



滚动战略发展规划

Rolling Strategic Development Planning

2016.3

2013-2015规划期目标全面达成

2013-2015 Planned targets achieved



经营目标全面实现

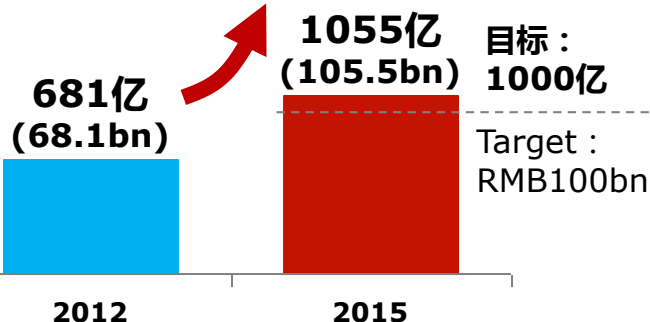
Operational targets fully achieved



营业收入

Revenue

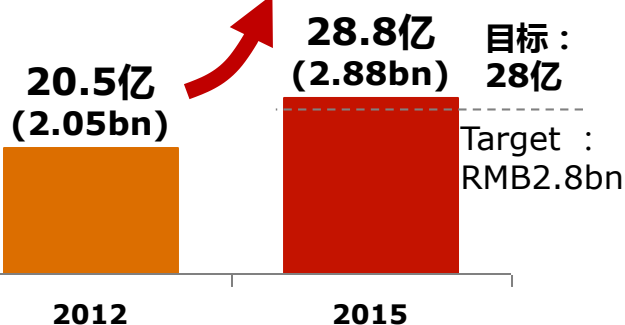
三年复合增幅 (3yr CAGR)
16%



归母净利润

Profit attributable to the shareholders

三年复合增幅 (3yr CAGR)
12%



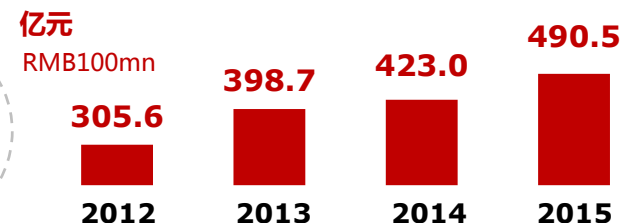
股东价值增长与员工共享

Shareholder value increase shared with employees



公司市值

Market cap

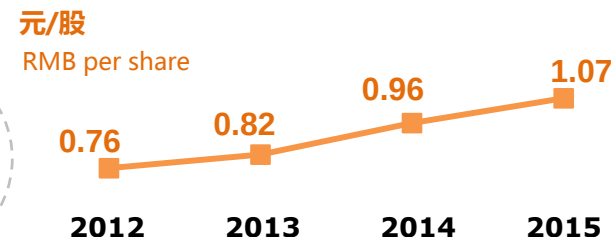


注：为每年12月31日收盘市值
Note: Closing value on Dec 31



每股收益

EPS



员工薪酬

Employee salaries



公司在岗员工人均工资复合增长率8.6%，高于行业平均。

CAGR8.6% for FTE average salary increase, higher than industry average

2013-2015规划期行业地位巩固提升

2013-2015 industry position enhanced



行业地位领先

Leading position within industry

- **中国化学制药行业工业企业综合实力百强 第1位**
No.1 in Top 100 PharmCo of China Chemical Drugs Industry
- **中国最具品牌竞争力药企20强 第1位**
No.1 in Top 20 of China's Most Competitive PharmCo Brand
- **中国制药工业百强企业 第2位**
No.2 in Top 100 of China Pharmaceutical Industry
- **中国医药企业创新力20强**
Top 20 Innovation Capability among Chinese PharmCo
- **十大医药“互联网+”创新企业**
Top 10 Pharma "Internet +" Innovative Company
- **中国最具投资价值医药上市公司10强**
Top 10 Most Valuable for Investment of Listed PharmCo



