

Sustainability

We aim to build a sustainable society by solving social problems through our business.

Sustainability key policies

1. Based on our corporate philosophy of "Always putting healthier living first," we strive to do our part in realizing a sustainable society through our business, by contributing to the maintenance and development of healthy lives and superb healthcare systems.
2. We endeavor to stay engaged (building bonds of mutual trust) with all our stakeholders including patients and consumers, healthcare professionals such as medical institutions, business partners, employees, shareholders, local communities, and the global environment.
3. We pursue creativity and constantly evolve along with society, so that the Sawai Group can remain sustainable.



E
Environment

S
Society

G
Governance

E Environment

Reduction of CO₂ emissions

At Sawai's six domestic factories, we are working on various energy-saving activities, such as consolidating production equipment, renewal of obsolete equipment, and reviewing the operating hours of equipment, with the goal of reducing energy emission intensity by 1% compared to the previous year.

In addition, as a medium- to long-term target, we are determined to "reduce CO₂ emissions 25% by 2030 in terms of production volume per unit based on 2013 + α."



TOPICS

Letter of appreciation received from the Osaka City Environment Bureau!

Sawai, along with our headquarters, research institute, and the Shin-Osaka Sawai Building, have been given a letter of appreciation by the Osaka City Environment Bureau for outstanding and ongoing achievements in reducing and properly disposing of waste, and for keeping the living environment clean.

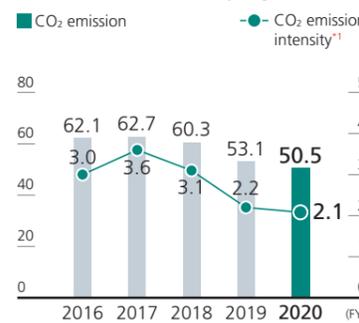
Every year, Sawai weighs all waste produced by our headquarters, research institute, and the Shin-Osaka Sawai Building (burnable trash, plastic, and recyclable paper, magazines, newspapers, and cardboard) and prepares a report on our waste reduction and recycling efforts for the city of Osaka. This award we have now received is in recognition of these efforts.



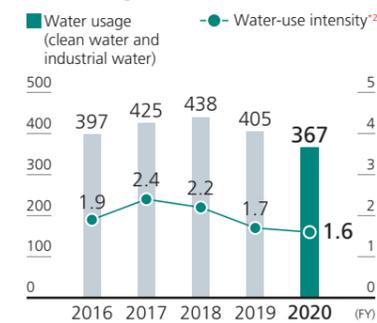
Environmental data

Figures up to FY2020 were calculated by Sawai Pharmaceutical Co., Ltd (non-consolidated).

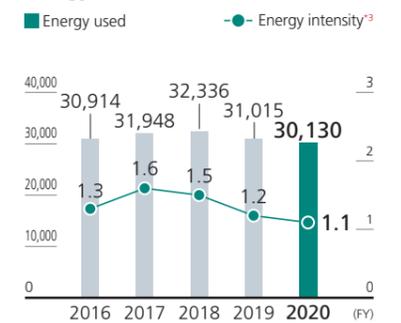
CO₂ emissions [all company] (kt-CO₂)



Water usage (Thousand m³)



Energy used (crude oil conversion kL)



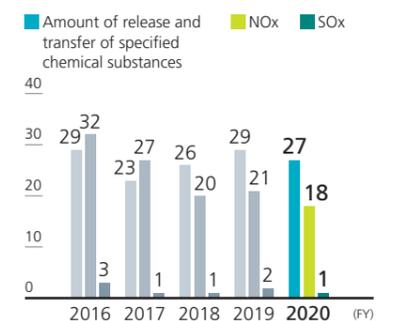
CO₂ emissions [by scope] (kt-CO₂)



Waste volume / Recycled volume (t)



Chemical substances, etc. (t)



*1 CO₂ emissions / Production volume (unit: billion tablets) *2 Water usage / Production volume (unit: 100 million tablets)
*3 Energy used / Production volume (unit: million tablets) *4 Waste volume / Production volume (unit: 100 million tablets)

S Society

Quality management

Sawai Pharmaceutical

We conduct annual audits of our own factories, and we plan to start conducting unannounced audits from fiscal 2021.

