

Medium- to Long-term Business Vision: “VISION2030”

- To realize our corporate philosophy “Torii Pharmaceutical’s Purpose,” we have formulated “VISION2030” as our vision for the year 2030

Goals of VISION2030

With a deep understanding of medical needs and a high level of expertise and mobility to meet those needs, Torii Pharmaceutical will promote optimal co-creation with diverse partners.
We aim to be a pharmaceutical company with a strong presence that discovers and delivers new drugs of value.

Numerical Targets of VISION2030

- Net sales: Over ¥80 billion
- Operating income: Bringing a new record-high* in 2032 within reach

*Record operating income = ¥13.3 billion
(fiscal year ended March 31, 2001)

Outline of the Medium-Term Management Plan 2025-2027 –Numerical Targets and Guidance–

- Toward achieving the goals of VISION2030, Torii continues to use net sales and operating income before R&D expenses as numerical indicators for the Medium-Term Management Plan 2025-2027

Forecast for FY2025	Guidance for FY2026*2	Guidance for FY2027*2	Goals of VISION2030*2
Net sales	Net sales	Net sales	Net sales
¥64.7 billion	¥65-68 billion	¥73-76 billion	Over ¥80 billion
Operating income (before R&D expenses)*1	Operating income (before R&D expenses)*1	Operating income (before R&D expenses)*1	Operating income (before R&D expenses)*1
¥10.5 billion	¥8-9 billion	¥11-12 billion	—
Operating income	Operating income	Operating income	Operating income*3
¥4.1 billion	¥1-2 billion	¥8-9 billion	Achieve operating income within reach of breaking the all-time high of ¥13.3 billion*3 in 2032

*1: Operating income before R&D expenses is set as a numerical indicator of profit in the medium-term management plan because the company will aggressively invest in R&D for the time being to obtain in-licensed drugs in the future.

*2: While there are multiple possible scenarios regarding NHI drug prices, this guidance is based on the assumption that the NHI prices for CEDARCURE and MITICURE will be reduced by approximately 15% in 2026 as a result of market expansion repricing and reassessment. (No decision has been made on market expansion repricing at this time.)

*3: Although R&D investment will continue beyond 2030, the company expects to have completed concentrated investment to a certain extent by that time. For this reason, operating income is set as an indicator for numerical targets of VISION2030. All-time high operating income: ¥13.3 billion (fiscal year ended March 31, 2001)

Medium-Term Management Plan 2025-2027: Key Initiatives

- As there have been no changes in the environment likely to have a significant impact on VISION2030 or the fundamentals of the company's business strategy and operations, key initiatives and earnings progressed smoothly in 2024. As such, the company continues to focus on the two pillars of "growth strategy" and "maintaining the trust of stakeholders"

Growth strategy

- ✓ Spread, cultivate, and maximize the value of new drugs in the growth phase
 - ✓ Skin disease
 - ✓ Allergens
 - ✓ Renal disease and hemodialysis
 - ✓ Other
- ✓ Promote new drug development
 - ✓ TO-208 (Intended indications: Common warts)
 - ✓ TO-210 (Intended indication: Acne)
 - ✓ Sublingual tablet for grass pollen allergy
- ✓ Obtain new in-licensed drug products
- ✓ Develop human resource systems in line with management strategies and reform work styles
- ✓ Revamp the corporate culture

Maintaining the trust of stakeholders

- ✓ Improve and strengthen stable supply systems
- ✓ Comply with pharmaceutical regulations and guarantee quality assurance
- ✓ Strengthen compliance
- ✓ Enhance corporate governance
- ✓ Pursue sustainability initiatives

Medium-Term Management Plan 2025-2027: Key Initiatives

Spread, Cultivate, and Maximize the Value of New Drugs in the Growth Phase, and Promote New Drug Development

- Retain three franchise areas (skin disease, allergens, renal disease and hemodialysis)
- Position areas of skin disease and allergens as growth drivers for achieving VISION2030

Skin disease

- ✓ Focus on further market penetration of CORECTIM and value maximization
- ✓ Focus on early market penetration of VTAMA and TO-208
 - ✓ TO-208 expected to launch in 2025 as a treatment for molluscum contagiosum
- ✓ Respond to a range of conditions through rapid launch of developed products, conducting development ahead of market penetration, and adding to our lineup
 - ✓ TO-208 (Intended indication: Common warts)
 - ✓ TO-210 (Intended indication: Acne)

