

Evolving the Pharmaceutical Value Creator: CMIC's Strategy for an AI-Enabled, Partnership-Driven Future

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For more than three decades, CMIC has supported pharmaceutical and biotechnology companies across the product lifecycle. At the heart of its approach is the Pharmaceutical Value Creator (PVC) model, integrating expertise across drug development, manufacturing, regulatory affairs and commercialization through CMIC's long-standing and proprietary one-stop health care service provider position.

As drug development becomes more complex and expectations for speed, quality and efficiency increase, CMIC is evolving this model. Keiko Oishi, president and representative executive officer of CMIC Holdings, explains how partnerships, AI and people will drive its next phase.

How is CMIC's Pharmaceutical Value Creator model evolving?

Keiko Oishi: PVC remains at the center of our strategy. The fundamental idea is to create value by bringing together the capabilities pharmaceutical and biotechnology companies need across the product lifecycle.

But our industry is changing rapidly. Drug development is becoming more complex, therapeutic modalities are increasingly diverse, and clients are under greater pressure to deliver innovation faster and more efficiently. To create greater value, PVC must continue to evolve. That means combining our expertise with external partnerships, leveraging AI to enhance quality and speed, and investing in people who can make decisions, take responsibility and build trust.

Why are partnerships increasingly important?

No single organization can possess every capability, technology or area of expertise needed to address today's health care challenges. We want to combine CMIC's capa-



bilities with the knowledge, technologies, talent and resources of strong partners around the world. Through strategic alliances, we can broaden the solutions available to our clients and create combinations of capabilities that would be difficult for one organization to provide independently. For us, partnership is about bringing together the right expertise and resources to solve each client's specific challenges.

What role will AI play in CMIC's strategy?

We see AI as more than an efficiency tool. Used appropriately, it can enable better decisions, faster execution and higher-quality services. Our AI Transformation, or AX, strategy focuses on three priorities: high-quality data foundations, operational excellence and robust AI governance.

We are strengthening our data foundations while integrating AI into processes where it can meaningfully improve quality, speed and productivity. At the same time, health care is highly regulated, and we work with sensitive information and intellectual property. Strong governance is therefore essential to ensure AI is used responsibly, particularly around confidentiality, data protection and regulatory compliance.

As AI becomes more important, what does this mean for people and talent development?

People become more important, not less. AI can analyze information and automate routine activities, but health care remains fundamentally human-centered. Judgment, accountability, empathy and trust cannot simply be automated. As technology takes on more routine work, people can focus on areas where human capabilities create the greatest value—making complex decisions, understanding clients and patients, collaborating across organizations and taking responsibility for outcomes.

That is why talent development is one of our highest strategic priorities. Our competitive advantage will not come from technology alone, but from combining advanced technology with highly skilled professionals who understand health care and can translate knowledge into action.

What will define the next phase of CMIC's PVC strategy?

The next phase will be about integration—bringing together technology, human expertise and collaboration more effectively. We will continue strengthening PVC with a broader ecosystem mindset: combining CMIC's capabilities with those of our partners, using AI and data to improve quality and speed, and investing in people who can create meaningful value. Our purpose has not changed.

We want to help pharmaceutical and biotechnology innovators bring better solutions to patients more effectively. By connecting the right expertise, technology and partnerships, we believe CMIC can create greater value for our clients and contribute to better health care outcomes around the world.