In terms of the quality of APIs, we rigorously check whether each manufacturing factory complies with Good Manufacturing Practices (GMP) stipulated by law by conducting onsite verifications, etc.* of API manufacturing sites for some 300 ingredients (a total of approximately 500 manufacturing sites), and only use APIs that have passed the verifications.

At our formulation factories, we implement manufacturing management and quality control in compliance with GMP. Furthermore, in accordance with GQP standards, Head Office and the Quality Assurance Department constantly check whether manufacturing factories observe GMP through onsite verifications, etc. to confirm that manufacturing management and quality control comply with standards.

In the supply chain, we also conduct audits of API manufacturers at least once every five years and formulation manufacturing subcontractors at least once every three years.

* Evaluation by Sawai Pharmaceutical: 98%, Evaluation of results of audit by other company based on Sawai Pharmaceutical's standards: 2% (as of December 3, 2020)

Active pharmaceutical ingredients (API) country of manufacture disclosure

Sawai Pharmaceutical

Since July 2019, we have made public the "API country of manufacture" for our products on Sawai Pharmaceutical's comprehensive information website for healthcare workers.

We disclose information on the percentage of API manufacturing countries and final drug substance manufacturing locations by country so that healthcare workers can use drugs sold by the Company with peace of mind.



Preventing counterfeit pharmaceuticals

Sawai Pharmaceutical

We have introduced technologies for determining authenticity if a suspected counterfeit product is found. Some examples of this include holographic boxes with characters that change depending on the angle a box is viewed from, and sealing tape that leaves some of the printing on the tape behind on the box once it is peeled off, making it possible to check whether a box has been resealed.

Box seal

1 Adhesive seal/push open-type

(e.g.) OSELTAMIVIR Capsules 75mg SAWAI



1. Unopened box 2. Opening method 3. Opened box

2 Adhesive seal/pull open-type

(e.g.) LIMAPROST ALFADEX Tablets 5µg SAWAI



1. Unopened box 2. Opening method 3. Opened box

3 Tape seal/push open-type

(e.g.) Oseltamivir DS3% SAWAI



1. Unopened box 2. Opening method 3. Opened box

Upsher-Smith

Upsher-Smith and its pharmaceutical supply chain are promoting initiatives required under the Drug Supply Chain Security Act (DSCSA). The DSCSA is being implemented in stages with final compliance currently set for November 2023. At that point, Upsher-Smith products will be identified and traced using the product ID (serial number, global trade item number (GTIN), lot, and expiration) included on the product label in accordance with the DSCSA.

Number of forcible searches, seizures, arrests and/or actions resulting in criminal prosecution related to counterfeit products

Sawai Pharmaceutical: 0 / Upsher-Smith: 0

Business ethics

Sawai Pharmaceutical

We have established an item on compliance with legal and promotional codes in the Sawai Code of Conduct, stipulating that we comply with relevant laws and industry standards in all activities involving product promotion and advertising, and ensure they are conducted ethically and appropriately.

We also strive to engage in appropriate corporate activities as a pharmaceutical company in line with the letter and spirit of relevant codes, including the Corporate Code of Conduct, Compliance Program Guidelines, and Promotion Code for Prescription Drugs set out by the Japan Generic Medicines Association (JGA), as well as the Sawai Group Holdings Corporate Philosophy and Code of Conduct.

Moreover, to increase transparency in our business relationships with medical institutions, we have established our own guidelines based on the JGA's Guidelines on Transparency in Corporate Activities Business Relationships with Medical Institutions, as well as publishing information on payments and funding for medical institutions on a dedicated page. We also disclose information for Medisa Shinyaku Inc. and Kaken Shoyaku Co., Ltd. on the same page.

WEB Transparency Guidelines
<https://www.sawai.co.jp/company/transparency/>

WEB

Sawai Pharmaceutical

- Commitment to formulation
- Quality management in factories
- Attention to detail in packing design and design
- Feeling of responsibility about product improvement
- Research and development initiatives
- Production initiatives
- Quality initiatives

Upsher-Smith

Upsher-Smith's business standards include several policies on proper promotion of products and medical interactions with healthcare professionals.