Allergens

- ✓ Pursue new growth in CEDARCURE and MITICURE
- ✓ With CEDARCURE we will continue to steadily implement measures to support a stable supply, and continue limited shipments tracking trends in demand, all while gradually increasing shipment volume in line with the operation of new manufacturing facilities in 2025
- ✓ Conduct development to quickly launch and penetrate the market for sublingual tablet for grass pollen allergies

Renal disease and hemodialysis

- ✓ Seek further penetration of Riona and ENALOY, and promote efforts to secure positioning of products in the renal disease and hemodialysis area
- ✓ Continue exploratory and in-licensing activities aimed at pipeline expansion as in both the skin disease and allergen areas

*For details, see the Financial Results Briefing Material for the Fiscal Year Ended December 2024 and Medium-Term Management Plan 2025-2027.

Medium-Term Management Plan 2025-2027: Key Initiatives

Promote New Drug Development — Main Development Pipeline Situation and Outlook

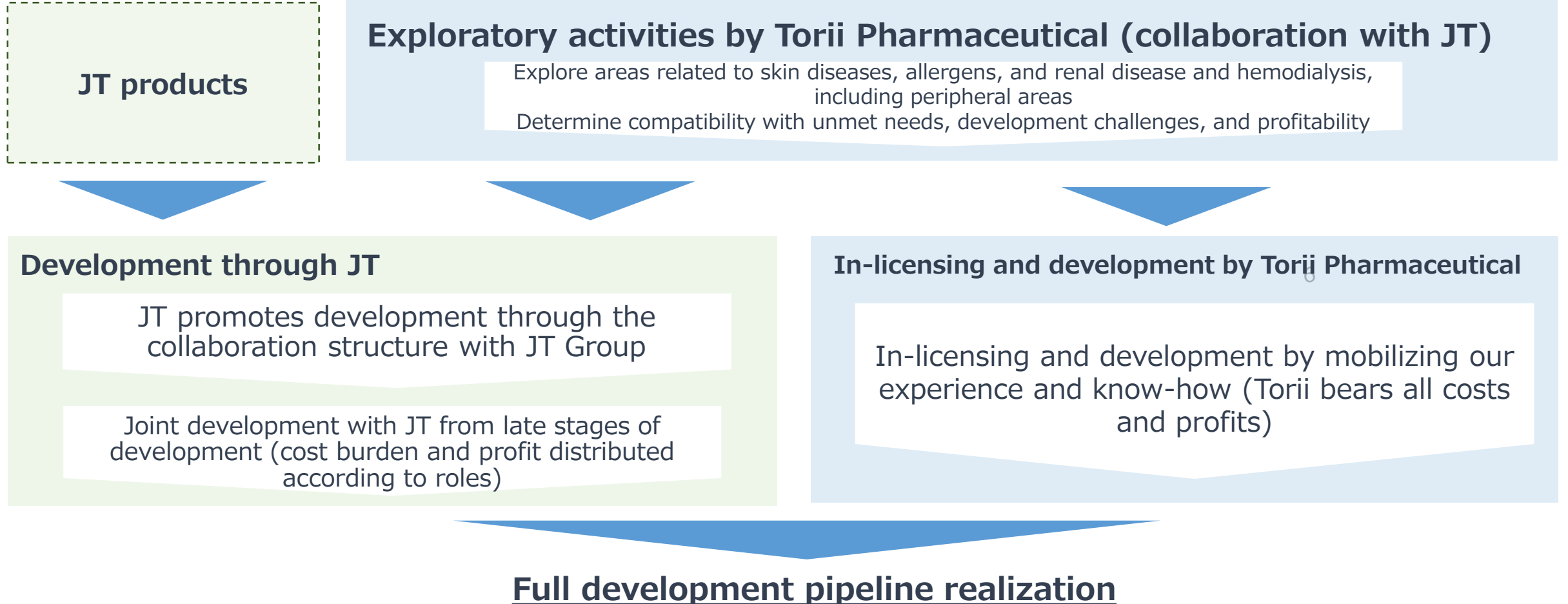
			Value provided to patients	Status as of Dec. 31, 2024	2025	2026	2027-28
Skin disease	JTE-061 VTAMA®	Atopic dermatitis	Drug containing novel compounds that target the aryl hydrocarbon receptor (AhR)[Topical]	Launched			
		Plaque psoriasis		Launched			
		Pediatric atopic dermatitis		Phase III in progress	Phase III		
	TO-208	Molluscum contagiosum	Causes blisters to form in the applied area, eliminating virus-infected tissue as skin lesions peel off [Topical]	Application filed			
		Common warts		Clinical study in preparation	Scheduled for clinical study		
	TO-210	Acne	Action mechanisms are assumed to be improvement of lipid metabolism disorders and anti-inflammatory effects[Topical]	Phase I in progress		Scheduled for next Phase clinical study	
Allergens	Grass pollen sublingual tablet	Hay fever triggered by grass pollen	Allergen immunotherapy for grass pollen allergy [Sublingual tablet]	Clinical study in preparation		Scheduled for clinical study	
	MITICURE	House dust mite-induced allergic asthma (allergen immunotherapy)	Allergen immunotherapy for allergic asthma [Sublingual tablet]	Future development policy and schedule undecided/under consideration			

