

# Value Creation Process

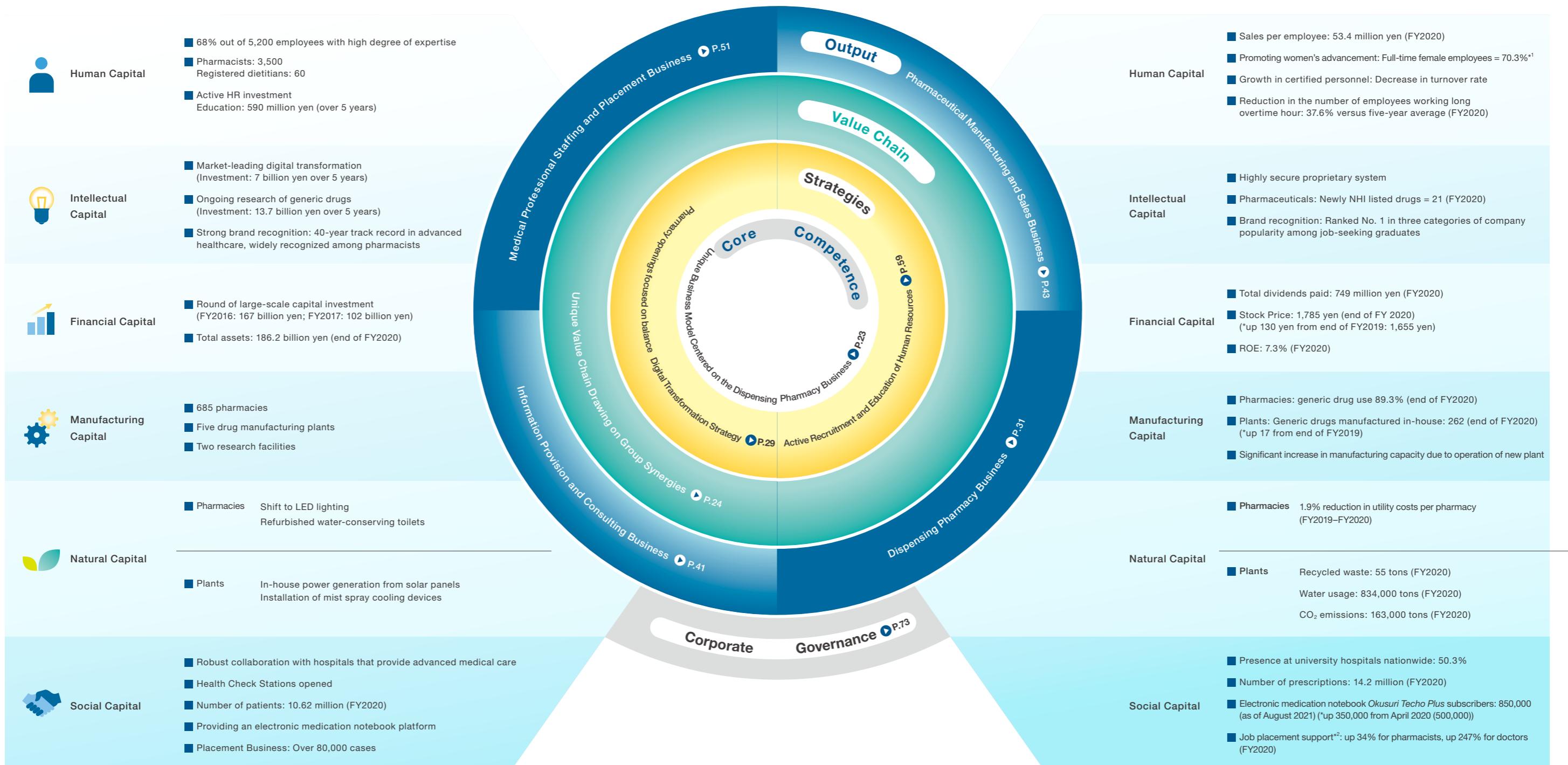
## Issues and Demands in Society

Issues	Demands
■ Super-aging society ("2025 Problem") Rising medical expenses, shortage of doctors	■ Unused medications ■ Response to pandemic
■ Polypharmacy (multiple medications)	■ Family pharmacist system ■ Next-generation pharmacies using digital transformation

## Relevant SDGs



## Input



## Outcome

Sales per employee: 53.4 million yen (FY2020)  
Promoting women's advancement: Full-time female employees = 70.3%\*<sup>1</sup>  
Growth in certified personnel: Decrease in turnover rate  
Reduction in the number of employees working long overtime hour: 37.6% versus five-year average (FY2020)

Highly secure proprietary system  
Pharmaceuticals: Newly NHI listed drugs = 21 (FY2020)  
Brand recognition: Ranked No. 1 in three categories of company popularity among job-seeking graduates

Total dividends paid: 749 million yen (FY2020)  
Stock Price: 1,785 yen (end of FY 2020)  
(\*up 130 yen from end of FY2019: 1,655 yen)  
ROE: 7.3% (FY2020)

Pharmacies: generic drug use 89.3% (end of FY2020)  
Plants: Generic drugs manufactured in-house: 262 (end of FY2020)  
(\*up 17 from end of FY2019)  
Significant increase in manufacturing capacity due to operation of new plant

Pharmacies 1.9% reduction in utility costs per pharmacy (FY2019–FY2020)

Plants Recycled waste: 55 tons (FY2020)  
Water usage: 834,000 tons (FY2020)  
CO<sub>2</sub> emissions: 163,000 tons (FY2020)

Presence at university hospitals nationwide: 50.3%  
Number of prescriptions: 14.2 million (FY2020)  
Electronic medication notebook *Okusuri Techo Plus* subscribers: 850,000 (as of August 2021) (\*up 350,000 from April 2020 (500,000))  
Job placement support\*<sup>2</sup>: up 34% for pharmacists, up 247% for doctors (FY2020)

\*1 Nihon Chouzai only (end of March 2021)

\*2 Number of placement contracts (versus FY2017)