综合排名提升

Cross-industry ranking improved



福布斯全球企业2000强第1058位
中国医药类上榜企业第2位
Forbes Global 2000 No. 1058
No.2 among Chinese PharmCo on the list



上海制造业50强 第8位
Shanghai Manufacturing Industry 50 No.8
三年**提升1位**
(Climbed 1st in ranking in 3yrs)



财富中国 500 强 第61位
Fortune China 500 No. 61
三年**提升38位**
(Climbed 38th in ranking in 3yrs)



2015香港上市公司100强
Top 100 of 2015 HKEX Listed Companies

2013-2015规划期战略举措落地

2013-2015 recap on strategy implementation highlights



工业收入稳步增长，盈利能力逐步提升

Steady revenue growth and profitability improvement

- ✓ **实施产品聚焦战略，选定60个战略重点产品，制定实施“一品一策”，完善产品管控模式，推进营销体系优化，成立营销中心，搭建4区8办的市场准入体系；**
Enacted product focusing strategy, selected 60 key products, each having "1 product 1 tactic"; Improved portfolio mgmt model, optimized marketing system, built a marketing center and market access platform of 8 offices in 4 regions;
- ✓ **旗下41家工业企业全面通过新版GMP认证，获得91张GMP证书，药品生产的技术装备、生产管理、质量管理等能力全面提升。全面导入精益六西格玛管理，实施两化融合，持续改善工艺、降低成本、提升能级；**
41 subsidiaries received 91 new GMP certificates, improved equipment, mgmt, QA/QC, introduced 6 sigma mgmt, integrated leaning and informatization, and continuous tech improvement, cost reduction, and overall capability advancement;
- ✓ **优化研发体系，推进研发立项集中化管理和项目经理责任制，提高研发效率；确立研发聚焦领域，推进产业化平台建设，连续两年获得国家科技进步一等奖；**
Optimized R&D system, promoted centralized project initiation mgmt and R&D project mgmt, improved R&D efficiency; focalized R&D areas and promoted industrialization platform building, and awarded 1st Prize of National SciTech Advancement Prize for 2yrs;
- ✓ **完善产业链上游配套，推进中药种植基地建设和原辅料集中采购。**
Improved upstream support, promoted plantation site building for TCM and centralized procurement of raw materials.



商业收入高速增长，创新业务行业领先

Rapid growth in distribution service revenue, innovation leading the industry

- ✓ **分销网络全国布局，覆盖省份由13个提升至18个，强化华东、广东，分销重心继续下沉，积极布局东北西北；**
Nationwide distribution network, coverage increased from 13 to 18 provinces, enhanced presence in East China and Guangdong, continued distribution to lower tiers, entered Northeast & Northwest;
- ✓ **创新商业模式，以供应链延伸服务和临床支持服务为核心的医院现代服务解决方案成为行业标杆，医院合作药房和高值药品直送（DTP）业务快速增长；**
Innovated biz model, new hospital solutions for extended supply chain service and clinical support became industry benchmark, grew rapidly hospital partner pharmacy business and high value drugs direct distribution at DTP pharmacy business;
- ✓ **全面开展精益管理，服务为荣，降本增效，完善物流仓储体系，为客户提供更快捷的配送速度，更柔性的服务能力；**
Started group-wide lean mgmt, service as honor, reduced cost and improved efficiency, improved logistics and warehousing system, provide faster distribution to clients, and equipped with more customized service capabilities;
- ✓ **布局互联网+医药，成立上药云健康，积极开创线上/线下融合的医药零售模式和患者服务。**
Entered Internet + Pharma field, founded SPH Cloud Health Business, actively built a new integrated O2O Rx sales model and patient services.