The company has explicitly adopted the PhRMA Code on Interactions with healthcare professionals, and its sales representatives are trained on appropriate product promotion activities that comply with the PhRMA Code and the applicable laws and only use approved product promotion items.

Upsher-Smith sales representatives receive further training to identify and avoid inappropriate interactions with healthcare professionals which could arise from the provision of other items of value in exchange for the use of the company's products.

Total financial loss incurred as a result of legal proceedings related to corruption and bribery

Sawai Pharmaceutical: 0 / Upsher-Smith: 0

Total financial loss incurred as a result of legal proceedings related to false statements involving marketing

Sawai Pharmaceutical: 0 / Upsher-Smith: 0

Product ingenuity

Sawai Pharmaceutical

Sawai endeavors to design products that incorporate features that take into consideration how the patient takes the dose.

In fiscal 2020, we received approval for the first orally disintegrating (OD) tablet as an azilsartan, amlodipine combination drug, as well as for a regular tablet. In order to improve identification, the name of ingredients and the content are printed on both sides of the tablets. The OD tablet has a film coating designed to improve stability.



Providing drug information

Sawai Pharmaceutical

Sawai Pharmaceutical believes that delivering accurate information promptly is one aspect of quality. MRs (drug information staff), the Medical Information Center (inquiry helpdesk), and the corporate website, which are the three points of contact for the provision of information, work together to meet the expectations of healthcare professionals and patients seeking peace of mind.

Provision of information by MRs

Approximately 380 MRs work to provide information, endeavoring to communicate more accurate information more quickly. In addition, information on the side effects and safety of drugs is collected and compiled led by the Pharmacovigilance Department. We ensure the proper use of drugs by feeding details of this information back to medical institutions.

Medical Information Center

We established the Medical Information Center which is open 24 hours a day, 365 days a year to respond immediately to inquiries from medical institutions even at night and on holidays. The center receives around 4,000 inquiries a month about product characteristics, usage, and safety.

Website for healthcare professionals

We disseminate the latest product information and information that can be used for treatment and medication guidance through Sawai medical site, our comprehensive information site for healthcare professionals. We were the first in the industry to introduce chatbots, a bilateral communication tool, to guide users quickly to the information they want on the website.



Sawai medical site

Website for patients

Sawai Pharmaceutical's corporate website provides information that is useful for patients to manage their health. In addition to basic information on generic



Sawai Kenko Suishinka

drugs and quality initiatives, we have posted a variety of healthcare-related information, including information on pre-disease and preventive measures, disease awareness, and health promotion through pages called Sawai Kenko Suishinka, Zutsu Online and others.

Social contribution activities

Sawai Pharmaceutical

Dementia Supporter Training Course

In September 2020, we were registered as an Orange Partner company, which indicates a company that is working to support people with dementia. We completed our registration after being invited to become an Orange Partner company by the Orange Team representatives from the Osaka Yodogawa Ward Eastern District Comprehensive Support Center, which provided the Dementia Supporter Training Course attended by 185 Sawai Pharmaceutical employees held at the Head Office / Research Laboratories.

Going forward, we will continue working together as a company that supports people with dementia and their families.



Orange Partner sticker

Osaka City Council of Social Welfare
https://www.osaka-sishakyo.jp/orangepartner_list/

Supporting the Pink Ribbon Campaign which donates to cancer patients

In February 2021, we renewed some of our vending machine contracts and changed them to a type that donates to Pink Ribbon activities. Five vending machines have been installed at the Head Office/Research Laboratories, the Development Center, and the Osaka Branch. The Pink Ribbon machines feature a pink wrap.

A portion of the sales will be donated to the Hohoemi (Smile) Foundation* to support activities aimed at reducing the number of people suffering from breast cancer.



