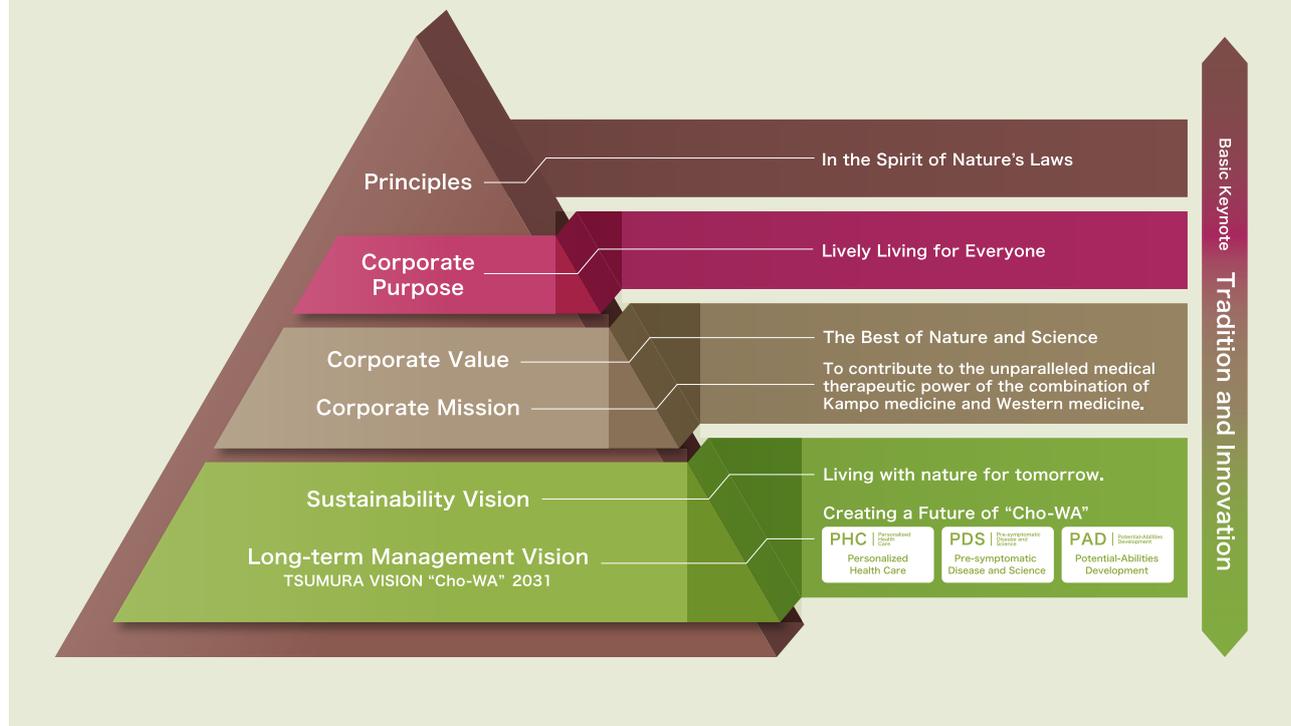


TSUMURA GROUP DNA Pyramid



Tsumura's Decision Criteria

The environment surrounding the pharmaceutical industry is constantly changing. By contrast, the Tsumura Group's Principles, "In the Spirit of Nature's Laws," have been unchanged since the Group's founding. The reference to nature's laws is from the ancient Chinese classic, the I Ching, and means that one should "Obey the will of heaven." We interpret "heaven" to refer to nature in the broadest sense, and consider it important to strive to conduct business correctly in accordance with the principles of nature. Tsumura's point of origin was the commercialization of a medicine for women called "Chujoto," which was designed to meet the needs of women, who had limited access to healthcare during the Meiji Era of the late 19th century and early 20th century. Since its foundation, the Company has been dedicated to growth that brings benefits to the public by helping to create a lively society through a well-balanced state of mind and body or well-being, of each individual.

In April 2022, the Group renewed its philosophical system, the TSUMURA GROUP DNA Pyramid. Looking ahead to healthcare some 50 to 100 years in the future, the Group formulated its Corporate Purpose as "Lively Living for Everyone,"

a social mission that links back to the origin of its foundation, and this is positioned in the upper part of the pyramid together with "In the Spirit of Nature's Laws." In addition, the Group's Corporate Value, "The Best of Nature and Science," and its Corporate Mission, are positioned in the middle of the pyramid, where they form the basis of the Group's management practices. At the same time, the Tsumura Group formulated its Sustainability Vision, "Living with nature for tomorrow," and its ten-year Long-Term Management Vision, "TSUMURA VISION 'Cho-WA' 2031." We are committed to continuous innovation while upholding our 130-year tradition, aiming to be a corporate Group that can realize a future in which individuals and society enjoy mental and physical well-being, and where individuals and society are in "Cho-WA" (a well-balanced state).

Through our daily operations, as we make various decisions based on the above Principles, Corporate Purpose, Corporate Philosophy, and Visions, we strive to create social value such as the expansion of access to healthcare and the extension of healthy life spans.

Please see our corporate website for details. "Corporate Purpose, Corporate Value, Corporate Mission and Vision" <https://www.tsumura.co.jp/english/corporate/policy/index.html>