

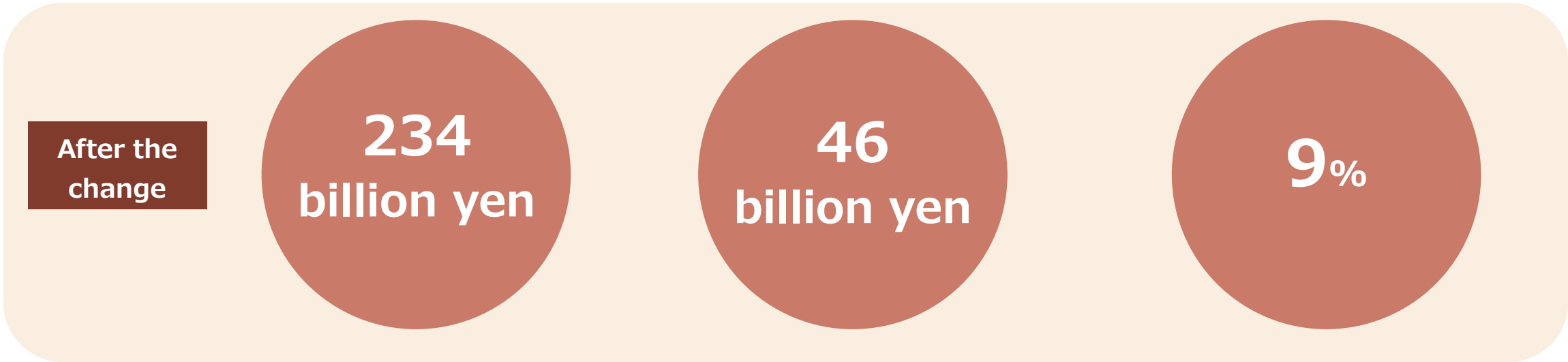
Second medium-term management plan numerical targets (FY2027) TSUMURA

*Revised on November 10, 2025

Sales

Operating profit

ROE



Premises (no changes): (NHI drug price revision) FY 2025, 2026, 2027
(Exchange rate) 20.1 yen per yuan (FY2025 to 2027)

Before the change