A vending machine with the Pink Ribbon wrap

* Hohoemi (Smile) Foundation: a foundation operated by the Japan Cancer Society with the aim of decreasing the number of people suffering from breast cancer even if only by one person. The foundation supports activities to eliminate breast cancer such as promoting screening, raising awareness of early detection, training doctors and radiologists, and supporting patients.

Producing and donating posters that raise awareness of infectious disease prevention to elementary schools

In collaboration with *The Yomiuri Shimbun*, which publishes *The Yomiuri KODOMO Shimbun* newspaper as an educational project aimed at elementary school students, we produced a poster to raise awareness of preventing COVID-19 and donated posters to around 300 elementary schools with approximately 115,000 students in Osaka City, which is the home of Sawai Pharmaceutical. It is our hope that the COVID-19 pandemic will be brought under control as soon as possible so that students can relax and work hard at their studies.



Poster to raise awareness of preventing infection

Human resource initiatives

Sawai Pharmaceutical

Development of personnel systems

Sawai Pharmaceutical has developed a variety of personnel systems, which include systems for the evaluation and treatment of employees, a career development statement system, training systems, and a childcare leave system, to ensure that our employees continue to work with a high level of motivation.

Last year, Sawai Pharmaceutical, the Group's core company, undertook personnel system reforms and established a new remuneration system to ensure that employees with high performance are properly rewarded. In addition, in order to facilitate the stable development and supply of generic drugs in the future amid a falling birthrate, aging population, and declining labor force, we have made our factory workers into regular employees and newly established a contract employee system that enables those

Main Initiatives in 2020

- Optimizing working hours and ensuring work-life balance and time for living
- Expanding the age range of eligibility for subsidized gynecological screening for employees from those aged 35 or older to those 18 or older
- Anti-smoking measures (no smoking on premises and no smoking during work hours, financial assistance for treatment and smoking cessation aids, etc.)
- Infection control measures (full subsidization of influenza vaccines for employees, development of telecommuting environment, etc.)



Sawai Group Holdings
 • ESG Data
 • Social-related data

Sawai Pharmaceutical
 • Providing drug information
 • Information provision initiatives

who want to continue working up until the age of 70.

In this way, we are developing a working environment that allows our employees to be motivated and challenged to achieve results and growth while also focusing on the establishment of a safety net so that employees can continue to work for us with peace of mind. We believe that our human resources are human "assets," and we will aim to be a company that is worth working for going forward.

Health and Productivity 2021 certification

Sawai was selected for Health and Productivity 2021 certification, recognized by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi as an enterprise engaging in efforts to advance health and productivity management.

In accordance with the corporate code of conduct that "better drugs are born from workplaces that are both mentally and physically healthy," we assign dedicated public health nurses to each worksite who strive to coordinate occupational health activities aimed at promoting safe and hygienic workplaces.

Message from the Sawai Group Workers Union

Toshitaka Niiyasu
 Sawai Group Workers
 Union Central
 Executive Committee Chairman



Without the development of the Company, there can be no happiness for employees and their families. And without the growth (activity) of each employee, the Company cannot develop, which is to say, the Company cannot enhance corporate value. The Company recognizes that our union is an important stakeholder, and we continue to maintain sound labor management relations based on the union shop system (in principle, all employees are union members).

Last year, Sawai Pharmaceutical undertook personnel system reform, and we were able to have in-depth discussions with the Company looking ahead to what Sawai should be like in the future.

The union has changed its name and form in response to the establishment of Sawai Group Holdings. However, based on an unchanging policy of labor-management cooperation, we hope to contribute to the development of the Company and the happiness of employees by improving the job satisfaction of our members through our union activities, constantly thinking about what is best for both employees and the Company.

