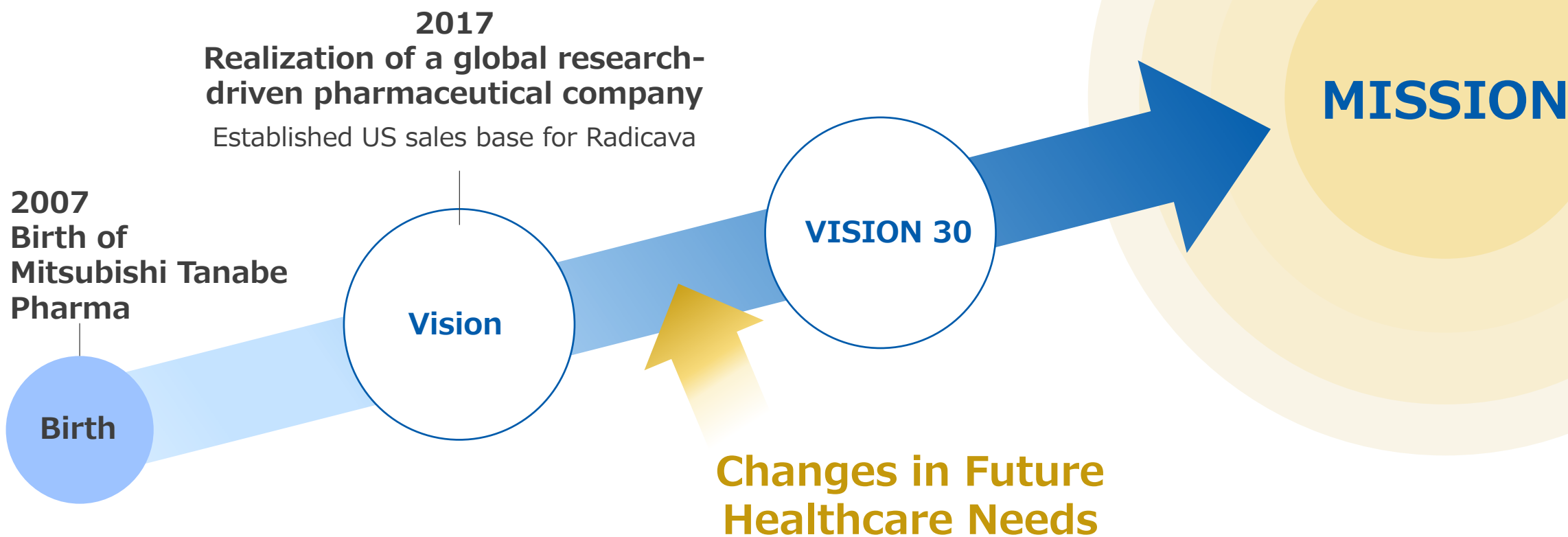
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In preparation for the medium-term management plan 21 -25

Looking back on what our company has accomplished so far and what Mitsubishi Tanabe Pharma should be like in the future society, it was decided that "MISSION" and "VISION 30" would be newly formulated.



Thoughts for the new MISSION



Our history is not only eliminating incurability, but also offering treatment options.

300-year History

Patients and Their Families Happiness

The Value of Healthcare



A new era when people facing illness have hopes beyond conventional "medicine"

Creating Hope

Persistently challenged ourselves without giving up, no matter how many times we faced obstacles.

Drug Discovery

Technology Evolution

Digitization

Gene



Herbesser

Radicut

Imusera

Canaglu



New MISSION

Creating hope for all facing illness.

What healthcare requires

Environmental Awareness in 2030

**Transforming
healthcare with
digitization**

**Evolution of
Medical Technology
extent of therapy**

The medical field has expanded from hospitals to homes, and the degree of satisfaction of patients and their families is being emphasized. **Total care integrated into daily life** is required.

**New normal society
Changes in social
systems and values**

**Equalization of medical
information access**

**Sustainability of
medical insurance systems**

VISION 30 and the value provided

Be a healthcare company that delivers optimal therapy to each individual.

We provide therapeutic agents and wide-ranging solutions designed with the patient and their family in mind.

- We provide highly effective treatment to specific patient groups and increase patient satisfaction with detailed analysis of the disease.
- We provide solutions focused on prevention, pre-symptomatic disease care, prevention of aggravation and prognosis.
- We continue improving the value of our therapeutics and solutions by collecting and analyzing healthcare data.

MISSION & VISION 30 for realizing KAITEKI

KAITEKI Value for Tomorrow

Imagine the future. Change for tomorrow.

Imagine our future. How do we get there - to a sustainable future?
KAITEKI - the sustainable well-being of people, society and our planet Earth.
For our future, the Mitsubishi Chemical Holdings Corporation (MCHC) Group
will bring solutions for tomorrow.

As the core company responsible for the MCHC Group's
healthcare business (PHARMACEUTICAL AND HEALTH),
Mitsubishi Tanabe Pharma will contribute to the MCHC Group's Vision
"Realizing KAITEKI" by providing "Creating hope for all facing illness."

MISSION

Creating hope for all facing illness.

VISION 30

**Be a healthcare company that delivers
optimal therapy to each individual.**

1

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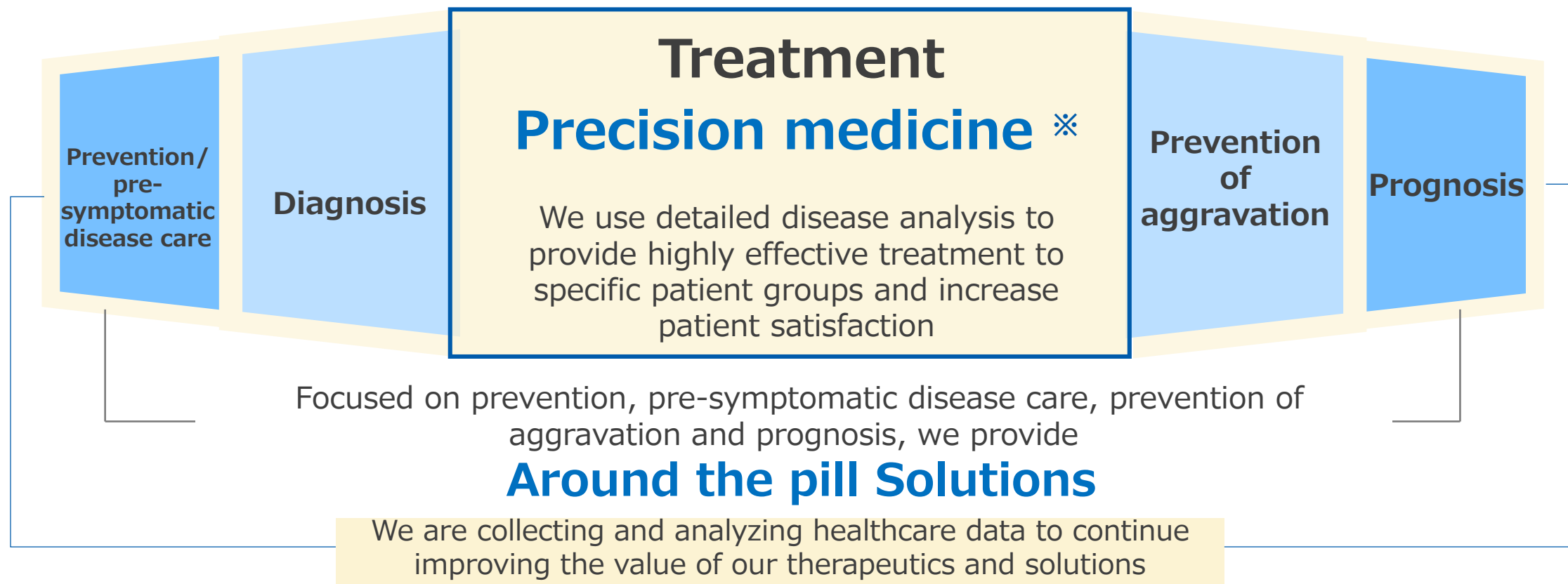
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Solutions that deliver new value

In order to realize the new value in the VISION 30,
develop precision medicine and around the pill solutions



※ Considering the differences in people's genes, environment, and lifestyle, provide appropriate healthcare to appropriate patients at appropriate times.

Milestone to achieve VISION 30

Be a healthcare company that delivers optimal therapy to each individual.

