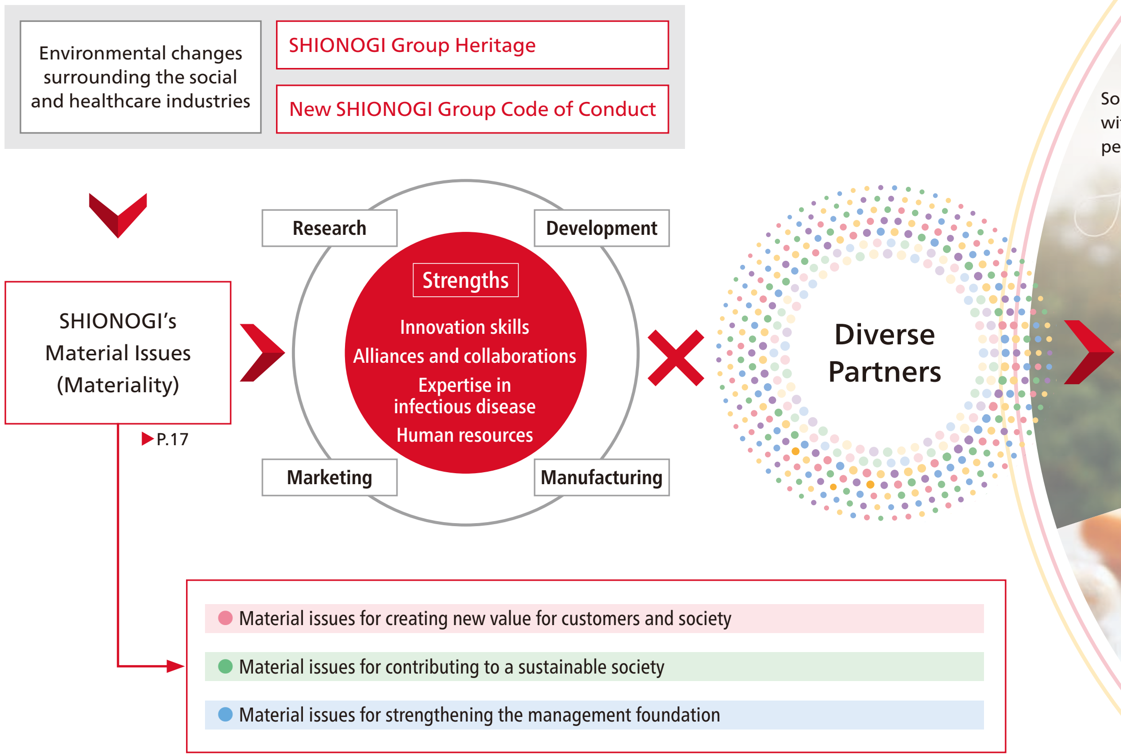
Creating the Value Called Health 3

SHIONOGI's Value Creation

SHIONOGI will further refine the strengths cultivated as a drug discovery-based pharmaceutical company and continue to create innovative medicines. Furthermore, we will drive co-creation with partners to generate new value beyond pharmaceuticals as a partner of choice for companies and industries with diverse strengths. We will continue to deliver new value to society as a HaaS company that provides healthcare services to solve challenges for patients and society.



Creating the Value Called Health 3 Value Creation Process

SHIONOGI strives constantly to supply the best possible healthcare solutions to protect the health and wellbeing of the patients we serve

INPUT (FY2024)

Main Capital

Human capital
- Penetration of our philosophy*1 **86%**
- Education and training expenses per person (based on Shionogi & Co., Ltd.) **¥98 thousand**
- Talent pool for future management **36 persons***2

