



Sawai Group corporate philosophy

Always putting healthier lives first

The Sawai Group corporate philosophy of “always putting healthier lives first” embodies our desire to contribute to the health of as many people as possible as a healthcare corporate group which develops sustainably alongside society with the generic drugs business as our core business. We will mobilize the strengths of all Group employees to pursue the challenge of meeting the expectations of all stakeholders.

Sawai Group Mind



Sawai Group will serve every stakeholder wholeheartedly.
Sawai Group will continue the challenge to improve access to healthcare for more people.
Sawai Group aspires to play a pivotal role in healthcare through contribution to society.

Contents

<p>5 Management message</p> <p>5 Message from the senior management</p> <p>12 Message from the newly appointed external director</p> <p>13 Management discussion & analysis</p> <p>15 Our value creation story</p> <p>15 Our history of value creation</p> <p>17 Our value creation model</p> <p>19 Sawai Group's strengths</p> <p>23 Sustainability at the Sawai Group</p> <p>25 Financial and non-financial highlights</p>	<p>27 Value creation strategy</p> <p>27 ESG strategy</p> <p>29 Human asset strategy</p> <p>31 Society</p> <p>33 Environment</p> <p>35 Japan business</p> <p>38 U.S. business</p> <p>39 Feature-Progress in fostering new businesses</p> <p>41 Governance</p> <p>41 Board of Directors</p> <p>43 Corporate governance</p> <p>47 Messages from external directors</p> <p>49 Eleven-year financial and non-financial summary</p>
--	--

Editorial policy

This report references the International Financial Reporting Standards Foundation's International Integrated Report Framework and includes information that could impact our medium- to long-term corporate value creation and that is connected with information about the Company's strategies, performance, and future projections, as well as non-financial information concerning the environment, society, and governance. The contents herein have been assigned priority internally based on their nature and quantity, risks, opportunities, and dialogues with stakeholders, and have been deemed to be of particular importance.

This report has been prepared by the Group Sustainability Committee, which is chaired by the President, and with the support of the committee's administrative office.

Reporting period: April 1, 2022 - March 31, 2023 (some information herein falls outside of this period)

Reporting scope: Sawai Group Holdings and its consolidated subsidiaries

Abbreviations used: In this report, “generic drugs” are abbreviated as either “GE drugs” or “GE.”

A caution concerning forward-looking statements: This report contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future. All forward-looking statements are based on judgments derived from the information available to the Company at the time of publication. Accordingly, please be aware that the impact of certain risks and uncertainties could cause the Company's actual results to differ materially from any projections presented in this report.

Creating a society in which everyone can receive healthcare with peace of mind

Throughout the world, including Japan, many people lack access to sufficient healthcare for financial reasons. The Sawai Group strives to improve access to healthcare by developing and offering a stable supply of high-quality, high valued-added generic drugs.

Sales volume
Approx. 15.0 billion tablets
 Sawai Pharmaceutical

Share of Japan's prescription drug market (volume)
Approx. 8.2%
 Sawai estimate

Amount of reduction in healthcare costs
Approx. ¥280.9 billion
 Japan business
Approx. ¥131.2 billion
 U.S. business

Sawai Group

The world we want to build

A world where more people can receive healthcare services and live a full life with peace of mind among society

Vision 2030

Our ideal state

A company with a strong presence that continues to contribute to people's health by providing a multifaceted mix of products and services based on scientific evidence that meet individual needs



Aiming to become a general healthcare company that supports people's health

In not only its core generic drug business but also a wide range of fields that extend from prevention to treatment, the Sawai Group provides choices not limited to health foods and drug therapies, including digital and medical devices, but has also entered the new drug business for rare diseases.