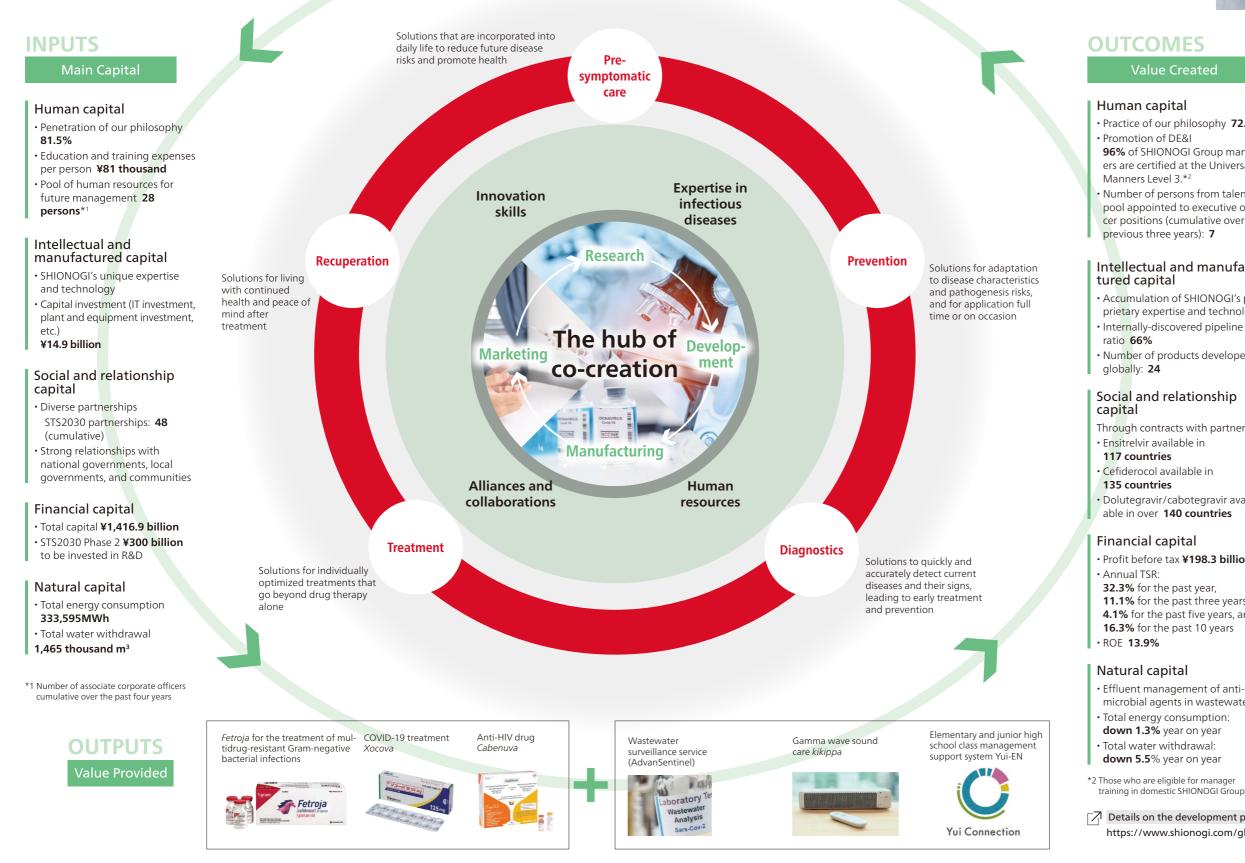
## Value Creation Process

# We will provide a range of healthcare services (HaaS) in line with only providing pharmaceuticals, to achieve total care.

## customer needs, rather than



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Value Created

- Practice of our philosophy 72.5%
- 96% of SHIONOGI Group managers are certified at the Universal
- Number of persons from talent pool appointed to executive officer positions (cumulative over the previous three years): 7

# Intellectual and manufac-

• Accumulation of SHIONOGI's proprietary expertise and technology Internally-discovered pipeline

Number of products developed



# **IMPACTS**

Value Shared

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### Society

Contribution to SDGs (contributions to a healthy and prosperous societv)

### Customers

Extension of healthy lifespans, improvement of quality of life, new value co-creation

### Employees

A workplace where employees can feel comfortable, motivated and can grow

### Shareholders and investors

Sustainable growth, return of profit

Story 1

### Social and relationship

Through contracts with partners: Cefiderocol available in Dolutegravir/cabotegravir available in over 140 countries

 Profit before tax ¥198.3 billion 32.3% for the past year, **11.1%** for the past three years, 4.1% for the past five years, and

16.3% for the past 10 years

· Effluent management of antimicrobial agents in wastewater Total energy consumption: down 1.3% year on year Total water withdrawal:

\*2 Those who are eligible for manager

 $\square$  Details on the development pipeline https://www.shionogi.com/global/en/innovation/pipeline.html