*The above schedule is currently an outlook; the actual schedule may differ due to various factors

Medium-Term Management Plan 2025-2027: Key Initiatives

Obtain New In-Licensed Drug Products

- Aggressive exploratory activities and business investments for a full development pipeline through in-licensing
- Proactively challenge ourselves with our own in-licensing and development efforts, including in peripheral areas, while maintaining focus on the value maximization of current franchise areas

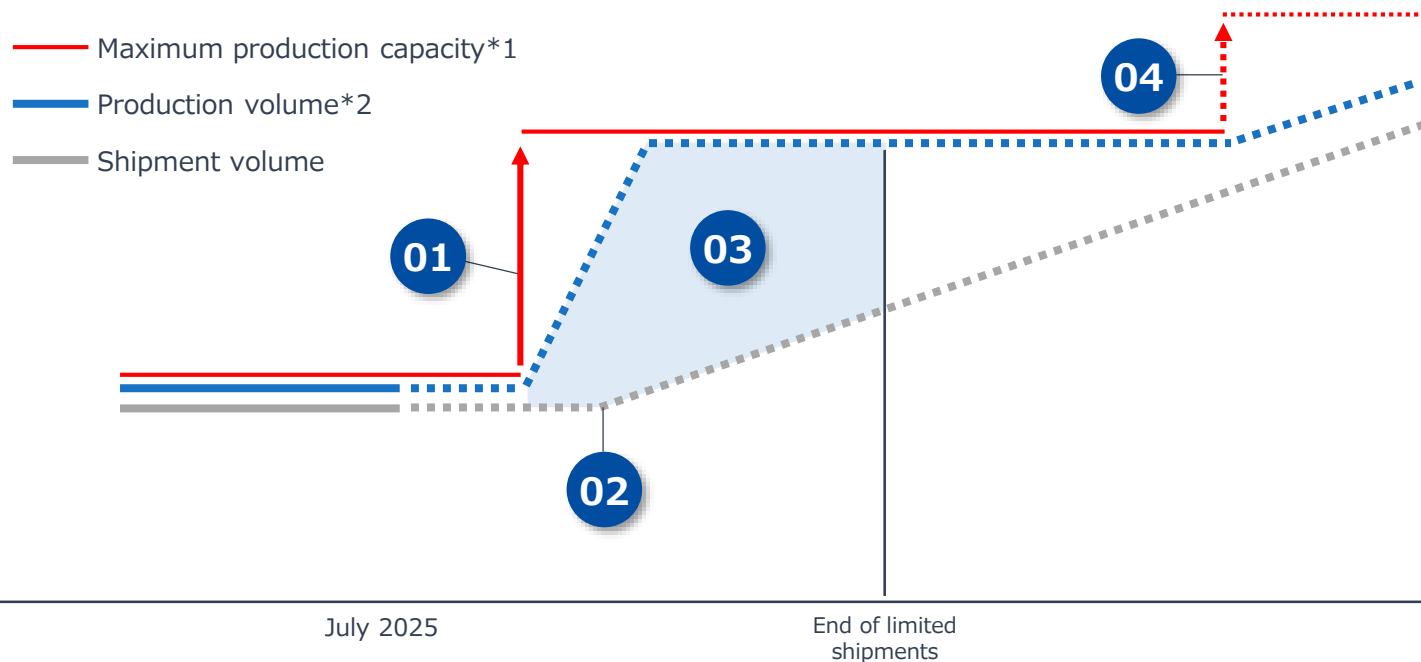


Medium-Term Management Plan 2025-2027: Key Initiatives

Establish and Reinforce Stable Supply System — Initiatives to Achieve Stable Supply of CEDARCURE and Future Demand and Supply Outlook