明确战略管控为主、运营管控为辅的管控模式，总部推进十大管控职能优化

Strategic mgmt as core, operational mgmt as assistance, and group level promotion for 10-function optimization

融入国家战略顺应行业趋势，未来可持续健康发展

Follow national strategy and ride on industry trends achieve sustainable development of Shanghai Pharma



医药行业增速趋缓

Slower pharma industry growth

- **医药行业增速整体趋缓，但可以预见未来5-10年仍稳健增长**
Overall pharma industry growth slowed down, but 5-10 years of steady growth is still expected



大健康市场扩容

Grand health market enlargement

- **“十三五”推进健康中国建设，8万亿市场规模待开启**
"13th 5-Year plan" promoted building a healthy China, a RMB 8trillion market to be explored



新常态下终端结构转换

Weight shifted btw POS under "New Normal"

- **医改推动下，药品消费终端结构转换，预期医药零售终端增长将高于医院渠道增长幅度**
Weight between terminals shifted, under healthcare reform, expected retail channel growth rate would be much higher than hospital



中药与器械极具潜力

Great potential in TCM and MedTech

- **中医药发展规划上升为国家战略，将迎来重大发展机遇**
TCM dev't leveled up as national strategy, great opportunity ahead
- **器械行业发展潜力巨大，技术推动多个领域创新**
Tech dev't promoted innovation and drove MedTech market growth

A man in a white lab coat is holding a baby in a hospital room. The man is looking up at the baby with a smile. The baby is looking to the side. The room has a window in the background.

使命 Mission

持之以恒，致力于提升民众的健康生活品质

Always commit to enhancing the public's health and quality of life

发展愿景 Development Goals

成为受人尊敬、拥有行业美誉度的领先品牌药制造商和健康领域服务商

Become a respected and reputable leading Rx pharmaceutical manufacturer and service provider

核心价值观 Core Values

创新、诚信、合作、包容、责任

Innovation, integrity, cooperation, inclusiveness, responsibility

战略定位与发展目标

Strategic position and development goals

战略定位：以互联网+与健康产业为主线，以推进智能制造和智慧服务为主攻方向，聚合资源、创新驱动、内生外延同步推进，实现上海医药可持续健康发展。

Strategic position: Internet + Health as core, promotion of smart manufacturing and smart services as main direction, aggregate resources, drive innovation, achieve sustainable development of Shanghai Pharma.



Development goals

五年复合增长率 > 12%
5-year CAGR > 12%

1055亿

105.5 bn

2015

1500亿

150 bn

2018

“十三五”末较2015
翻一番

2000亿

200 bn

DOUBLE

End of "13th 5-yr Plan"
Compared with 2015

2020

“十三五”规划期末
End of "13th 5-yr Plan"

承接国家“创新、协调、绿色、开放、共享”发展理念，上海医药四大战略特征

SPH 4 strategy characters carry on the state development philosophy of "innovation, coordination, green, openness, sharing"



战略驱动

Strategy drivers

保持国内医药工业第一梯队

Remain 1st tier in China's pharma manufacturing industry

- 产品聚焦做大做强重点产品 focus on growth of key products
- 研发产品链提供高效支撑 High efficiency support to R&D portfolio
- 中药全产业链延伸发展 Extended value chain development for TCM
- 建设工业精品智造基地 Build smart manufacturing sites for quality products
- 产业协同和国际化发展 Synergy between products and international development



跻身国内医药零售行业前列

Ascend to the front in China pharma retail industry

- 推进线上/线下融合的医药零售模式 Create integrated O2O drug retail model
- 打造开放共享合作的患者服务平台 Build open and sharing patient service platform
- 拓展完善线下三层零售网络 Extend and improve 3-layer offline retail network