Medium-Term

Management Plan 21-25

2030

2020

Through the creation of pharmaceuticals, contribute to the treatment of various diseases. Increase our domestic presence and build the US business foundation

- Provide therapeutic drugs for diseases without effective treatments currently
- Proposing the optimal use of drugs

2025

Offer precision medicine and around the pill solutions for patients with unmet medical needs

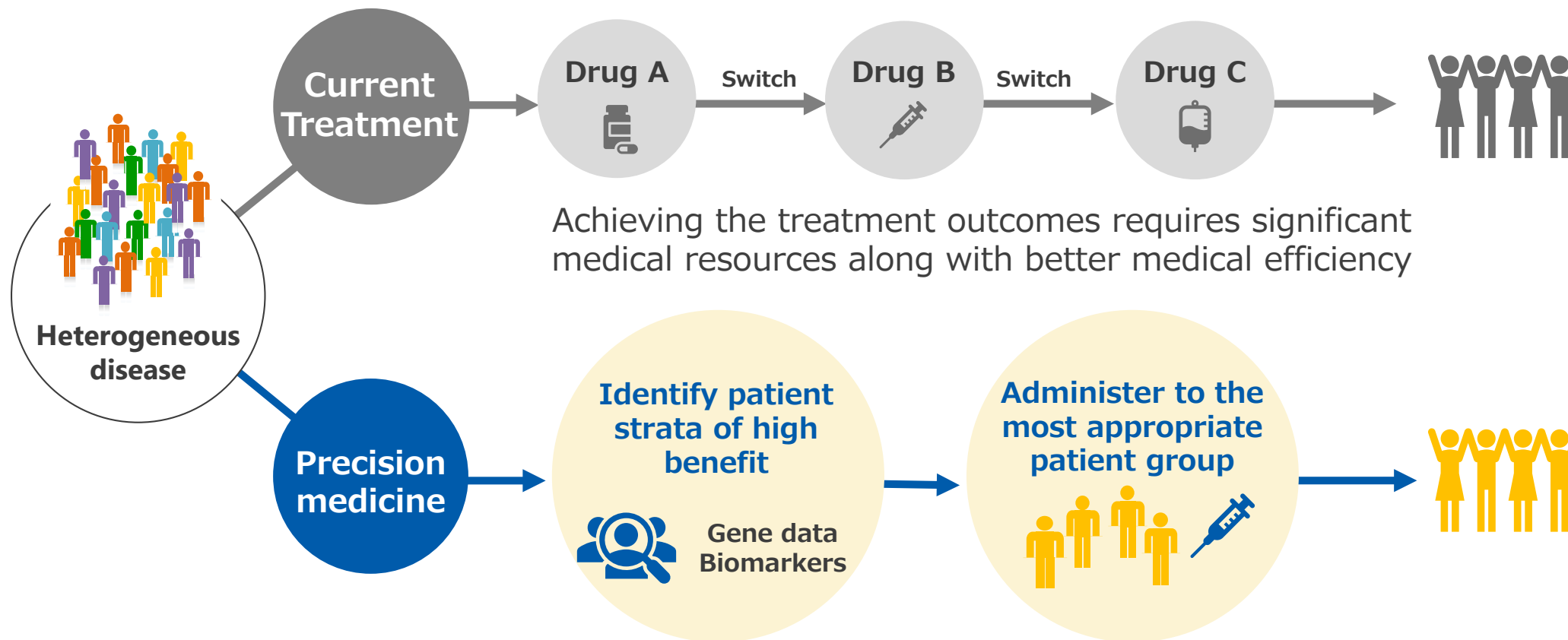
- Provide medicines and solutions to the optimal patient population
- Improve patient QOL

Use technology and data to prevent disease and disease progression to help extend healthy life expectancies for individual patient

- Provide therapeutic agents and other support contributing to medical care from prevention to prognosis
- Improve the QOL of patients and their families

Definition of precision medicine and social significance

"Providing appropriate medical care to appropriate patients at appropriate timing " is defined as precision medicine, which enhances patient satisfaction with treatment and contributes to social security



Achieving the treatment outcomes requires significant medical resources along with better medical efficiency

Patients receive the treatment best suited for them from the beginning

Fulfillment of precision medicine

Establish a bridgehead for precision medicine, starting with Dersimelagon (MT-7117) for prevention and treatment of Erythropoietic protoporphyria and Systemic sclerosis

Dersimelagon (MT-7117)

Melanocortin 1
receptor agonist
(Oral)

Indication: Erythropoietic protoporphyria (EPP)

Ph3

- Enhances the skin's ability to block ultraviolet light by increasing melanin levels and allowing longer hours of activity in the sun
- Stratified analyses such as protoporphyrin IX concentration, melanin concentration, and skin photo type will enable appropriate dose selection for each patient

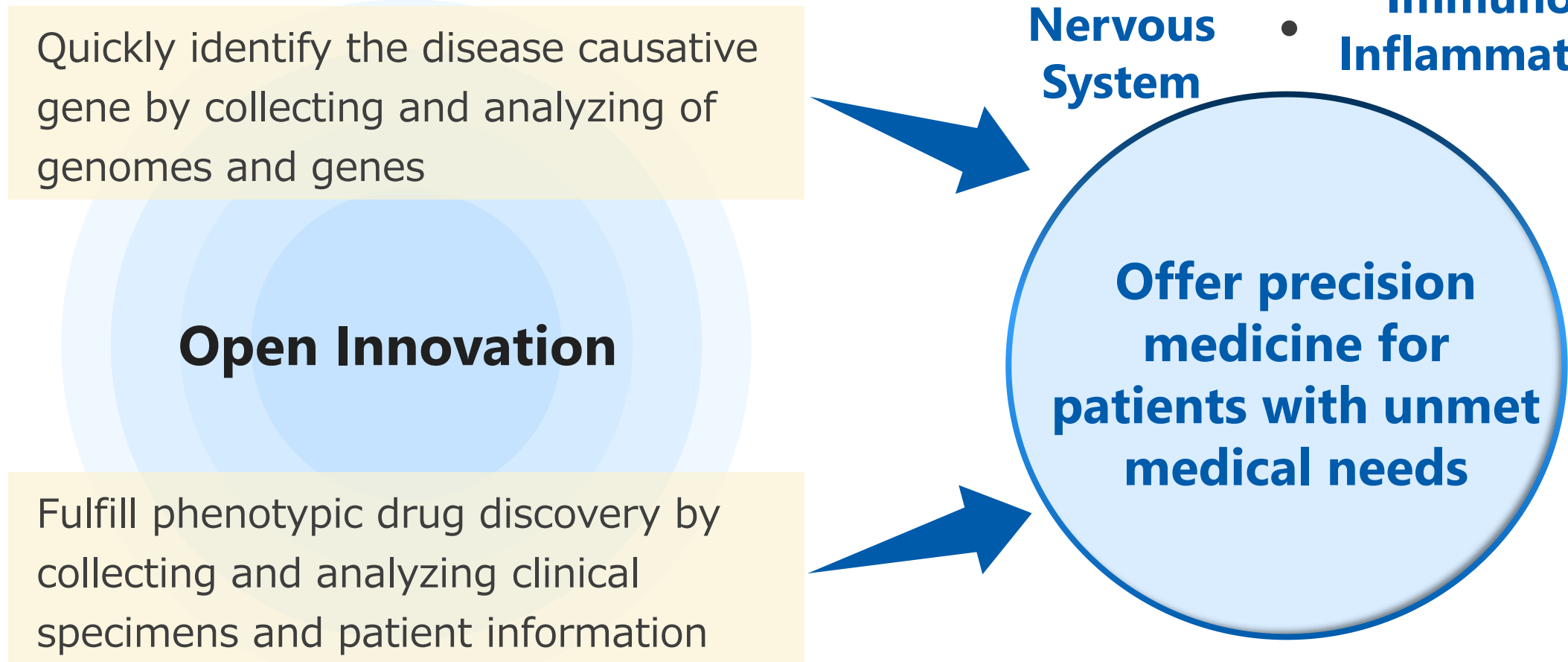
Indication: Systemic sclerosis (SSc)

Preparing for Ph2

- Anti-inflammatory and Anti-fibrotic Effects through Melanocortin 1 Receptor Activation
- Identify patients with high response to this drug in clinical studies using blood/skin biomarkers such as genetic analysis

