Financial indicators (Sawai Group Holdings Co., Ltd. and its subsidiaries)

	IFRS	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
For the fiscal year (Millions of yen)											
Revenue		132,392	168,068	184,341	182,537	187,219	193,816	163,702	176,862	189,024	**201,676**
Cost of sales		80,548	98,628	109,442	109,037	114,785	127,164	113,450	122,543	132,673	**142,882**
Gross profit		51,844	69,440	74,899	73,500	72,434	66,652	50,252	54,319	56,352	**58,793**
Selling, general and administrative expenses (including research and development expenses)		28,497	47,264	49,051	46,862	53,820	71,103	34,754	35,433	36,111	**38,444**
Operating profit (loss)		22,943	22,209	25,798	26,793	18,888	(35,888)	16,054	18,620	4,050	**15,894**
Profit (loss) before tax		22,757	20,251	25,666	26,497	18,460	(36,214)	15,850	18,262	3,161	**14,273**
Profit (loss) attributable to owners of the Company		17,969	14,017	19,376	19,279	12,340	(28,269)	12,667	13,695	11,969	**10,438**
Research and development (R&D) expenses		7,238	14,533	16,671	13,487	13,883	24,413	12,509	12,189	12,593	**12,388**
Capital expenditures		18,839	16,807	10,709	18,173	21,124	23,344	27,141	24,649	27,514	**18,533**
Depreciation and amortization		8,520	14,239	16,280	17,954	18,291	17,045	17,683	18,055	15,241	**16,002**
At fiscal year-end (Millions of yen)											
Total assets		225,609	358,453	372,889	384,814	393,341	349,502	364,165	382,024	354,623	**359,919**
Inventories		61,924	65,217	63,449	75,460	79,120	85,853	101,805	100,002	109,867	**117,607**
Total current liabilities		57,668	74,579	72,826	82,715	80,452	88,840	85,154	93,618	102,815	**80,934**
Total non-current liabilities		26,704	81,433	76,861	68,413	72,139	60,579	66,272	70,375	77,954	**100,429**
Total equity		141,237	202,441	223,204	233,686	240,750	200,083	212,738	218,030	173,854	**178,556**
Cash flows (Millions of yen)											
Cash flows from operating activities		23,270	28,472	42,923	30,256	31,857	34,310	13,026	23,149	27,851	**7,433**
Cash flows from investing activities		(18,827)	(127,900)	(16,820)	(18,173)	(21,794)	(30,395)	(27,134)	(23,112)	6,480	**(22,898)**
Cash flows from financing activities		(6,761)	108,597	(9,513)	(12,747)	(11,991)	(11,262)	(1,267)	2,363	(32,704)	**5,587**
Cash and cash equivalents at the end of the year		30,771	39,992	57,067	56,082	54,269	47,717	33,076	26,368	38,785	**28,989**
Financial indicators (%)											
Ratio of research and development expenses to revenue		5.5	8.6	9.0	7.4	7.4	12.6	7.6	6.9	6.7	**6.1**
Return on equity attributable to owners of the Company (ROE)		13.4	8.7	10.2	9.4	5.8	(13.8)	6.5	6.6	6.2	**5.9**
Ratio of equity attributable to owners of the Company to total assets (Shareholders' equity to total assets)		62.6	50.6	53.4	54.6	55.5	54.4	55.4	55.7	49.0	**49.6**
Per share information (yen)											
Basic earnings per share		162.46	120.16	147.54	146.79	93.93	(215.18)	96.42	104.22	96.54	**90.39**
Diluted earnings per share		162.36	120.09	147.44	146.67	93.84	(215.18)	96.20	103.93	96.25	**90.10**
Dividends per share		43.33	43.33	45.00	43.33	43.33	43.33	43.33	43.33	53.00	**55.00**
Equity attributable to owners of the Company per share		1,276.95	1,381.05	1,517.17	1,598.80	1,661.50	1,446.77	1,534.89	1,618.32	1,505.86	**1,546.13**

Notes
1. Capital expenditures are presented on a cash flow basis.
2. Dividend per share in fiscal 2018 included our 90th anniversary commemorative dividend of ¥5.
3. The U.S. business was classified as a non-continuing business in fiscal 2023. Fiscal 2022 through fiscal 2025 revenue, operating profit, and profit before tax are those for continuing businesses, excluding non-continuing business.
4. Per-share information has been recalculated to reflect the three-for-one share split of common stock effective October 1, 2024.