G Corporate governance

Directors and Audit & Supervisory Board Members (as of June 30, 2021)

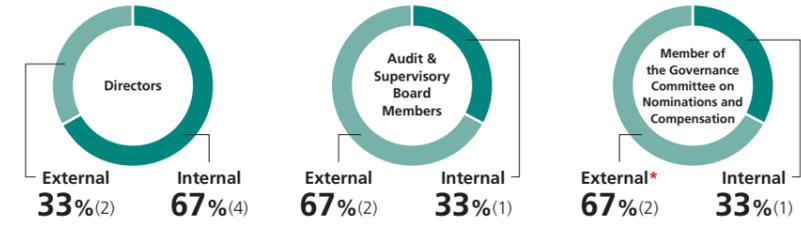
 <p>Mitsuo Sawai Representative Director, Chairman and Group Chief Executive Officer</p> <p>Born in 1956 April 1982 January 1989 June 2000 June 2008 June 2020 April 2021</p> <p>Joined Kyowa Hakko Kogyo Co., Ltd. (currently Kyowa Kirin Co., Ltd.) Joined Sawai Pharmaceutical Co., Ltd. Director, Deputy Vice President of Sales Division, and General Manager of Sales Planning Department of Sawai Pharmaceutical Co., Ltd. Representative Director and President of Sawai Pharmaceutical Co., Ltd. Representative Director and Chairman of Sawai Pharmaceutical Co., Ltd. (incumbent) Representative Director, Chairman and Group Chief Executive Officer of Sawai Group Holdings Co., Ltd. (incumbent)</p>	 <p>Kenzo Sawai Representative Director, Deputy Chairman and Group Chief Branding Officer</p> <p>Born in 1968 April 1995 April 2001 June 2010 June 2017 June 2020 April 2021</p> <p>Joined Sumitomo Pharmaceuticals Co., Ltd. (currently Sumitomo Dainippon Pharma Co., Ltd.) Joined Sawai Pharmaceutical Co., Ltd. Director, Vice President of Corporate Strategy Department of Sawai Pharmaceutical Co., Ltd. Chairman of Upsher-Smith Laboratories, LLC President, Representative Director of Sawai Pharmaceutical Co., Ltd. (incumbent) Representative Director, Deputy Chairman and Group Chief Branding Officer of Sawai Group Holdings Co., Ltd. (incumbent)</p>	 <p>Kazuhiko Sueyoshi Representative Director, President, Group Chief Operating Officer and Group Chief Administrative Officer</p> <p>Born in 1957 April 1980 April 2012 June 2017 June 2018 April 2021</p> <p>Joined The Sumitomo Bank, Limited (currently Sumitomo Mitsui Banking Corporation) Joined Sawai Pharmaceutical Co., Ltd. General Manager of Controller Department Executive Administration, Upsher-Smith Laboratories, LLC Director, Senior Executive Officer, Vice President of Corporate Administration Division of Sawai Pharmaceutical Co., Ltd. Acting Vice President of Corporate Administration Division of Sawai Pharmaceutical Co., Ltd. (incumbent), Representative Director, President, Group Chief Operating Officer (incumbent)</p>
 <p>Toru Terashima Director, Senior Executive Officer, and Group Chief Quality & Safety Officer</p> <p>Born in 1959 April 1984 October 1984 January 2016 June 2017 June 2019 April 2021</p> <p>Joined Sumitomo Chemical Company, Limited Joined Sumitomo Pharmaceuticals Co., Ltd. (currently Sumitomo Dainippon Pharma Co., Ltd.) Joined Sawai Pharmaceutical Co., Ltd. Director, Corporate Officer, Vice President of Reliability Assurance Division of Sawai Pharmaceutical Co., Ltd. Director, Senior Executive