




# Overview of Today's Presentation

CFO

<Takehito Yogo>

# Agenda for Today

 Today's Presentation

Financial Segments	Business Division	Product Portfolio
<p>Medical-Related</p>	<p>Domestic Business Division</p>	<p>Dialysis-related products Hospital-related Products</p>
	<p><b>Global Business Division</b> </p>	
	<p><b>Vascular Business Division</b> </p>	<p>Vascular-related Products</p>
<p>Pharmaceutical-Related</p>	<p>Pharmaceutical Division</p>	<p>Own-brand Pharmaceuticals</p>
<p>PharmaPackaging</p>	<p>PharmaPackaging Division</p>	<p>Third-party Branded Pharmaceuticals</p>
<p>Corporate Functions</p>	<p><b>Value Engineering Management</b> </p>	
	<p>General Affairs/Human Resources Headquarters, Corporate Planning Headquarters, and Others</p>	

# New medium-term management plan

- Focus on expanding its market share overseas and strengthen the earnings base in Japan to achieve both sales growth and profit margin improvement.
- In addition to securing profits, aim to accelerate the financial soundness by promoting cash flow-oriented management through improvement of working capital and optimization of investment amount.
- To strengthen risk management related to investments and implement selection and concentration of management resources.

## KPI targets of the new medium-term management plan

	FY2027 Target	Setting grounds
Sales growth rate	Annual ave. <b>6.0%+</b>	Continuous sales expansion in growth markets with a target of achieving ¥1 trillion in FY2030.
Operating profit margin	<b>7.0%+</b>	Establish a profitable structure by strengthening the revenue base, targeting 9% in FY2030.
Net Debt/ EBITDA multiple	<b>&lt; 4.0x</b>	Complete disciplined growth investments, targeting less than 3.0x in FY2030.
ROE	<b>10.0%+</b>	Achieve FY2027 target through sales expansion and profitability improvement; target ROE of 14.0% in FY2030.

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