










# Board of Directors

■ Directors ■ Audit & Supervisory Board Members (as of June 27, 2023)

Name	Mitsuo Sawai	Toru Terashima	Shoji Yokota Ph. D.	Masatoshi Ohara		Nawomi Todo	Masayuki Mitsuka Ph. D.	Tadao Tsubokura	Takanobu Tomohiro	Junichi Hirano
			Newly elected 				Newly elected 			
Position	Representative Director, Chairman and President (Group Chief Executive Officer and Group Chief Operating Officer)	Director, Senior Managing Executive Officer, and Group Chief Quality & Safety Officer	Director, Senior Managing Executive Officer, and Group Chief Research & Development Officer	External Director (Independent Officer)		External Director (Independent officer)	External Director (Independent officer)	Full-time Audit & Supervisory Board Member	External Audit & Supervisory Board Member (Independent officer)	External Audit & Supervisory Board Member (Independent officer)
Date of birth	Born in 1956	Born in 1959	Born in 1957	Born in 1951		Born in 1959	Born in 1954	Born in 1961	Born in 1958	Born in 1955
Nomination, Remuneration and Other Governance Committee	●			● (Committee Chairman)		●	●			
Board of Directors meeting attendance*	13/13 times	13/13 times	-/- times (elected June 2023)	13/13 times		13/13 times	-/- times (elected June 2023)	13/13 times	13/13 times	13/13 times
Audit & Supervisory Board meeting attendance*	—	—	—	—		—	—	13/13 times	13/13 times	13/13 times
Shares of the Company held	1,057,200 shares	1,400 shares	500 shares	800 shares		1,000 shares	0 shares	900 shares	300 shares	300 shares
Significant positions held	April 1982 Joined Kyowa Hako Kogyo Co., Ltd. (currently Kyowa Kirin Co., Ltd.) January 1989 Joined Sawai Pharmaceutical Co., Ltd. June 2000 Director and Deputy Senior Vice President of Sales Division of Sawai Pharmaceuticals Co., Ltd. June 2002 Managing Director and Senior Vice President of Sales Division of Sawai Pharmaceuticals Co., Ltd. June 2008 Representative Director and President of Sawai Pharmaceutical Co., Ltd. June 2020 Representative Director and Chairman of Sawai Pharmaceutical Co., Ltd. (incumbent) April 2021 Representative Director and Chairman and Group Chief Executive Officer of Sawai Group Holdings Co., Ltd. June 2023 Representative Director, Chairman and President, Group Chief Executive Officer and Group Chief Operating Officer of Sawai Group Holdings Co., Ltd.	April 1984 Joined Sumitomo Chemical Company, Limited October 1984 Joined Sumitomo Pharmaceuticals Co., Ltd. (currently Sumitomo Pharma Co., Ltd.) January 2016 Joined Sawai Pharmaceutical Co., Ltd. June 2017 Director, Corporate Officer, Senior Vice President of Reliability Assurance Division of Sawai Pharmaceutical Co., Ltd. April 2021 Director, Senior Executive Officer, of Sawai Group Holdings Co., Ltd. June 2023 Director, Senior Managing Executive Officer, Senior Vice President of Reliability Assurance Division of Sawai Pharmaceutical Co., Ltd. (incumbent) June 2023 Director, Senior Managing Executive Officer of Sawai Group Holdings Co., Ltd. (incumbent)	April 1982 Joined Yamanouchi Pharmaceutical Co., Ltd. (currently Astellas Pharma Inc.) September 2016 Joined Sawai Pharmaceutical Co., Ltd. June 2017 Corporate Officer, and Deputy Senior Vice President of Research & Development Division, and Director of Analytical Chemistry Department of Sawai Pharmaceutical Co., Ltd. April 2021 Senior Executive Officer of Sawai Group Holdings Co., Ltd. June 2023 Director, Senior Managing Executive Officer, and Senior Vice President of Research & Development Division of Sawai Pharmaceutical Co., Ltd. (incumbent) June 2023 Director, Senior Managing Executive Officer of Sawai Group Holdings Co., Ltd. (incumbent)	April 1979 Registered as a lawyer at Osaka Bar Association