Officer, Vice President of Reliability Assurance Division (incumbent) of Sawai Pharmaceutical Co., Ltd. Director, Senior Executive Officer, and Group Chief Quality & Safety Officer of Sawai Group Holdings Co., Ltd. (incumbent)</p>	 <p>Masatoshi Ohara External Director</p> <p>Born in 1951 April 1979 August 1986 January 1988 April 2017 June 2019 April 2021</p> <p>Registered as a lawyer at Osaka Bar Association Joined Kikkawa Sogo Law Offices (currently Kikkawa Law Offices) Attorney registered in the State of New York, the U.S. Partner of Kikkawa Law Offices (incumbent) The President of Osaka Bar Association, the Vice President of Japan Federation of Bar Associations Director of Sawai Pharmaceutical Co., Ltd. Director of Sawai Group Holdings Co., Ltd. (incumbent)</p>	 <p>Nawomi Todo External Director</p> <p>Born in 1959 June 1984 July 1984 January 2002 January 2007 June 2015 April 2021</p> <p>Obtained medical license Staff Doctor at Osaka University Hospital Staff Doctor at Osaka-tetsusyou Health Insurance Society (incumbent) Obtained Certified Occupational Physician Qualification of Japan Medical Association Director of Sawai Pharmaceutical Co., Ltd. Director of Sawai Group Holdings Co., Ltd. (incumbent)</p>
 <p>Tadao Tsubokura Full-time Audit & Supervisory Board Member</p> <p>Born in 1961 July 2008 April 2012 June 2018 April 2021</p> <p>Joined Sawai Pharmaceutical Co., Ltd. General Manager, Controller Department of Sawai Pharmaceutical Co., Ltd. General Manager, General Affairs Department of Sawai Pharmaceutical Co., Ltd. Full-time Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. Full-time Audit & Supervisory Board Member of Sawai Group Holdings Co., Ltd. and Auditor of Sawai Pharmaceutical Co., Ltd. (incumbent)</p>	 <p>Takanobu Tomohiro External Audit & Supervisory Board Member</p> <p>Born in 1958 April 1991 April 1994 June 2016 April 2020 April 2021</p> <p>Registered as an attorney Joined Kogoshi Takizawa Law Office (currently, Kobe-Kaito Law Office) Partner of Kobe-Kaito Law Office (incumbent) Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. President, Hyogo-ken Bar Association Audit & Supervisory Board Member of Sawai Group Holdings Co., Ltd. (incumbent)</p>	 <p>Junichi Hirano External Audit & Supervisory Board Member</p> <p>Born in 1955 July 2013 July 2014 July 2015 August 2016 June 2017 April 2021</p> <p>Director, Co-ordination Division, Second Large Enterprise Examination Department, Osaka Regional Taxation Bureau District Director, Higashi Yodogawa Tax Office Established a certified tax accountant office Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. Audit & Supervisory Board Member of Sawai Group Holdings Co., Ltd. (incumbent)</p>