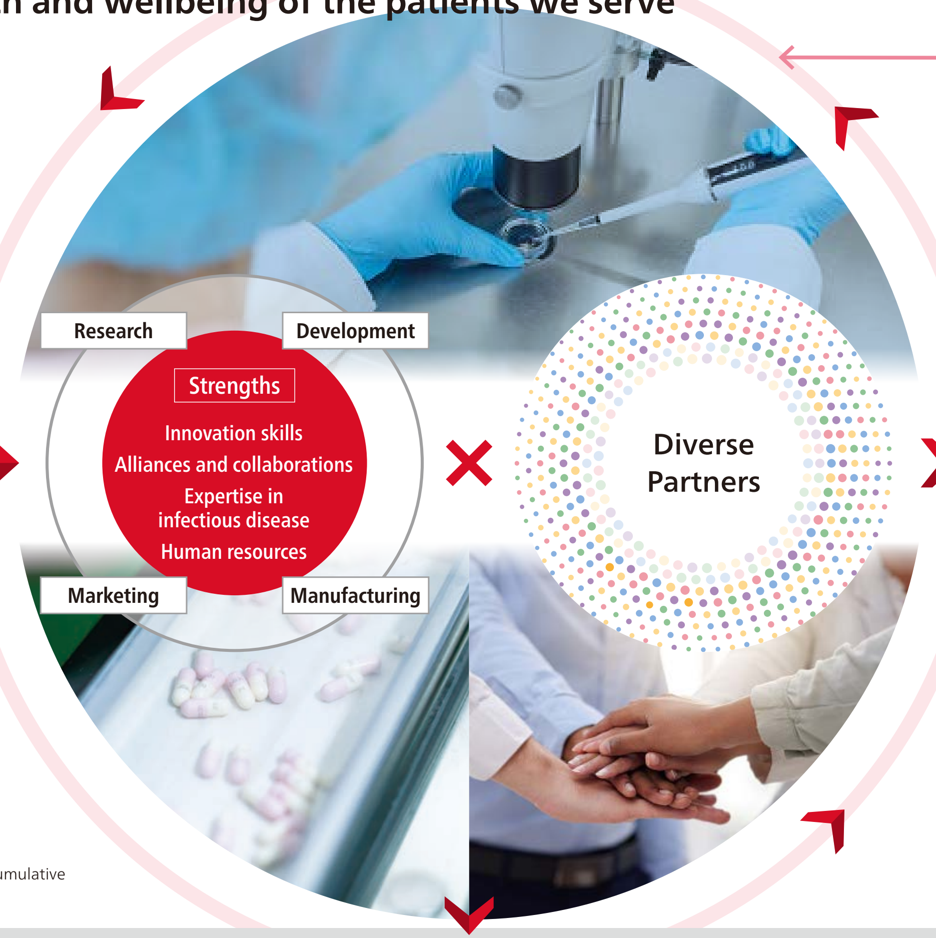
Intellectual and manufactured capital
- SHIONOGI's unique expertise and technology
- Capital investments and investments in intangible assets **¥26.2 billion**

Social and relationship capital
- Diverse partnerships
  STS2030 partnerships: **55** (cumulative)
- Strong relationships with national governments, local governments, and communities

Financial capital
- Total capital **¥1,535.3 billion**
- STS2030 Phase 2 **¥300 billion** to be invested in R&D

Natural capital
- Greenhouse gas (GHG) emissions (Scope 1 & 2: market-based): **63,057 tCO_2**
- Total water withdrawal **1,612 thousand m^3**

*1 Engagement survey results
*2 Number of associate corporate officers cumulative over the past five years



OUTCOME (FY2024)

Value Created

Human capital
- Practice of our philosophy*1 **67%**
- Promotion of DE&I
- Number of persons from talent pool appointed to executive officer positions (cumulative over the previous four years): **10**

Intellectual and manufactured capital
- Accumulation of SHIONOGI's proprietary expertise and technology
- Internally-discovered pipeline ratio **69%**
- Number of pipeline products **46**

Social and relationship capital
Through contracts with partners:
- Ensitrelvir available in **117 countries**
- Cefiderocol available in **135 countries**
- Dolutegravir/cabotegravir available in over **140 countries**

Financial capital
- Profit before tax **¥200.8 billion**
- Annual total shareholder return (TSR): **-10.7%** for the past year, **-1.4%** for the past three years, **7.0%** for the past five years, and **7.0%** for the past 10 years
- ROE **13.1%**

Natural capital
- Effluent management of antimicrobial agents in wastewater
- Greenhouse gas (GHG) emissions (Scope 1 & 2: market-based): **23.3% reduction** (compared to fiscal 2019)
- Water resource return rate: **89.8%**

IMPACT

Value Shared

OUTPUT

Value Provided

Multidrug-resistant Gram-negative bacterial infection treatment *Fetroja*

COVID-19 treatment *Xocova*

Long-acting anti-HIV drug *Cabenuva*

Wastewater surveillance service (by AdvanSentinel)

Gamma wave sound care *kikippa*

Elementary and junior high school class management support system *Yui-EN*

Yui Connection

Details on the development pipeline