Non-financial indicators (unless specially noted, for Sawai Pharmaceutical)

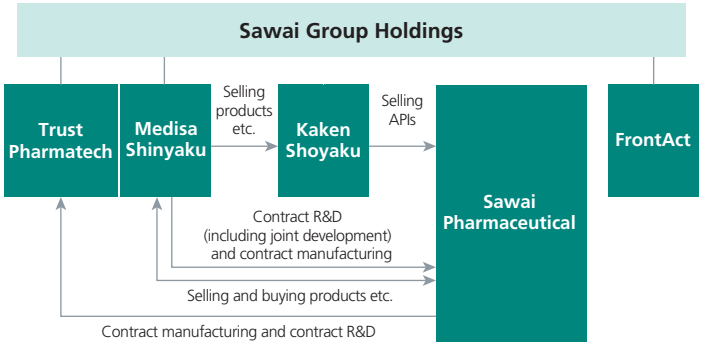
WEB **See the webpage for non-financial data (ESG data).**
https://global.sawaigroup.holdings/sustainability/esg/

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Sales volume (Billion tablets)	10.2	10.6	11.9	12.4	13.3	14.8	15.0	15.7	16.1	**17.1**
Production capacity (Billion tablets)	15.0	15.5	15.5	15.5	15.5	15.5	15.5	18.5	20.5	**20.5**
Number of new products launched	18	43	33	12	44	32	23	10	13	**10**
Number of patents held	23	26	31	36	37	42	45	53	69	**78**
Number of GMP audits	164	100	110	133	124	141	153	92	91	**115**
Number of employees (Sawai Group)	2,502	3,252	3,131	3,066	3,003	2,968	3,393	3,482	3,310	**3,630**
Number of female employees in management positions	11	14	15	15	15	17	18	24	31	**34**
Ratio of female employees in management positions (%)	4.5	5.5	6.0	6.1	5.8	6.6	6.9	8.3	9.5	**9.4**
Employee training expenses (Sawai Group) (Millions of yen)	111	128	87	62	45	63	88	92	91	**112**
Number of employees who have received training (Sawai Group)	660	579	654	600	4,038	2,840	4,034	3,795	5,842	**8,195**
Number of employees involved in production (Sawai Group)	1,612	1,749	1,687	1,644	1,607	1,636	2,015	2,097	2,374	**2,662**
Number of employees involved in R&D (Sawai Group)	230	246	257	251	246	253	295	297	300	**316**
Energy used (Sawai Group) (Crude oil conversion kl)	30,914	31,948	32,336	31,015	30,130	30,452	40,628	36,955	42,216	**47,227**

Notes 1. Production capacity and female manager data show figures for Sawai Pharmaceutical through fiscal year 2022, and Sawai Group figures from FY2023 onward.

Corporate profile

Company name	Sawai Group Holdings Co., Ltd.
Address	5-2-30, Miyahara, Yodogawa-ku, Osaka 532-0003, Japan
Representative	Mitsuo Sawai, Chairman and President
Business outline	Holding company responsible for the management of the group and its related activities
Paid-in capital	10 billion yen
Founded	April 1, 2021
Fiscal year-end	March 31
Consolidated net sales	201.7 billion yen (FY2025, for the year ended March 31, 2026)
Number of employees	3,630 (FY2025, as of March 31, 2026)
Webpage	https://global.sawaigroup.holdings/



Group companies

Sawai Pharmaceutical Co., Ltd.

Business outline
Manufacturing, sales and import/export of pharmaceuticals and medical devices

Headquarters
5-2-30, Miyahara, Yodogawa-ku, Osaka, Japan

https://global.sawai.co.jp/

Medisa Shinyaku Inc.

Business outline
Manufacturing, sales of pharmaceuticals

Headquarters
5-2-27, Miyahara, Yodogawa-ku, Osaka, Japan

https://www.medisa.co.jp/

Kaken Shoyaku Co., Ltd.

Business outline
Sales of ethical pharmaceuticals and manufacturing of pharmaceutical products

Headquarters
1-11-12, Yamato-cho, Nakano-ku, Tokyo, Japan

https://www.kakenshoyaku.com/

Trust Pharmatech Co., Ltd.

Business outline
Manufacturing of ethical pharmaceuticals

Headquarters
5-15, Yachi, Awara, Fukui, Japan

https://www.trustpharmatech.co.jp/

FrontAct Co., Ltd.

Business outline
Development, manufacturing, sales and marketing, leasing, export and import of products, software, and system including but not limited to medical care, nursing care, welfare, health, and daily living

Headquarters
NMF Kayabacho Bldg. 5F, 1-17-24, Shinkawa, Chuo-ku, Tokyo, Japan

https://frontact-gl.com/

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 supervised by the President, and with the support of the committee's administrative office.

Reporting period:
April 1, 2025 to March 31, 2026 (some information herein falls outside of this period)

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

Reporting scope:
Sawai Group Holdings and its consolidated subsidiaries

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.