Skill Matrix

	Current Positions at Sawai	Legal affairs / risk management	Finance, accounting, tax affairs	Production and quality	Marketing and sales	Research, development, technologies	Medicine and pharmaceuticals
● Mitsuo Sawai	Chairman, Representative Director, member of the Governance Committee on Nominations & Remuneration				●		
● Kenzo Sawai	Deputy Chairman, Representative Director				●	●	●
● Kazuhiko Sueyoshi	President, Representative Director	●	●				
● Toru Terashima	Director			●		●	●
◆ Masatoshi Ohara	Independent External Director, Chairman of the Governance Committee on Nominations and Compensation	●					
◆ Nawomi Todo	Independent External Director, member of the Governance Committee on Nominations and Compensation						●
● Tadao Tsubokura	Full-time Audit & Supervisory Board Member		●				
◆ Takanobu Tomohiro	Independent External Audit & Supervisory Board Member	●					
◆ Junichi Hirano	Independent External Audit & Supervisory Board Member		●				

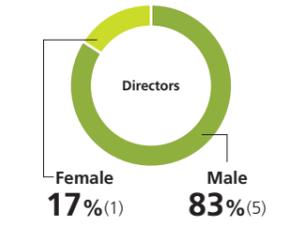
● Internal ◆ External

External Director ratio

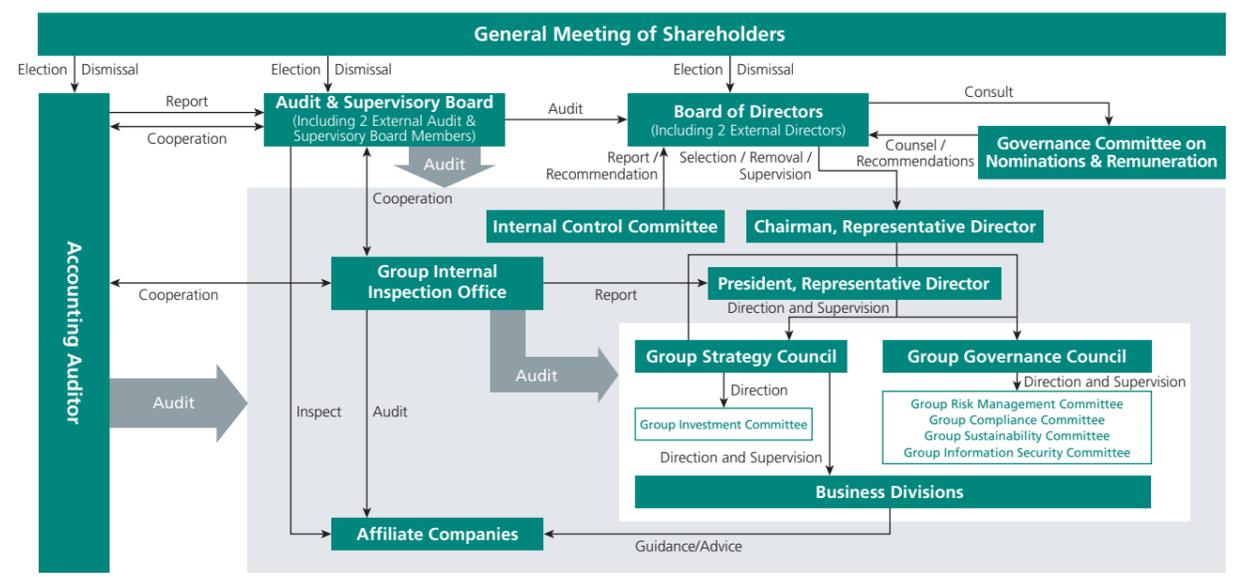


* The Committee Chairman is an External Director

Female Director ratio



Corporate Governance Structure



Governance system

The Board of Directors makes decisions and votes on matters provided for in laws and the articles of incorporation, as well as matters set forth in the Regulations of the Board of Directors, which are of high importance for the Company's business.

As business oversight is an important duty of the Board of Directors, Sawai uses an corporate officer system whereby corporate officers are entrusted with the execution of business in accordance with resolutions passed by the Board of Directors. Executive policy is discussed and decided on at Group Strategy Council, which are attended by the Chairman, President, and corporate officers. Matters that involve sums below a certain threshold or that are of low importance are executed according to the Decision-making Standards Table, which is provided for separately, in the interest of ensuring efficiency and flexibility.

The Company also elects chief officers and officers in charge of the corporate functions of each Sawai Group company. These individuals are tasked with directing and supervising these companies and providing regular situation reports to the Board of Directors in order to ensure proper corporate supervision.

Governance Committee on Nominations & Remuneration

Sawai's Governance Committee on Nominations & Remuneration comprises directors elected by approval from the Board of Directors. Committee members with particular vested interests in matters deliberated on by the committee are required to refrain from voting on such matters.

Committee resolutions must be passed by a majority of the committee members in attendance, and a majority of all members able to vote must be in attendance. The primary matters deliberated on by the committee are the election and dismissal of Company leadership and the chief executive officer (CEO); succession plans for the CEO; compensation for Company leadership and corporate officers; and the basic policies, regulations, and procedures involved in these matters. The committee reports the results of its deliberations to the Board of Directors.

The Board of Directors is required to fully respect all advice and suggestions received from the committee.

Improving the operation of the Board of Directors

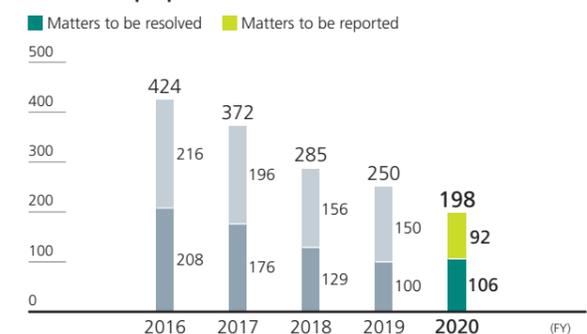
Important matters will now be discussed by the Board of Directors following deliberation by the Group Strategy Council and Group Investment Committee, which was established with the Company's transition to a holding company system. This change will see the Board of Directors

engage in deeper discussions on a narrower range of important topics based on thoroughly prepared materials. We have also changed to a Board of Directors Secretariat system to facilitate a more proactive approach to addressing sustainability issues.