New challenges to achieve precision medicine

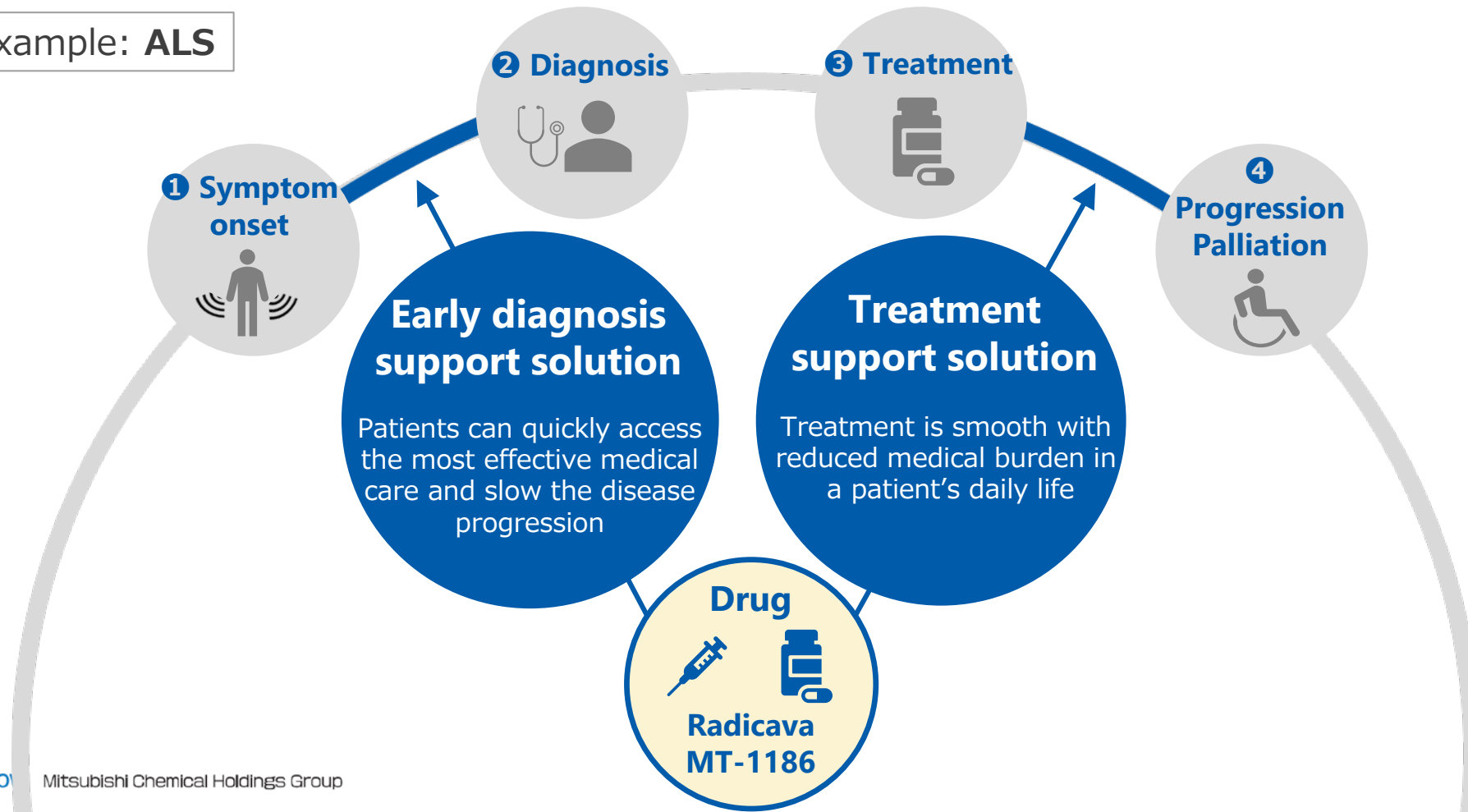
To fulfill precision medicine, reform the drug discovery process and increase open innovation in central nervous system and immuno-inflammation



Building around the pill solutions and social significance

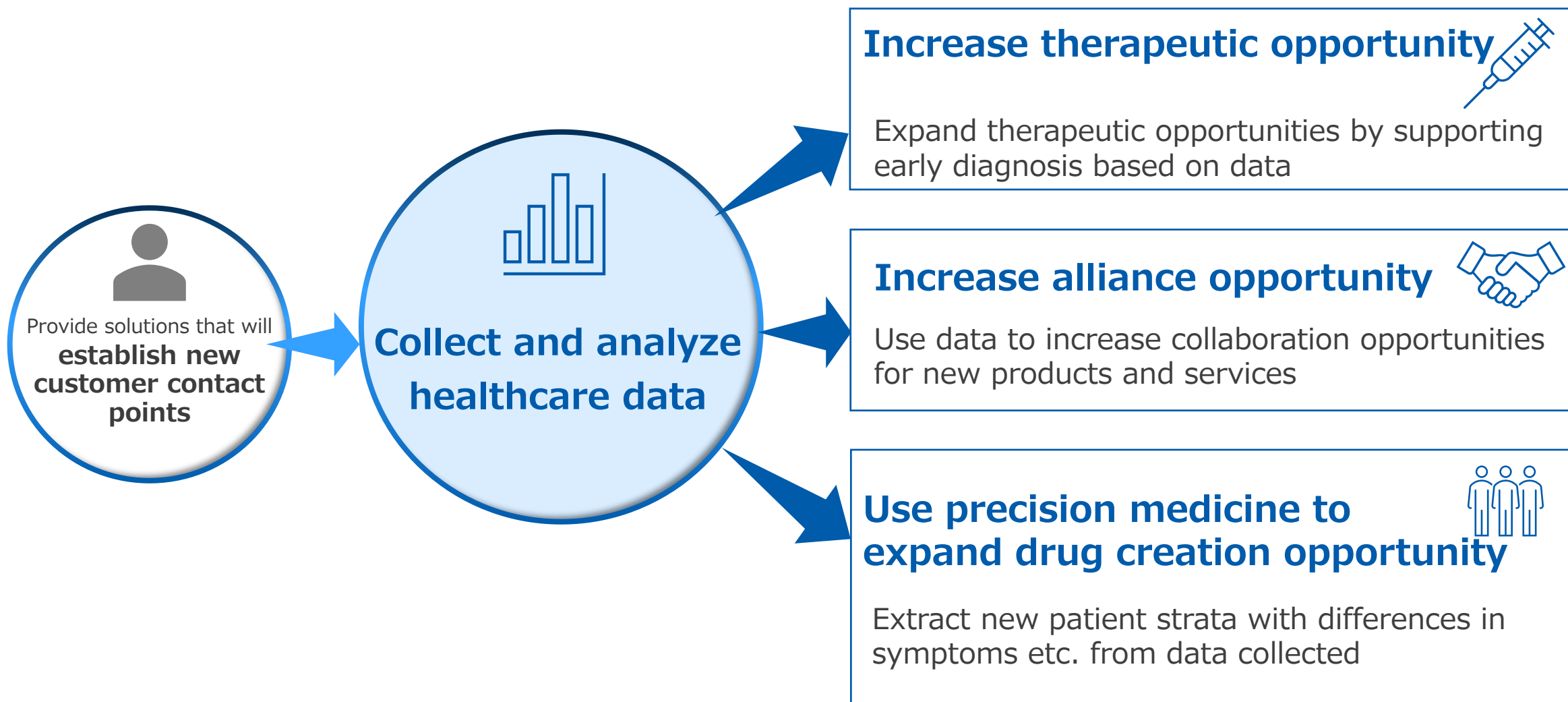
Contribute to improving the quality of life of patients and their families by providing solutions based on therapeutic medicine from prevention to prognosis

Application example: **ALS**



New challenges for around the pill solutions

Create new customer contact points, and collect and analyze healthcare data

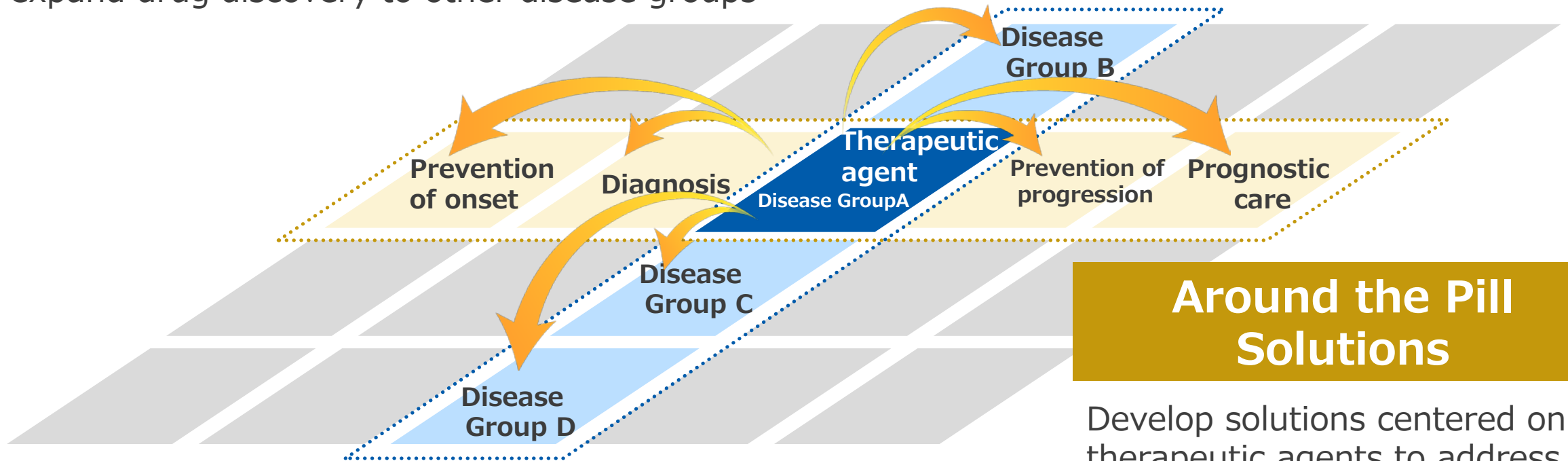


Strategic outline for fulfilling VISION 30

Combine drugs and solutions to broaden our target disease groups and make a strength of “MTPC has this disease covered”

