

Long-Term Management Vision

Long-Term Management Vision TSUMURA VISION “Cho-WA” 2031

To realize our long-term management vision, we created medium-term management plans as a road map by clarifying our business visions and strategies then backcasting and dividing them into three stages.

The first medium-term management plan corresponding to the first stage (fiscal 2022 to fiscal 2024) is positioned as a period for up-front investment. We have set out five strategic challenges and numerical targets. We will invest in production facilities and other areas for enhancing production capacity and productivity (automation and DX), with a view to supporting the sustainable, stable growth of the domestic business. We will also invest in construction of an IT platform

for the China business, as well as M&As to gain entry into the traditional Chinese medicinal products business in our formulation platform. Other major investment areas include R&D, with priority given to promoting personalization of Kampo treatment and scientific research on pre-symptomatic disease.

Under our plan, in the second stage (fiscal 2025 to fiscal 2027), our invested businesses and facilities will enter full operation, and in the third stage (fiscal 2028 to fiscal 2031) we will receive full returns on our investments in the form of profits.

Long-Term Management Vision (Fiscal 2022-2031)

TSUMURA VISION “Cho-WA” 2031

Under the title TSUMURA VISION “Cho-WA” 2031, we are working to fulfill the potential of our three Ps as we live in greater balance with nature and welcome an era in which we support well-being for every individual, using the power of nature and science, mainly in traditional medicines, with Kampo and traditional Chinese medicines at its core.

PHC

Personalized Health Care

This means contributing to well-being through evidence-based provision of Kampo and traditional Chinese medicines and other products and services tailored to the individual's life stage, symptoms, genetic makeup and living environment.

PDS

Pre-Symptomatic Disease and Science

With this we contribute to building a healthier society by establishing diagnostic methods and systems to address a given pre-symptomatic disease, defined based on evidence.

PAD

Potential-Abilities Development

This describes a corporate culture that employs dialogue to encourage every employee to make the most of their potential, making us a trustworthy organization as we explore Kampo and traditional Chinese medicine business, for which there is no other model in the world.

Road Map for Achieving the TSUMURA VISION “Cho-WA” 2031

		1st stage 2022-2024 - Germination -	2nd stage 2025-2027 - Growth -	3rd stage 2028-2031 - Flowering -
Prescription Kampo business		Standardization of Kampo treatment Personalization of Kampo treatment	50% or more of physicians prescribing 10 or more formulations	50% of physicians writing basic prescriptions in all treatment areas
Research and development		Personalization of Kampo treatment/scientific study of pre-symptomatic disease	Research	Develop
China business	Formulation platform	Traditional Chinese medicinal products business	Entry	Build infrastructure
	Crude drug platform	Crude drugs, drug pieces, and health products	Expand sales	Establish brand
	Research platform	Traditional Chinese Medicine Research Center	Establish	Expand functions
Smart factory		Expand scope of automation	Shift monitoring & management	Realize smartification of factories
Labor productivity	Sales	Sales per MR (yen/MR)		
	Production	Physical labor productivity (box/person)		
	Crude drugs	Labor costs for the amount of arranged crude drug (yen/ton)		Productivity doubled (compared to fiscal 2021)