

# Roadmap to Achieving the Long-Term Vision

## Phase 1 Initiatives

### Evolving management

Our first step toward achieving our lofty vision for 2035 will be for management to evolve from a focus on business growth to a focus on enhancing corporate value. Through aggressive investment and measures to reinforce our human capital and further hone our organizational strengths, we will foster greater business growth and innovation. Also, to create new value in a wider range of areas, we will move away from our former approach of self-reliance towards greater co-creation with other companies.

### Shoring up existing businesses

To improve the return on capital, we will manage the business portfolio and investments using ROIC as a yardstick. By focusing more intently on the use of AI and IT and pursuing customer-centered innovation, we will seek to expand the value we provide through existing businesses and become a healthcare Group that can address all kinds of needs.

### Establishing a foundation for exploring new areas

We will adapt an approach of creating new businesses centered on healthcare and peripheral areas, considering establishing a foundation for exploring new areas to be a high priority. Phase 1 will involve establishing the organizational framework needed for business creation, exploring co-creation with companies engaged in various healthcare areas, and moving forward with our transformation into a culture that encourages taking on challenges.

Long-Term Vision 2035 aims to improve the return on capital and ensure growth by stressing financial indicators such as ROE, ROIC, and the average annual growth rates of net sales and EBITDA. We have furthermore set the vitality of the organization and the capacity to innovate as non-financial indicators that will help us embody the Group we want to become. In achieving the long-term vision, we will continue to reinforce non-financial assets while steadily implementing initiatives throughout the first three-year phase leading up to March 2027.

### Phase 2

### Phase 3

### Phase 4

**Shoring up the sustainable management foundation**

#### Human capital

Human capital management

#### Customer assets

Digital transformation of services

#### Organizational assets

Pursuing productivity through the use of AI and ITs

## Vision for 2035

To be the most trusted partner in healthcare

#### Financial targets

Stress return on capital and growth

ROE 15% ROIC 15%

Average annual growth rates of net sales and EBITDA: 10%-

#### Non-financial targets

Improve the vitality of the organization and the capacity to innovate

Consider setting performance indicators based on the Net Promoter Score<sup>®</sup> metric, engagement scores, etc.

\*A metric that measures customer loyalty (trust in and attachment to a service) and represents the percentage of people who would actually recommend the service.

Achieving Long-Term Vision 2035  
Turning new businesses into new growth drivers