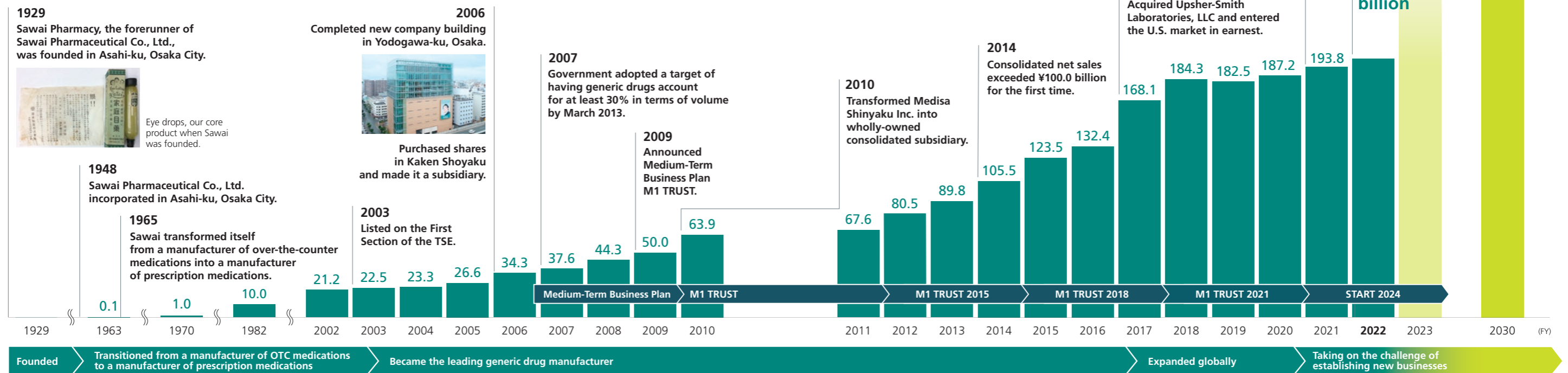


# Not only “always putting patients first” but also striving to achieve “always putting healthier lives first” for all people



## History of developing non-financial capital

**1981**  
Manufactured capital



### Completed the GMP standard-compliant Kyushu Factory

We built the Kyushu Factory in Iizuka 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.

**1984**  
Intellectual capital



### Opened the Osaka Laboratory to expand research

At that time, few generic drug manufacturers had independent facilities dedicated to R&D. From our earliest days, our stance of stressing R&D has been carried on by the Pharmaceutical Research Center, which opened in 1994, and the Pharmaceutical Development Center, which opened in 2015.

**2007**  
Social and relationship capital



### Established a new Corporate Philosophy and Code of Conduct

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.

**2009**  
Social and relationship capital



### Announced M1 TRUST, its Medium-Term Business Plan

We announced a plan to achieve ¥100.0 billion in consolidated net sales within five years by 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**  
Manufactured capital



### Built the Kanto Factory and the Sanda Nishi Factory to boost production capacity

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**  
Intellectual capital



### Built Pharmaceutical Development Center

We established a new Pharmaceutical Development Center in Suita City, Osaka Prefecture close to the Head Office. The Pharmaceutical 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.

**2021**  
Social and relationship capital



### Transitioned to holding company structure through the transfer of shares

To continue to generate sustainable growth into the future, the Group considered it necessary to simultaneously reinforce existing businesses and foster new businesses that meet the demands of the time and determined that transitioning to a holding company structure would be optimal.

**2022**  
Human capital



### Undertook the S-Wing Project

With the goal of "promoting diversity," one element of the Group's long-term vision, we conducted project-related activities for about six months, and then related proposals regarding a future action plan were submitted to members of senior management in March 2023.

→ P.30 Topics