Precision Medicine

Quickly identify patient groups and use the technologies and expertise gained to expand drug discovery to other disease groups



Around the Pill Solutions

Develop solutions centered on therapeutic agents to address patient issues

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Achievement & challenge in medium-term management plan 16–20 four strategic priorities

Established a sales foundation in the United States, an objective since the start of Mitsubishi Tanabe Pharma. However, numerical targets became difficult to reach due to development plan changes and delays for growth-driver products.

	Achievement	Challenge
Maximizing Pipeline Value	Advanced 10 drug candidates to late-stage development Global 4 , Japan 6	Launch of in-house products created after the establishment of MTPC
Accelerating U.S. Business Development	Establishing a sales foundation for Radicava	Establish proprietary growth drivers such as VLP vaccine and ND0612
Strengthening Ikuyaku and Marketing	Maintain domestic sales of ¥300bn , Raise the sales ratio of new drugs and priority products to 80%	Maintaining domestic operating profit margins
Reforming Operational Productivity (against 2015)	Reduced costs by ¥35.5bn , vastly exceeding the ¥20bn target	Improved productivity through real workstyle reform

Medium-term management plan 21-25 basic strategies

Basic Strategies

Lay the foundation for growth strategies during the transformation period toward VISION 30

Research & Development

Realize **precision medicine** focused on central nervous system and immuno-inflammation treatments.

Focused on vaccines area and contribute to preventive medicine.

Business Development

Strengthen business in the US and Japan, and develop **around the pill solutions** to create new customer contact points

Management Base

Create a resilient organization and optimize the allocation of management resources for achieving VISION 30

Major development pipeline list

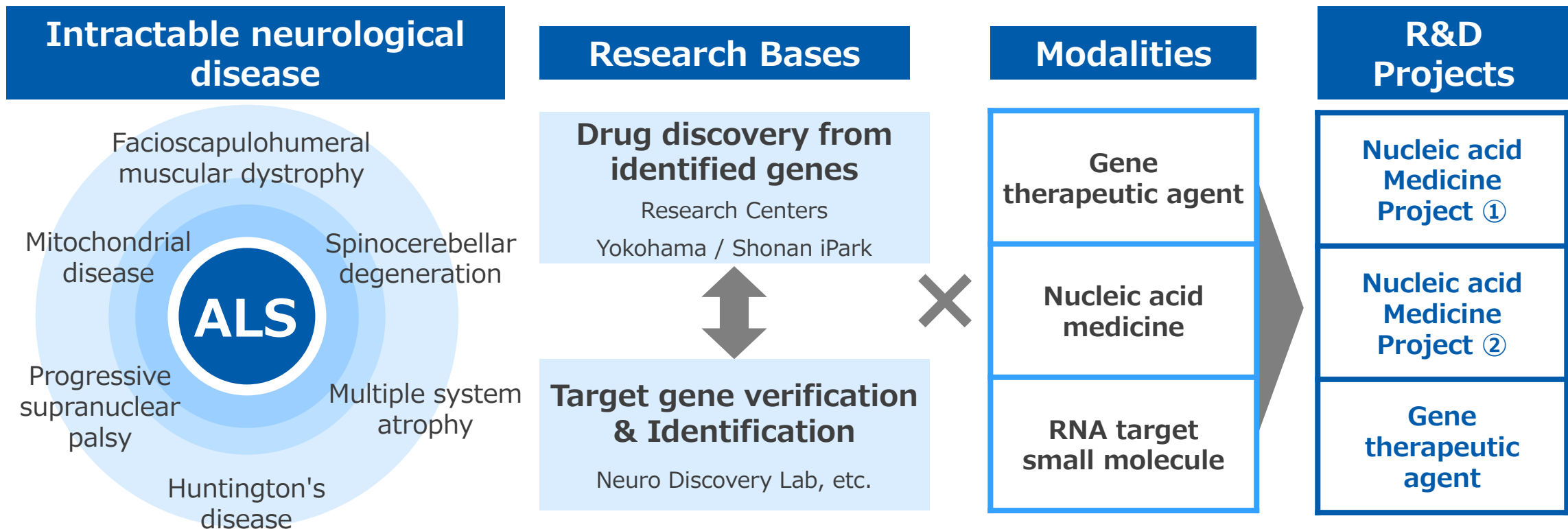
Steadily launch late-stage products and advance the stage of early-stage development

As of February 25, 2021

Research areas	Code	Indications	Stage				Region
			Ph1	Ph2	Ph3	Filed	
Central nervous system	MT-0551	NMOSD	[Progress bar: Ph1 to end of Filed]				Japan
		Myasthenia gravis	[Progress bar: Ph1 to end of Ph3]				Japan*
	MT-5199	Tardive dyskinesia	[Progress bar: Ph1 to end of Ph3]				Japan
	MT-1186	ALS	[Progress bar: Ph1 to end of Ph3]				Global
	ND0612	Parkinson's disease	[Progress bar: Ph1 to end of Ph3]				
	MT-3921	Spinal cord injury	[Progress bar: Ph1 to end of Ph2] Preparing for Ph2				
immuno-inflammation	MT-5547	Osteoarthritis	[Progress bar: Ph1 to end of Ph3]				Japan
	MT-7117	EPP/XLP	[Progress bar: Ph1 to end of Ph3]				Global
		Systemic sclerosis	[Progress bar: Ph1 to end of Ph2] Preparing for Ph2				
	MT-0551	IgG4-related disease	[Progress bar: Ph1 to end of Ph3]				Japan*
	MT-2990	Endometriosis	[Progress bar: Ph1 to end of Ph2]				Global
Vaccines	MT-2355	5 combined vaccine	[Progress bar: Ph1 to end of Ph3]				Japan
	MT-2766	COVID-19	[Progress bar: Ph1 to end of Ph3] Preparing for Ph3				Global
	MT-2654	Seasonal influenza	[Progress bar: Ph1 to end of Ph2]				
Others	TA-7284	Diabetic nephropathy	[Progress bar: Ph1 to end of Ph3]				Japan

Central nervous system area strategies

With ALS, which has abundant drug discovery information, as the entry point, we will quickly identify genes of diseases for intractable neurological diseases, which share causative genes and pathophysiology, and take on the challenge of creating new modalities.