Major Discussions Following the Transition to a Holding Company System

Director	Comment
External Director A	Business execution authority should be fully transferred to operating companies so that subsidiaries can quickly make decisions about and execute on the businesses they handle.
External Director B	Although some success has been achieved in the generic pharmaceuticals business, uncertainty over the future business environment suggests that we should implement a flexible organization in the form of a holding company and develop new businesses that are not bound by existing businesses.
Audit & Supervisory Board Member C	To fulfill its supervisory obligation, the Board of Directors for the holding company should design an appropriate system that accounts for things such as matters to be resolved, matters to be reported, and Board of Directors meeting frequency.

Number of proposals



Director compensation

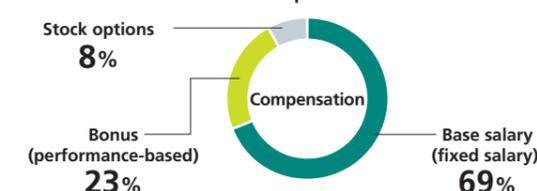
Decisions concerning Director compensation are reported to the Board of Directors upon deliberation of matters concerning Director compensation at meetings of the Governance Committee on Nominations and Compensation.

Compensation for Directors (excluding External Directors) consists of a base salary (fixed salary), bonus (performance-based compensation), and stock options. Base salary and bonuses are generally paid at a 3:1 ratio. Stock options generally account for at least 10% of total compensation and are granted based on Director position and years of service, and in accordance with the separately determined internal regulations of the Company.

The compensation limit for Directors as defined in the articles of incorporation is ¥670 million per year (not including employee salaries). The articles of incorporation

also stipulate a compensation limit for Audit & Supervisory Board Members of ¥50 million per year. The compensation system, including for Director compensation, will be reviewed every three years, in principle, based on a comprehensive accounting of market trends concerning Director compensation, the Company's performance trends, and cost of living trends.

Distribution of Director Compensation



Distribution of compensation for Directors and Audit & Supervisory Board Members (A & SB Members)

Classification	Total compensation (Millions of yen)	Total compensation by category (Millions of yen)			Number of eligible persons
		Fixed salary	Performance-based compensation	Stock options	
Directors (not including external directors)	299	205	70	24	5
A & SB Members (not including external A & SB Members)	18	18	-	-	2
External Directors and A & SB Members	25	25	-	-	4

Message from an External Director



Building a growth company by thinking not only about pharmaceuticals but also about what we can do for everyone's health

Nawomi Todo External Director

The global COVID-19 pandemic that broke out in 2019 forced us to re-acknowledge the difficulty and importance of maintaining a healthy lifestyle. Furthermore, in the interest of achieving sustainability, Sawai has been holding discussions for some time around making the company about more than just pharmaceuticals, and in April 2021, we established Sawai Holdings based on our corporate philosophy of "always putting healthier lives first." Previously, Sawai has pushed forward as a leading company in generic pharmaceuticals, guided by its corporate philosophy of "always putting patients first." Now, one could say that we have been reborn as a company that thinks about not only pharmaceuticals but also about what we can do for everyone's health. Based on this corporate philosophy, we are working hard to satisfy the expectations of our stakeholders.

Furthermore, recent years have seen a growing expectation for companies to provide working environments where everyone with the desire to work can do so free of discrimination based on gender or SOGI*. To facilitate efforts to achieve these goals as a company, I will share my views as is appropriate to an External Director.

Sawai has always worked with a strong sense of conscience and responsibility to effect good product quality management, while never engaging in wrongdoing. This has never seemed more important than it does now. A company cannot grow without a dedication to good corporate governance. With a confidence that diligent effort is the best path to winning people's trust, I will make every effort to see that Sawai Holdings continues to be a growth company.

* SOGI: Sexual Orientation & Gender Identity.