

Message from the COO



Dedicated to creating value for each patient, we aim to become a top innovator that will lead the global healthcare industry.

Dr. Osamu Okuda

Representative Director, President and COO

Beginning My New Role as COO

I am Osamu Okuda, Chugai's newly appointed President and Chief Operating Officer.

With a history spanning more than 90 years, Chugai has established a unique business model through its strategic alliance with Roche, becoming an innovator in drug discovery that is unparalleled in Japan. My duty, as I see it, is to generate sustainable growth through a dedication to creating value for each patient, and to steer Chugai on a course toward becoming a globally recognized top innovator in the healthcare industry. I am honored to be entrusted with Chugai's future. I am also firmly resolved to take on this great responsibility.

Mid-term business plan IBI 21 is progressing steadily. In addition to focusing on successfully executing our strategies we

will quickly and firmly implement the strategies of our strategic agenda with a medium- to long-term view to achieve sustainable growth.

Creation of Shared Value and Corporate Vision

Chugai has made creating shared value its basic management policy. This means aligning the value that we create with the value that society requires. We will meet society's demands by wholeheartedly concentrating even more resources than ever on dramatic innovation that changes the lives of patients.

To successfully execute our strategies, employees must truly understand the meaning of shared value. In 2019, we conducted workshops for approximately 900 mid-level managers, at which they engaged in dialogue with patients and their families and had discussions based

on video letters from patients. Participating managers were reminded that their core business has value that can change patient's lives. We plan to devote further efforts to pursue shared value with employees.

What should Chugai do based on these ideas? Over the long term, the medical community is expected to converge on Value-Based Healthcare (VBHC). Eventually, only solutions that offer true value to patients and society – value that has been proven with data – will be adopted. To provide such high value, it is essential to further advance our drug discovery technology, which is one of our strengths, and deepen our understanding of the biology of diseases.

In this context, going forward I believe that we need to strengthen our pioneering spirit and our sensitivity to trends outside the Company and the industry. Our employees are highly focused on objectives and following through to completion. As healthcare and the required solutions change, our ability to detect what is happening outside the Company and in other industries will become increasingly important. Moreover, we will need a pioneering spirit to embrace new challenges, without being bound by our existing technologies and approaches. While the creation of innovative drugs is at the heart of our business, we will incorporate the most advanced technologies and team up with players in other industries to lead the development of new solutions.

I am fully committed to making Chugai a top innovator that will lead the global healthcare industry. We will think ideas through, create solutions that offer high value, and deliver them to patients based on the pioneering spirit of our Core Values. In the process, our employees will grow, and using the profit generated, we will create further groundbreaking solutions. This is the virtuous cycle I aim to establish.

Finally, everything we do is founded on integrity. We will strive to maintain an open and sincere dialogue with our stakeholders to meet the expectations and demands of society.