ND0612

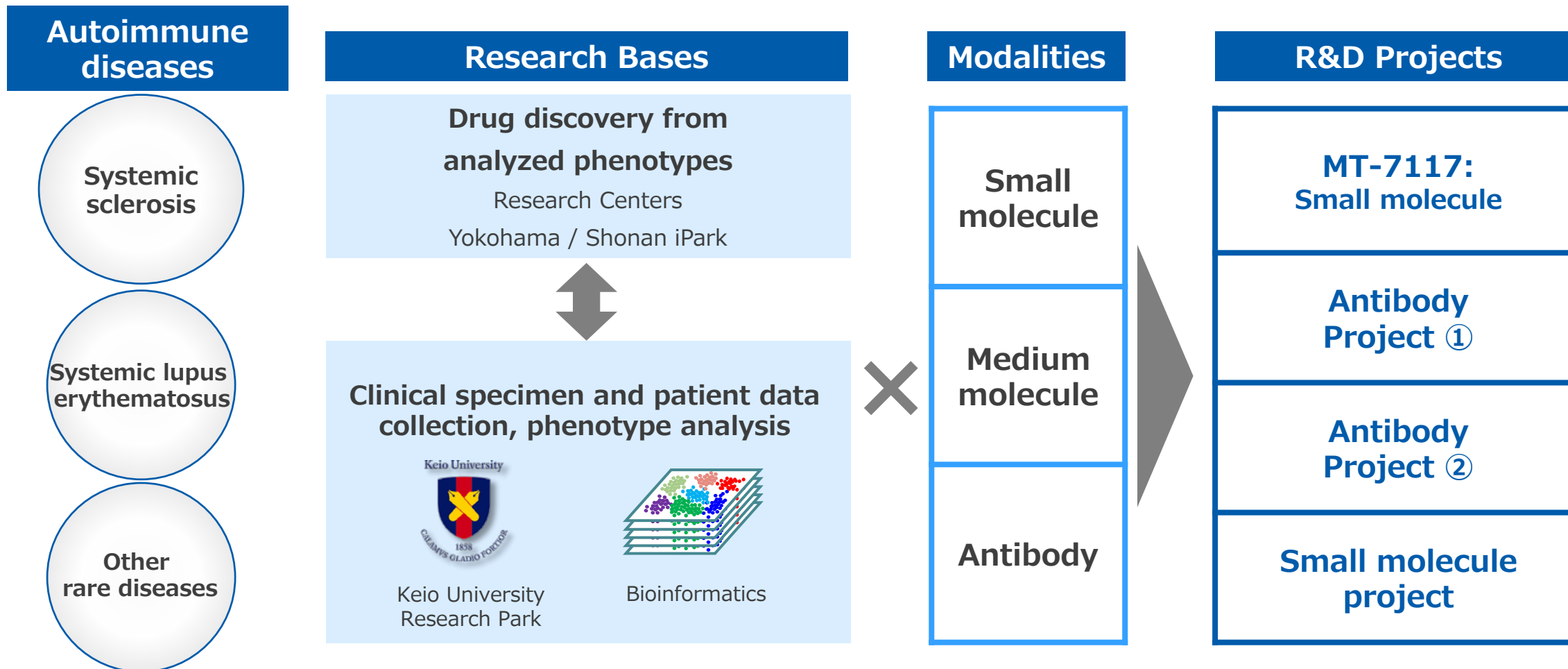
Ph3

Designed pharmaceutical that improves Parkinson's disease patient QOL

- Continuous SC liquid Dopamine pump infusion with minimally invasive
- FY2024 Launch (target)

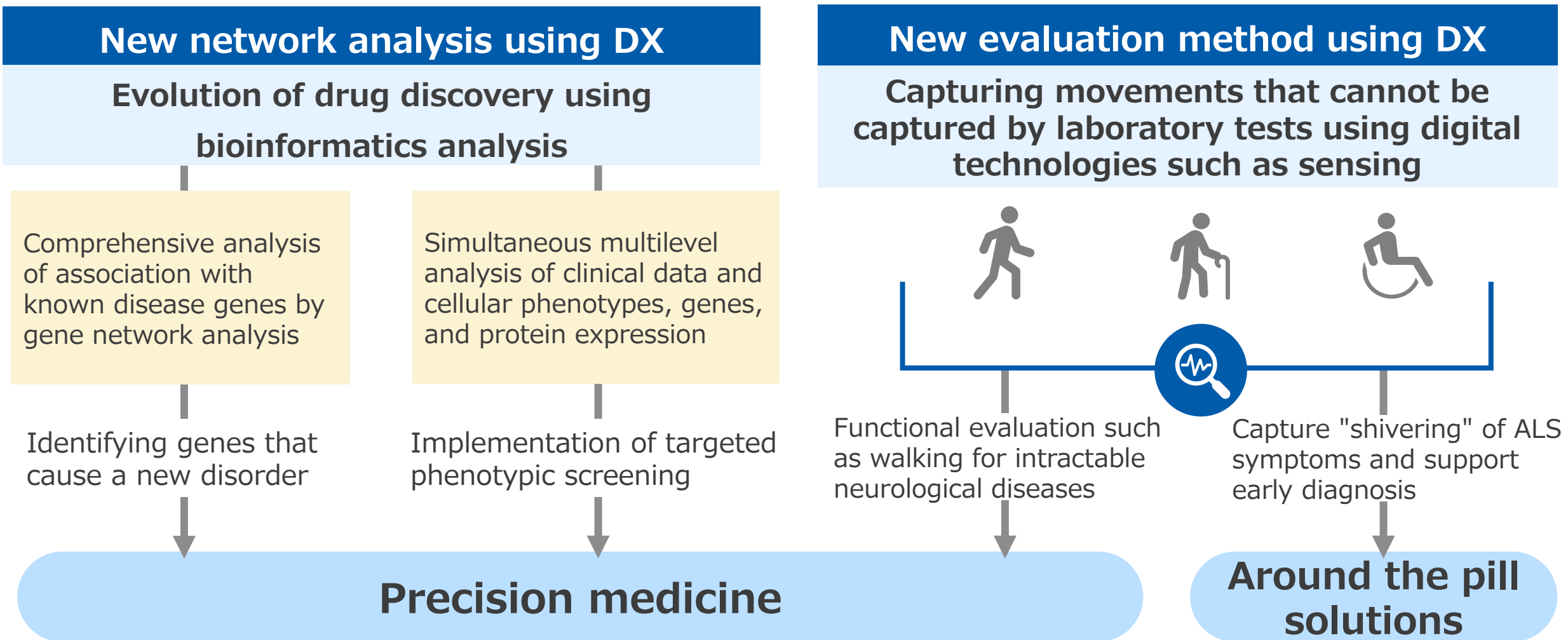
Immuno-inflammation area strategies

Developing immunophenotypes drugs for diseases like systemic sclerosis and systemic lupus erythematosus with various symptoms and few effective drugs



Digital transformation (DX) of research and development

Drive DX to realize precision medicine and around the pill solutions



Vaccine area strategies



medicaGO

Pursue a COVID-19 vaccine combining virus-like particles (VLP) and GSK's pandemic adjuvant



Work with the BIKEN Group to contribute to domestic virus prevention

MT-2766

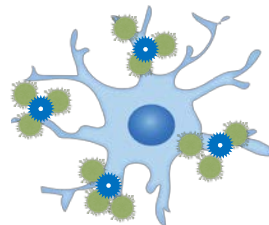
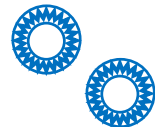
Ph2/3

- Received a grant and entered a supply contract with the government of Canada
- Scheduled start of Phase 3 studies
- Launch in 2021 (target)

MT-2654

(Adjuvanted VLP Influenza Vaccine)

Ph1



Plant-based VLP vaccine

Adjuvant, immune response booster

Acquired Immunity

MT-2355

Ph3

5 combined vaccine

Reduces the number of vaccinations, lowering the burden on patients

Varicella vaccine

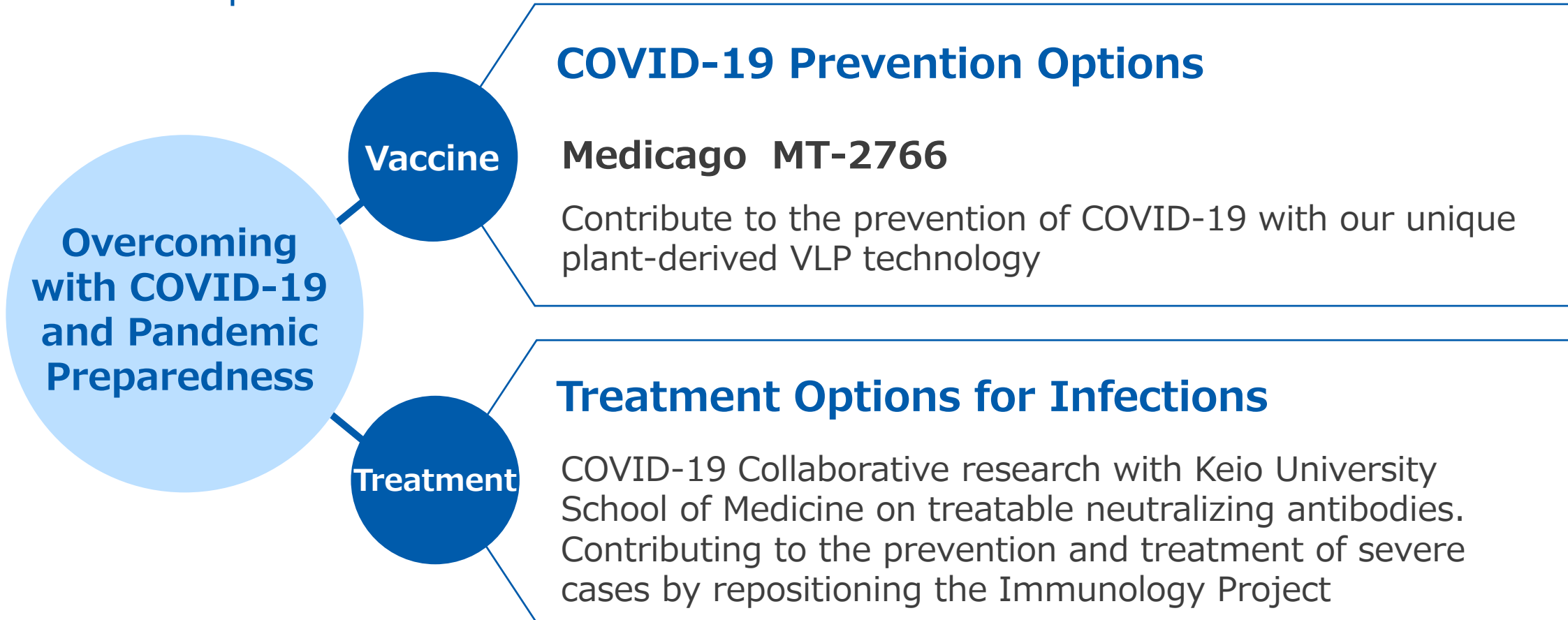
Disease awareness of herpes zoster



Increasing productivity of BIKEN Co., Ltd.