- Incremental growth in shipments to drug wholesalers from around the fall of 2025, reflecting completion and operation of new API manufacturing facility in July 2025
- In parallel with increased shipments, maintain our inventory volume to ensure supply stability, and work to lift limited shipments as soon as possible
- Ahead of increased production, make decisions on additional investment with appropriate timing, monitoring demand trends and a range of other factors

Outlook for CEDARCURE Production Increase (Image)



- 01** New API manufacturing facility to start operation in July 2025, with a roughly two-fold (for approx. 500,000 individuals annually) increase in manufacturing capacity compared to pre-limited shipment level
- 02** Incremental growth in shipments to drug wholesalers from around fall of 2025
- 03** Planning an early end to limited shipments as soon as a sufficient amount of inventory is secured for a stable supply by maintaining inventory while increasing shipment volume
- 04** Since demand for CEDARCURE is expected to continue growing, demand may potentially outstrip shipments in the future. We will make decisions on additional investment for further production increase at the appropriate timing, while continuing to closely monitor trends in demand

*1 The maximum production capacity will not necessarily match actual production volume.

*2 Shipment volume will not necessarily mirror production volume as inventory will be maintained to secure supply stability while increasing shipment volume at the same time.

Medium-Term Management Plan 2025-2027: Key Initiatives

Sustainability Initiatives

- Enhance the activities of the Sustainability Committee (established in January 2025) and continue to implement the materiality promotion plan, including the setting of updated targets, roadmaps, KPIs, etc.

Materiality related to our business	Relevant key initiatives of the Medium-Term Management Plan, fundamentals of business strategy and operations	Overview and goals of initiatives
1) Support patients by providing high-quality medical information to healthcare professionals	Business strategy: <ul style="list-style-type: none"> • Create a framework for maximizing product value Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> • Spread, cultivate, and maximize the value of new drugs in the growth phase 	<ul style="list-style-type: none"> • Enhance gathering of clinical evidence and dissemination of information to address unmet medical needs • Establish a system for providing and collecting information • Strengthen medical affairs and medical science liaison operations (ensure the quantity and quality of activities, which are regarded as among the best in the industry) • Establish a safety database and promote its practical application (Expand the scope of target products and users in stages)
2) Serve patients through the discovery and development of valuable new drugs that address unmet medical needs	Business strategy: <ul style="list-style-type: none"> • Strengthen in-licensing activities Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> • Obtain new in-licensed drugs • Promote new drug development • Spread, cultivate, and maximize the value of new drugs in the growth phase 	<ul style="list-style-type: none"> • Expand in-licensing drug search fields and disease areas, search regions, and search methods • Strengthen in-licensed drug search capabilities, personnel and organizational capacity for forging alliances • Enhance the development pipeline, including licensing agreements for newly in-licensed products (at least 1 product/year) • Promote new drug development (TO-208, TO-210, grass pollen sublingual tablets, etc.) and product lifecycle management
3) Co-create with diverse partners with specialized capabilities to maximize the value we deliver to the medical field	VISION2030: Realize our vision for 2030 Evolve to a more sophisticated business model: Concentrate the company's resources on core functions and collaborate with external partners that have specialized capabilities	<ul style="list-style-type: none"> • Constantly evolve the business model to be more sophisticated by strengthening core functions and collaborating with external partners, etc.

Medium-Term Management Plan 2025-2027: Key Initiatives

Sustainability Initiatives

- Enhance the activities of the Sustainability Committee (established in January 2025) and continue to implement the materiality promotion plan, including the setting of updated targets, roadmaps, KPIs, etc.