保持国内医药分销领先地位

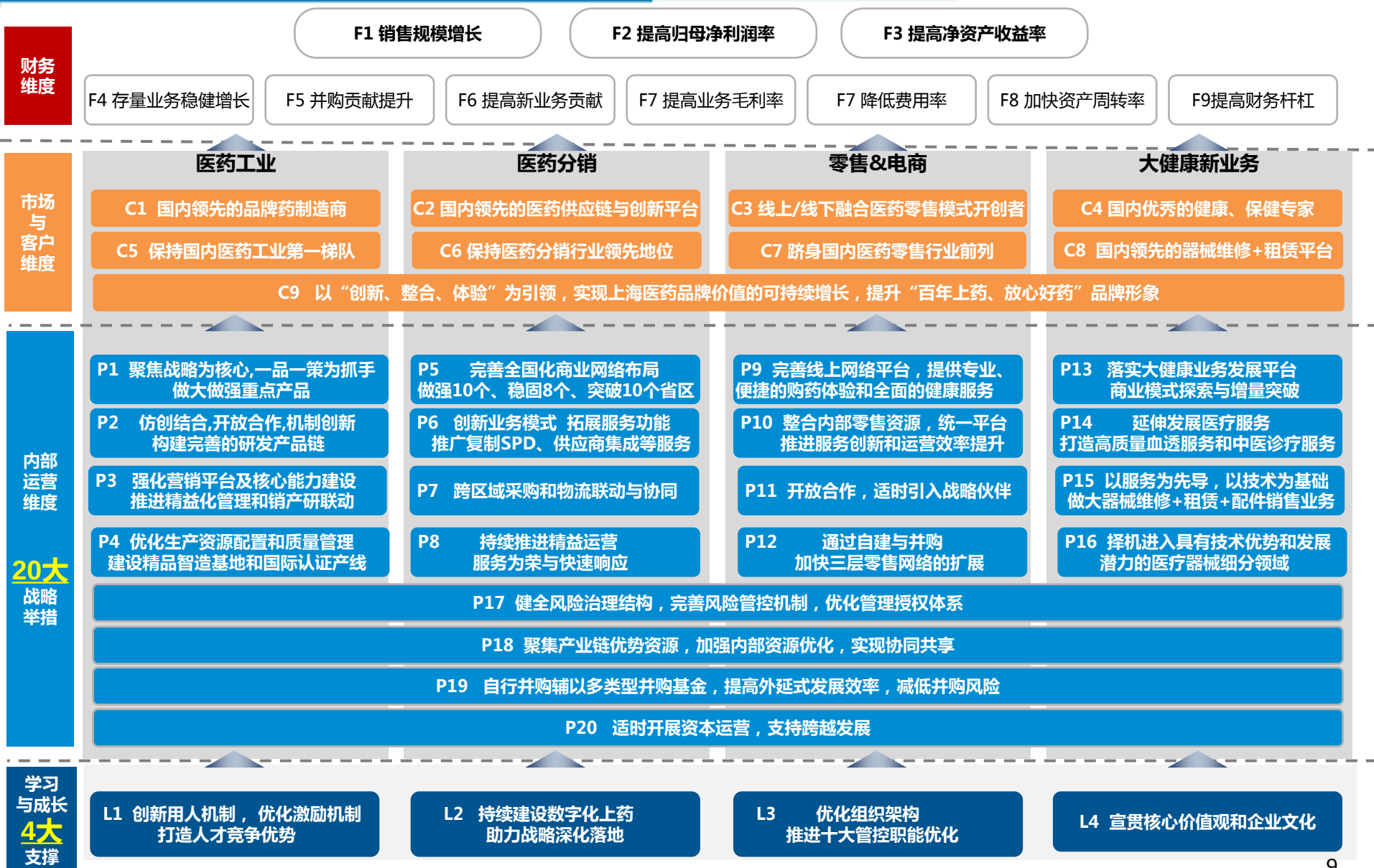
Maintain leadership in China's drug distribution industry

- 网络覆盖国内28个省份市场份额领先 Leading market share with 28 province coverage
- 客户与供应商创新服务标杆 Set as industry benchmark of client and vendor service innovation
- 精益高效的供应链体系 Lean and effective supply chain system