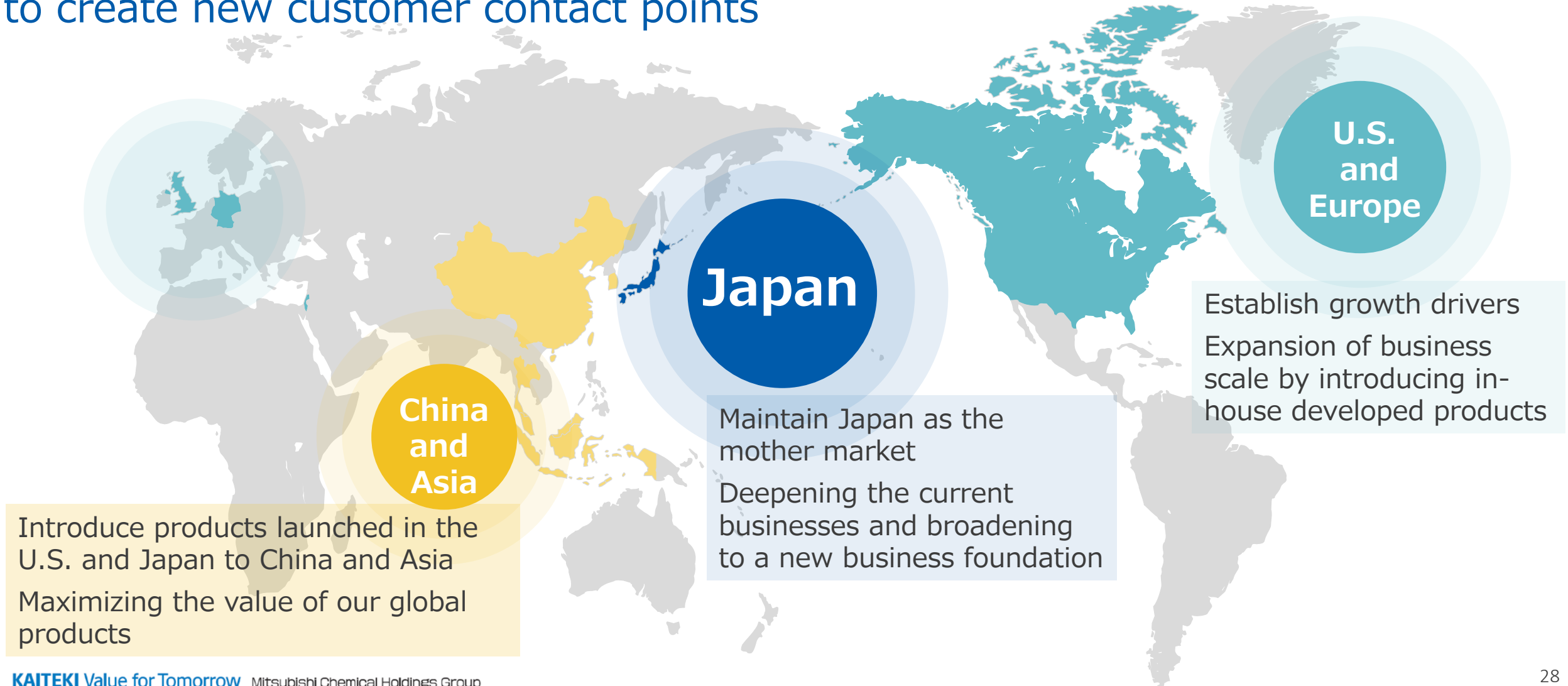
Approach to with/post COVID-19

To overcome with COVID-19 and contribute preparation for future pandemic, we'll provide promising options with vaccine and immuno-inflammation research and development



Business development strategies

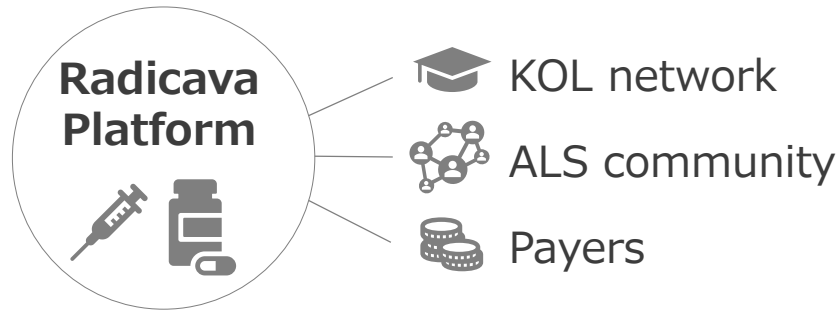
Strengthen business in the US and Japan, and develop around the pill solutions to create new customer contact points



Business development strategies for the US and Europe

Maximizing the value of Radicava/MT-1186 and Dersimelagon (MT-7117) to strengthen the US and Europe^{※1} business bases and create new customer contacts

ALS Strengthen the business through improved patient engagement^{※4}



MT-1186 Oral Radicava

Exservan Riluzole oral film

- Reduces patient treatment burden

Around the pill solutions

- Solutions for early diagnosis and medication support

EPP^{※2} Maximize Dersimelagon value



World's first oral EPP treatment

Medical Plan

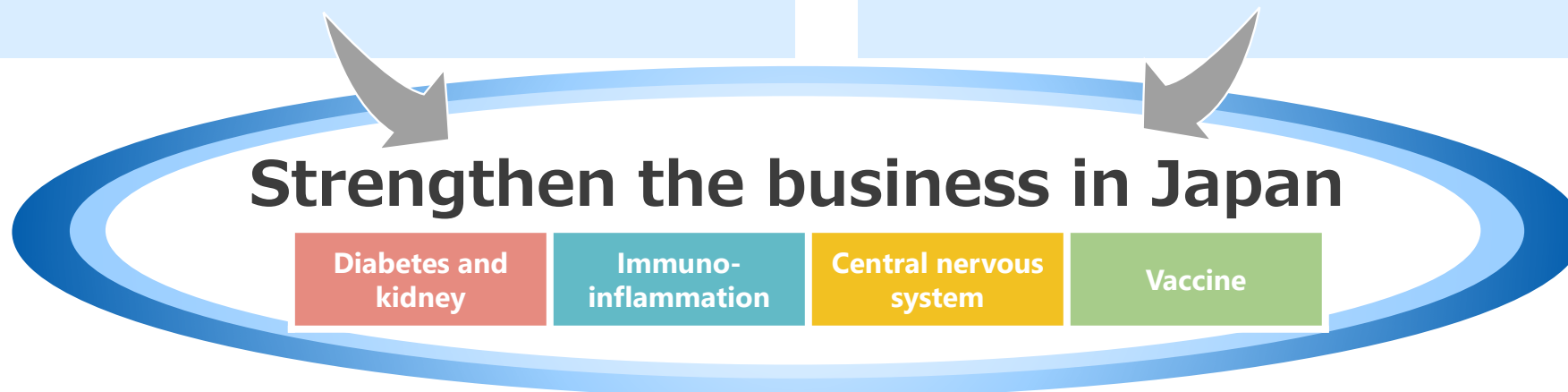
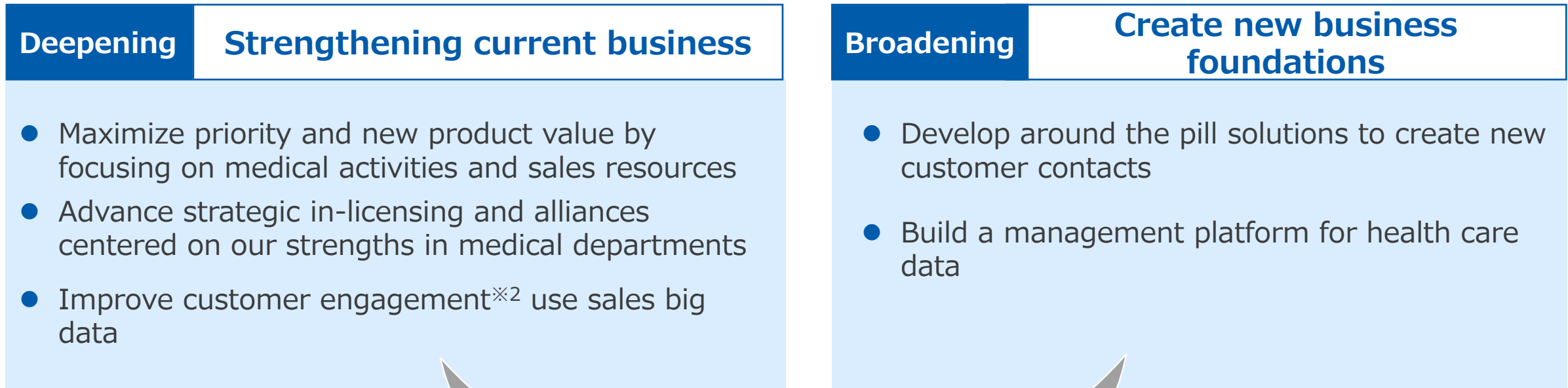
Around the Pill Solutions