Materiality related to our business	Relevant key initiatives of the Medium-Term Management Plan, fundamentals of business strategy and operations	Overview and goals of initiatives
4) Ensure stable supply by implementing initiatives throughout the entire supply chain	Business operation fundamentals: <ul style="list-style-type: none"> • Stable supply Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> • Improve and reinforce the stable supply system 	<ul style="list-style-type: none"> • Manage supply and demand properly and maintain an appropriate level of inventories • Strengthen production system to increase output of CEDARCURE and resolve problem of limited shipments (expand cedar pollen collection, invest in manufacturing facilities, etc.) • Establish commercial production systems for newly developed drugs (TO-208, TO-210, grass pollen sublingual tablets, etc.) • Build a “Management System for a Stable Supply Structure”
5) Ensure product quality and safety	Business operation fundamentals: <ul style="list-style-type: none"> • Quality assurance Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> • Regulatory compliance and quality assurance 	<ul style="list-style-type: none"> • Comply with the Pharmaceuticals and Medical Devices Act and various other pharmaceutical regulations • Respond in line with development plans and commercial production plans • Improve quality of existing products such as various allergen extracts • Strengthen chemistry, manufacturing and control (CMC) functions

Medium-Term Management Plan 2025-2027: Key Initiatives

Sustainability Initiatives

- Enhance the activities of the Sustainability Committee (established in January 2025) and continue to implement the materiality promotion plan, including the setting of updated targets, roadmaps, KPIs, etc.

Materiality related to our business	Relevant key initiatives of the Medium-Term Management Plan, fundamentals of business strategy and operations	Overview and goals of initiatives
6) Undertake corporate activities by giving attention to protecting the environment	<ul style="list-style-type: none"> Climate change initiatives and other environmental initiatives 	<ul style="list-style-type: none"> Follow the framework recommended by the TCFD Establish governance structure and strengthen management of business risks
7) Develop employees with high levels of specialization and provide them with growth opportunities	<p>Key initiatives of the Medium-Term Management Plan:</p> <ul style="list-style-type: none"> Develop human resource systems and other systems in line with management strategies and reform work styles (including education and training and human resource development) 	<ul style="list-style-type: none"> Introduce and spread understanding of a human resource system that rewards results appropriately through well-balanced evaluation and compensation Pursue stable recruitment of highly specialized human resources and carry out human resource development programs systematically Implement training systematically over the medium to long term through company-wide standardized training, job-specific training, etc. Support self-directed career development
8) Cultivate a corporate culture of implementing TORII's POLICY (the values we hold dear)	<p>Key initiatives of the Medium-Term Management Plan:</p> <ul style="list-style-type: none"> Reform of the corporate culture 	<ul style="list-style-type: none"> Spread awareness of the corporate philosophy system (information dissemination through executive dialogue meetings, internal newsletters, etc.) Promote TORII's POLICY through workshops for all employees, etc. Continue to conduct corporate culture questionnaires

Medium-Term Management Plan 2025-2027: Key Initiatives

Sustainability Initiatives

- Enhance the activities of the Sustainability Committee (established in January 2025) and continue to implement the materiality promotion plan, including the setting of updated targets, roadmaps, KPIs, etc.

Materiality related to our business	Relevant key initiatives of the Medium-Term Management Plan, fundamentals of business strategy and operations	Overview and goals of initiatives
9) Realize an environment where every employee can work with enthusiasm	Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> Develop human resource systems and other systems in line with management strategies and reform work styles 	<ul style="list-style-type: none"> Create a comfortable/rewarding work environment that encourages employee growth and boosts organizational performance Promote diversity (e.g., promote the active participation of women in the workplace, support initiatives for the development of the next generation of employees) Promote health and productivity management initiatives
10) Compliance	Business operation fundamentals: <ul style="list-style-type: none"> Compliance Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> Strengthen compliance 	<ul style="list-style-type: none"> Comply with various laws, regulations, and industry rules (Code of Practice, Fair Competition Code, Guidelines for Provision of Sales Information on Prescription Drugs, etc.) Continue to provide compliance education and awareness training to executives and employees Conduct compliance questionnaires Continue to set up and optimize reporting/consultation desks
11) Corporate governance	Key initiatives of the Medium-Term Management Plan: <ul style="list-style-type: none"> Enhance corporate governance 	<ul style="list-style-type: none"> Ensure proper operation of the Audit and Supervisory Committee, and Nomination and Compensation Advisory Committee Enhance appropriate information disclosure and dialogue (financial results briefings, SR activities, publication of integrated reports, etc.) Take action to implement management that is conscious of cost of capital and stock price