Contents

Value Creation Story

- 1 Corporate Message
- 3 Messages from Employees
- 5 History of Value Creation
- 7 At a Glance
- 9 Vision
- 13 Message from the President
- 17 Value Creation Process
- 19 Strengths and Competitive Advantages
- 21 Importance of Female Healthcare and Social Issues
- 23 Value Creation
- 24 Example of Value Creation
- 27 Material Issues
- 29 Stakeholder Outcomes/Impact

Explanation of Strategy

- 31 ASKA Pharmaceutical Holdings' Medium-Term Management Plan 2025
- 33 Financial and Capital Strategy
- 37 Overview of ASKA Pharmaceutical Holdings
- 39 Business Conditions
 - 39 ASKA Pharmaceutical
 - 45 ASKA Animal Health
 - 47 ASKA Pharma Medical

Foundation for Value Creation

- 49 Environment
- 53 Human Resources
- 59 Business Activities
- 63 Roundtable Discussion with Outside Directors
- 67 Board Members and Corporate Officers
- 69 Corporate Governance
- 75 Compliance
- 76 Risk Management

Data Section

- 77 11-Year Summary of Consolidated Financial Results
- 79 Initiatives/External Evaluation/Third-party Opinion
- 80 Company Information/Shareholder Information



Editorial Policy

ASKA Pharmaceutical Holdings Co., Ltd. issues the ASKA HD Report as an Integrated Report (Annual Report) to communicate messages from management on the Company's management strategies and priority issues. It also includes information on the Company's environmental, social and governance (ESG) initiatives and finances. Information based on the seven core principles of ISO 26000, the international standard for social responsibility, and its classifications, is presented on the Company's website. ASKA HD REPORT 2024 introduces the initiatives of ASKA Pharmaceutical, ASKA Animal Health and ASKA Pharma Medical under the theme of clarifying and promoting a better understanding of the strengths of ASKA Pharmaceutical Holdings. In producing this report, we narrowed down the most important information, based on the opinions and inquiries of our stakeholders. We hope this report will help promote dialogue with our stakeholders.

Referenced Guidelines and Frameworks

- GRI Standards
- IFRS Foundation *Integrated Reporting Framework*
- ISO 26000 Guidance on Social Responsibility
- Ministry of Economy, Trade and Industry, Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation
- Ministry of the Environment, Environmental Reporting Guidelines (2018)
- Recommendations of Task
 Force on Climate-related
 Financial Disclosures (TCFD)
 (Final Report), and others



Reported Matters

- Period: April 1, 2023 to March 31, 2024 (includes some information from outside the period)
- Scope: ASKA Pharmaceutical Holdings Co., Ltd. and Group companies
- Note: In principle, this report covers the activities of the ASKA Pharmaceutical Holdings Group. However, when activities and data are for ASKA Pharmaceutical Co., Ltd. (nonconsolidated), "ASKA Pharmaceutical" is indicated.

Note on Forward-Looking Statements in This Report

Information on the Group's business outlook and other forward-looking statements presented in this report are based on the judgment of the Group's management, which relies on various information at the time of publication. Actual results may differ significantly from the outlook presented due to changes in market trends, economic conditions or other factors.

ASKA HD REPORT 2024 12