PD^{※3} Prepare to create a sales foundation for ND0612

※1 : Dersimelagon EPP and ND0612 PD to be developed ※2 : Erythroblastic protoporphyria
 ※3 : Parkinson's disease ※4 : Work with patients to learn about disease and select the most appropriate treatment and medical care

Business development strategies for Japan

Focusing on priority products and 6 items^{※1} to be launched on the market, we'll be "deepening" our operations and maintaining the mother market through "broadening" which builds a new business foundation

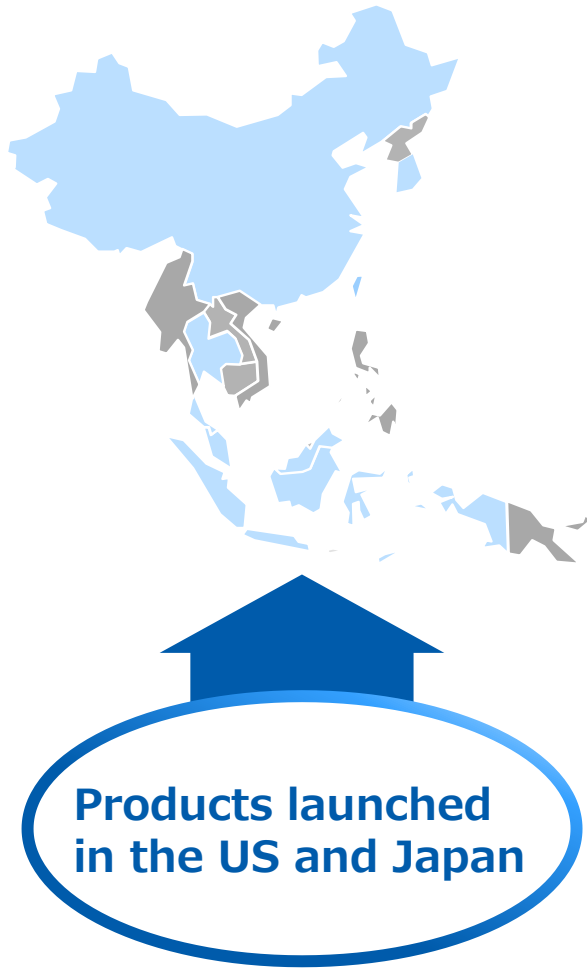


※1 : MT-0551、MT-5199、MT-5547、MT-1186、MT-7117、MT-2355

※2 : Customer engagement is the idea of maintaining long-term relationships between customers and the company beyond business

Business development strategies for China and Asia

Rapid penetration and maximization of the value of launched products in other area
Streamline businesses to boost profitability and create strong business foundations



China

Build the foundation for a specialty pharmaceutical company aimed at 2030

South Korea

Maximizing product value with new strengths in the central nervous system area

Taiwan

Use our strong presence to strengthen business and expand our product lineup

ASEAN

Develop business for our current products and introduce products catered to each country's needs and our business stage

Three strategies for fulfilling VISION 30

Fortify the management base and optimally allocate management resources

Promoting the specialty, diversity, and digitization of organizations and people towards innovation

Organization and HR Reform

Strategic Investment

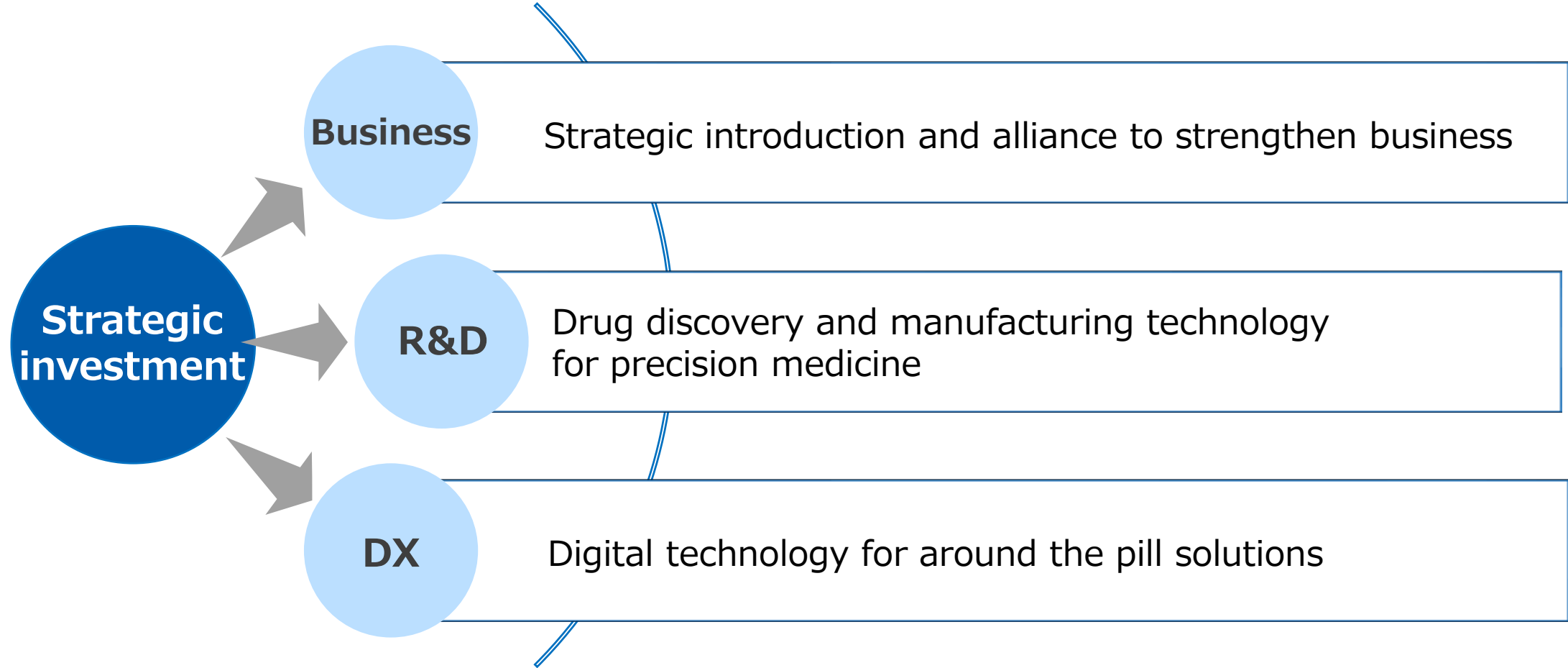
Digital Transformation

Accelerating investment to strengthen business and collaborate with outside parties

Building digital infrastructure to enhance productivity of growth strategies and value chains

Strategic investment

Diverse investments to acquire drug discovery and digital technologies necessary for growth strategies



Organization and HR reform

Promote expertise, diversity and digitization to foster innovation

Securing and Training Specialized Personnel

- Recruitment and development of expertise and design thinking ※¹ human resources
- Respect voluntary learning and support career opportunities

Realize a Highly Diverse Workforce

- Recruit people with the most appropriate occupations and positions, regardless of age, gender, or nationality
- Establish a system that allows employees to have diverse values and work styles

Digitally Transform the Organization

- Execute an in-house program to develop three types of digital specialists*²
- Raise the level of digital literacy and reconceptualize the business processes



**An organizational culture
supporting trial and error
and taking
on new challenges**

※¹ : Concepts and processes that are conceived from the customer/user as the starting point and lead to innovative innovation through repeated discussions by the team.