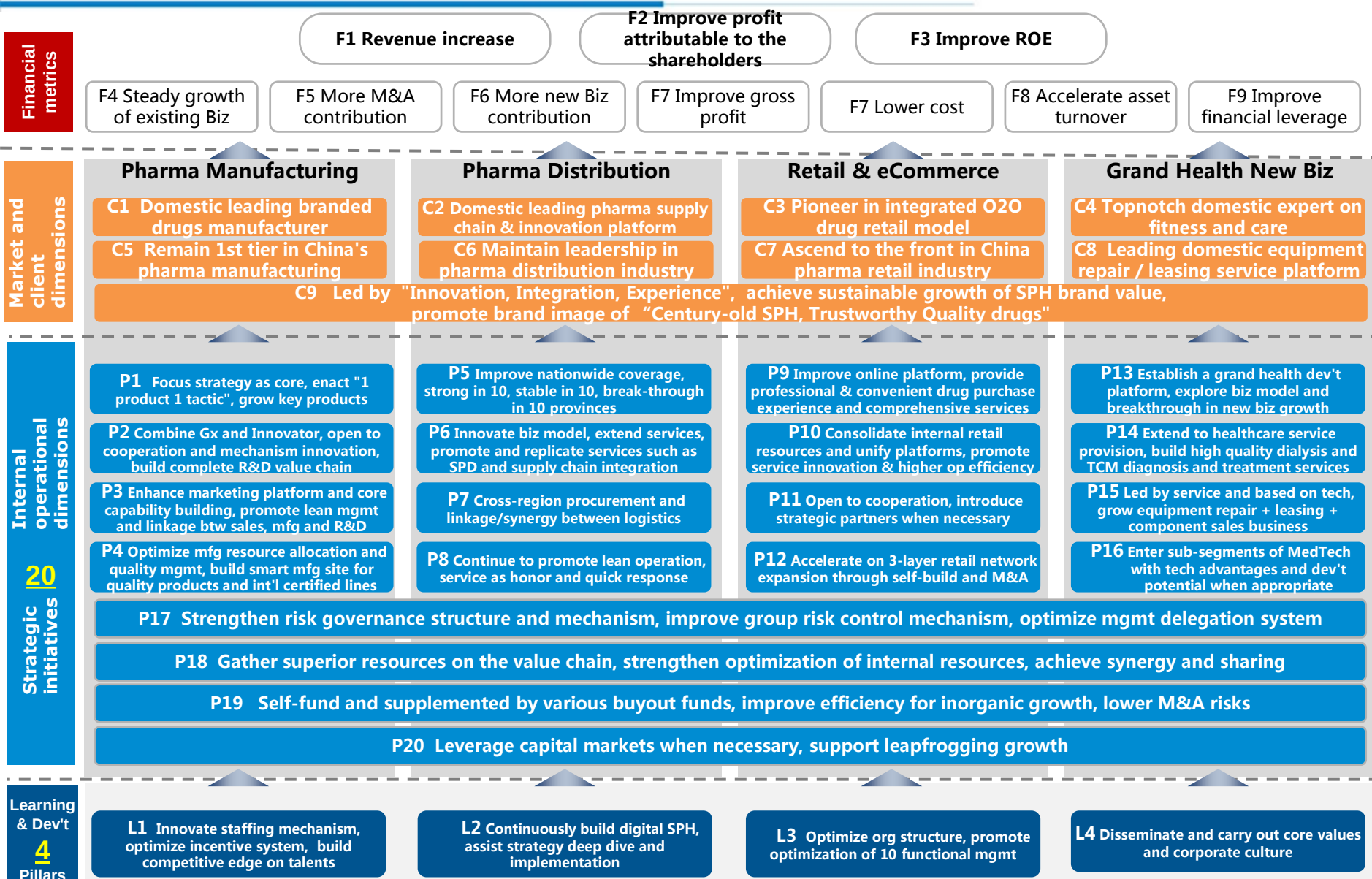
顺应趋势挖掘大健康业务新增长点

Identify growth opportunities in grand health

- 国内领先的器械维修+租赁服务平台 Leading domestic equipment repair and leasing service platform
- 国内优秀的健康、保健专家 Topnotch domestic expert on fitness/ care
- 依托产业链优势延伸发展医疗服务 Leverage value chain advantages to extend business to healthcare services



Strategy Maps





十年畅想 三年规划 一年运营

10-year vision 3-year planning 1-year operation