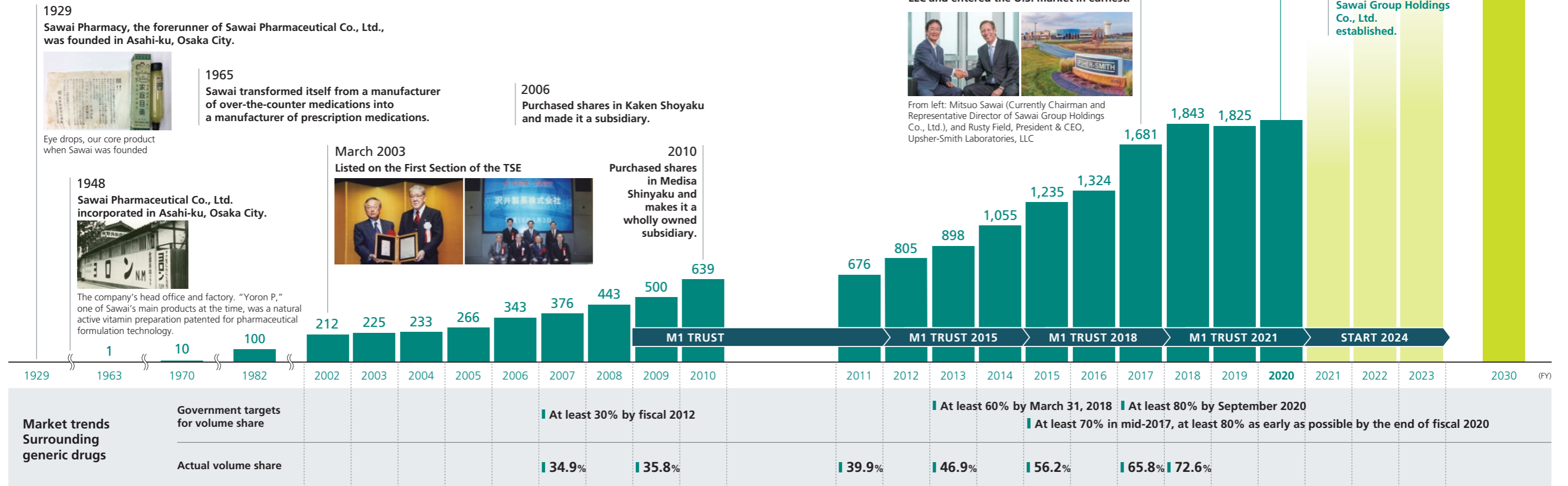


# Going beyond Always Putting Patients First to Always Putting Healthier Lives First



## History of developing non-financial capital

**1981**  
Completed the Kyushu Factory boasting advanced facilities

Manufacturing Capital

We built the Kyushu Factory in Izuka City, Fukuoka Prefecture as an advanced factory compliant with GMP standards, the international standards for pharmaceutical manufacturing and quality management. In addition to underpinning the stable supply of high-quality Sawai products, the factory also contributed to developing the brand image of Sawai Pharmaceutical.

**2006**  
Consolidated and relocated Head Office/ Research Laboratories to the new building

Intellectual Capital

We constructed a new building in Yodogawa-ku, Osaka City and relocated the Head Office from Asahi-ku, Osaka City, where the Company was founded. We also consolidated the Company's dispersed research laboratories, putting in place a system that facilitates more efficient research and development.

**2007**  
Established a new Corporate Philosophy and Code of Conduct

Social and Relationship Capital

We established the Corporate Philosophy consisting of the three tenets of mission, challenge, and hope as the basis for the participation of all employees, centered on the Company's longtime motto Always Putting Patients First. We also established the Code of Conduct as a guide for the implementation of the Corporate Philosophy.

**2007**  
Established the framework for provision of information to hospitals

Human Capital

We established new Hospital Sections in seven branches throughout Japan to serve as sales centers for hospitals that had introduced the diagnosis procedure combination (DPC) system. We also opened sales offices in Okayama and Kumamoto with the aim of reinforcing our sales structure.

**2009**  
Announced M1 TRUST, its Medium-Term Business Plan

Social and Relationship Capital

We announced a plan to achieve ¥100.0 billion in consolidated net sales within five years with expanding market share, further strengthening the management structure, and building a solid Sawai brand as the basic policies. The basic policies were carried over into the Company's subsequent Medium-Term Business Plans.

**2013-2017**  
Built the Kanto Factory and the Sanda Nishi Factory to boost production capacity

Manufacturing Capital

We built a new formulation factory on the site of the Kanto Factory (Mobara City, Chiba Prefecture) in March 2013, and the Sanda Nishi Factory (Sanda City, Hyogo Prefecture) specializing in packaging processes adjacent to the Sanda Factory in January 2017. This boosted production capacity and risk management, including disaster response.

**2015**  
Built Development Center in Suita City, Osaka

Intellectual Capital

We established a new Development Center in Suita City, Osaka Prefecture close to the Head Office. The Development Center consolidated some of the functions of the former Pharmaceutical Technology Center, which had been located in Asahi-ku, Osaka City, and the Research Laboratories as a site with responsibilities including commercialization and stable supply of products as well as improvement of launched products, in addition to the development of new products.

**2018**  
Packaging for Minodronic Acid Tablets 50 mg for which SAWAI won an award

Intellectual Capital

The patient-friendly packaging for Minodronic Acid Tablets 50 mg SAWAI, an osteoporosis drug, was highly rated, winning awards in Japan and overseas, including the WorldStar Packaging Awards sponsored by the World Packaging Organisation (WPO).