※² : Digital innovators, digital scientists, and digital engineers

Real workstyle reform that creates new value

Enable diverse and new work styles to enhance creativity, productivity, and efficiency



Raise digital literacy

Apply digital technology to improve work efficiency and increase the productivity of each employee



Working styles that lead to the growth of employees and the company

Take advantage new work styles unbound by time and place to provide new opportunities for independent learning that will deepen expertise and spur innovation



Foster common values

Accepting diverse values and changing working styles, cultivate shared values through penetration of MISSION and VISION 30

Digital transformation

Constructing a digital platform and promote DX to fulfill the growth strategies of VISION 30 and increase productivity of the value chain

Digital Infrastructure



Development of digital expertise



Data management infrastructure



Technology exploration and development



Purpose of DX

Realization of Growth Strategies

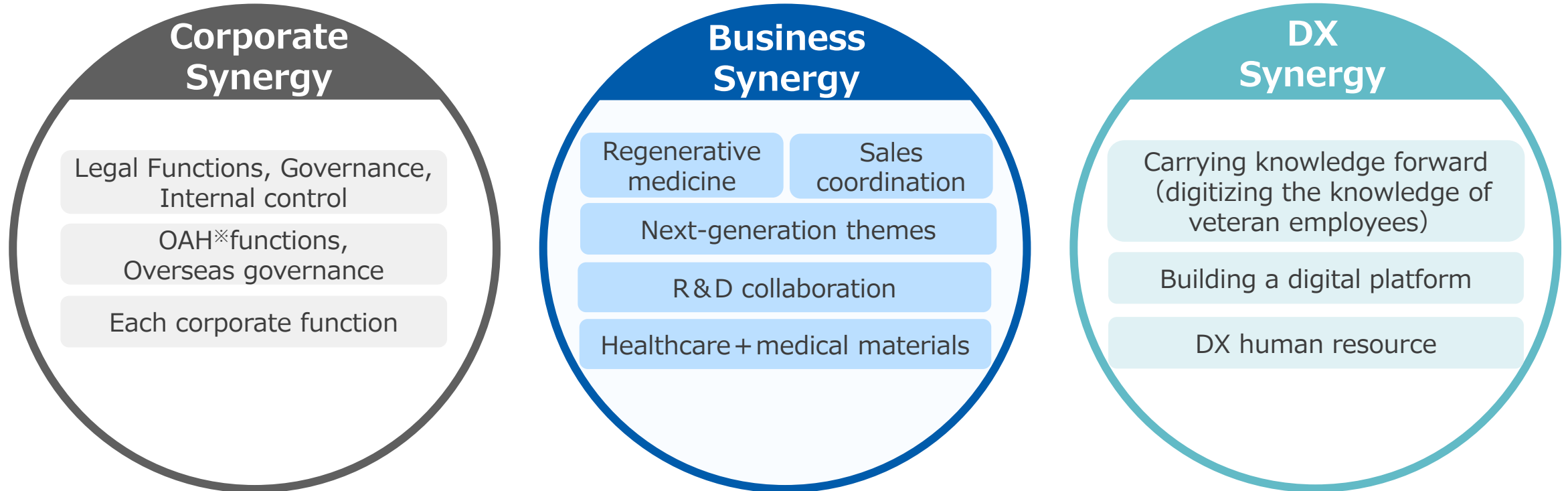
- Use digital technology for innovation in drug discovery research
- Solutions to create new customer contacts
- Collect and analyze healthcare data to advance R&D and improve solutions

Increase Value Chain Productivity

- Improve clinical trial productivity, apply DX for QA and PV regulations, Streamline production and procurement systems, Increase digital promotion
- Digitalize office operations

Synergy as Mitsubishi Chemical Holdings Group

Under the Committee to explore way to generate synergies, we create them from the three key perspectives of Corporate, Business, and DX



*OAH : Overseas Administrative Headquarters

Business

Utilize the technologies and know-how of MCHC Group companies to start multiple projects

Materiality that contributes to SDGs

Through business activities, we'll achieve MISSION, VISION 30 and contribute to SDGs by addressing eight material issues.

Eight Material issues

- Innovative pharmaceuticals and healthcare services
- Quality assurance and stable supply
- Appropriate use of products
- Access to healthcare*

- Stakeholder engagement *
- Employee health, diversity and inclusion
- Environment-friendly business *
- Ethics, fairness and integrity

Drive growth strategies and create hope

Enhancing as the foundation for fulfilling MISSION, VISION 30

SUSTAINABLE DEVELOPMENT GOALS



* Changed/added from material issues designated in 2018

Management policy

● Medium-Term Management Plan 21-25

As we look towards making the leap forward in 2030, we will focus our growth strategies on precision medicine and around the pill solutions.

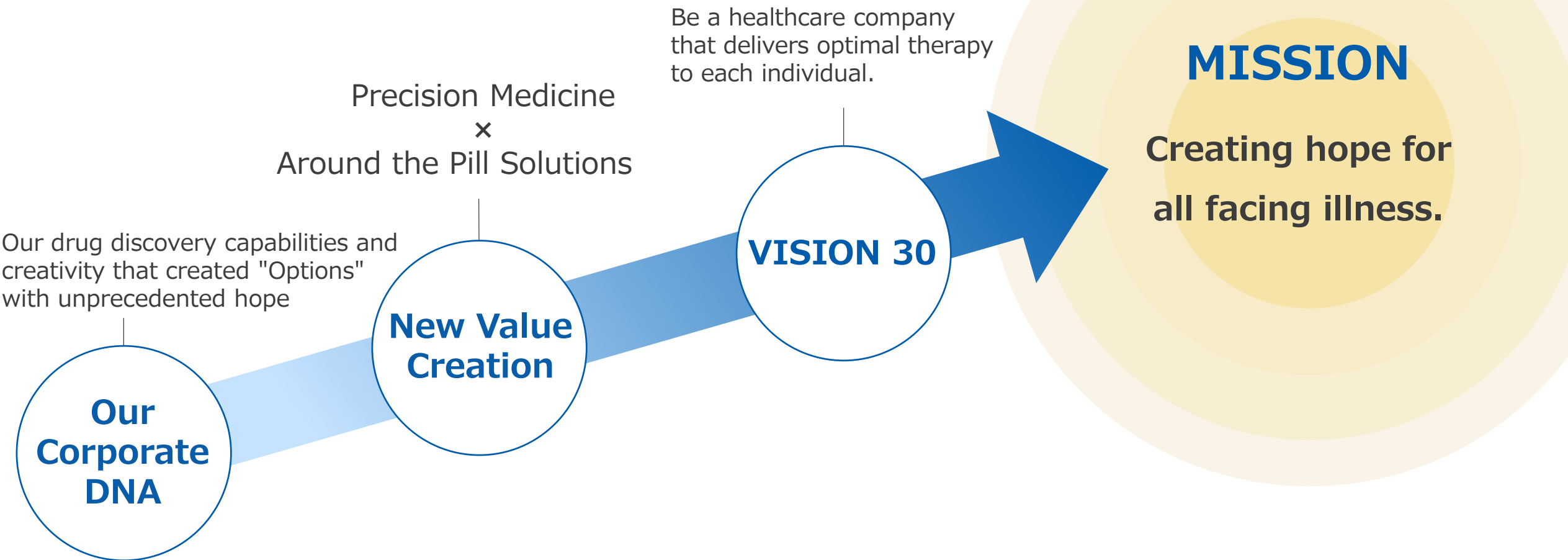
By building a competitive advantage in a specific disease, we will expand our partnering opportunities and shift to a policy that aims to grow beyond our own products and services.

● To realize growth strategies

In addition to R&D investments, diverse investments will be made in drug discovery platforms and digital technologies. Establish a drug discovery approach based on disease causes and phenotypes, and at the same time, develop solutions based on therapeutic drugs to build the basis of VISION 30.

Fulfilling our MISSION to provide new value

We will develop precision medicine and around the pill solutions to achieve VISION 30 and fulfill our MISSION for society



Cautionary Statement

The statements contained in this presentation is based on a number of assumptions and belief in light of the information currently available to management of the company and is subject to significant risks and uncertainties.

It contains information about pharmaceuticals including products under development, but is not intended for advertising or medical advice.



Mitsubishi Tanabe Pharma

Creating hope for all facing illness.