Joined Kikkawa Sogo Law Offices (currently Kikkawa Law Offices) February 1987 Attorney registered in the State of New York, the U.S. January 1988 Partner of Kikkawa Law Offices (incumbent) April 2017 The President of Osaka Bar Association, the Vice President of Japan Federation of Bar Associations June 2019 Director of Sawai Pharmaceutical Co., Ltd. April 2021 Director of Sawai Group Holdings Co., Ltd. (incumbent)		July 1984 Staff Doctor at Osaka University Hospital January 2002 Staff Doctor at Osaka-tetsusyou Health Insurance Society (incumbent) January 2007 Obtained Certified Occupational Physician Qualification of Japan Medical Association June 2015 Director of Sawai Pharmaceutical Co., Ltd. April 2021 Director of Sawai Group Holdings Co., Ltd. (incumbent)	April 1982 Joined Mitsubishi Chemical Industries (currently Mitsubishi Chemical Corporation) June 2009 Board Director, Executive Officer, General Manager of Global Product Strategy Department of Mitsubishi Tanabe Pharma Corporation April 2012 Board Director, Managing Executive Officer, Division Manager of Development Division of Mitsubishi Tanabe Pharma Corporation June 2014 President & Representative Director, Chief Executive Officer of Mitsubishi Tanabe Pharma Corporation June 2023 Director of Sawai Group Holdings Co., Ltd. (incumbent)	July 2008 Joined Sawai Pharmaceutical Co., Ltd. General Manager, Controller Department of Sawai Pharmaceutical Co., Ltd. April 2012 General Manager, General Affairs Department of Sawai Pharmaceutical Co., Ltd. June 2018 Full-time Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. April 2021 Full-time Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. (incumbent)	April 1991 Registered as an attorney Joined Kogoshi Takizawa Law Office (currently, Kobe-Kaito Law Office) April 1994 Partner of Kobe-Kaito Law Office (incumbent) June 2016 Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. April 2020 President, Hyogo-ken Bar Association April 2021 Audit & Supervisory Board Member of Sawai Group Holdings Co., Ltd. (incumbent)	July 2013 Director, Co-ordination Division, Second Large Enterprise Examination Department, Osaka Regional Taxation Bureau July 2014 District Director, Higashi Yodogawa Tax Office July 2015 District Director, Himeji Tax Office August 2016 Established a certified tax accountant office, which he serves as representative of (incumbent) June 2017 Audit & Supervisory Board Member of Sawai Pharmaceutical Co., Ltd. April 2021 Audit & Supervisory Board Member of Sawai Group Holdings Co., Ltd. (incumbent)

\* Period April 1, 2022–March 31, 2023

## Skill matrix

	Reason considered important	Mitsuo Sawai	Toru Terashima	Shoji Yokota	Masatoshi Ohara	Nawomi Todo	Masayuki Mitsuka	Tadao Tsubokura	Takanobu Tomohiro	Junichi Hirano
Corporate management	Experience in making decisions in line with the corporate philosophy and being responsible for business is important for the Group's management decisions.	●					●			
Legal affairs / risk management	Balancing set rules and risk tolerance is important when attempting to maximize corporate value.				●				●	
Finance, accounting, tax affairs	These are important for accurately ascertaining and calculating the Group's corporate value and properly paying taxes.							●		●
Production and quality	Advanced quality and production management are important so that consumers can use the Group's products, etc. with peace of mind.		●							
Marketing and sales	Communicating the merits of products and services that the Group produces and provides and broadly gathering information on needs are important.	●								
Research, development, technologies	This is important to continue to provide high value-added products and services that the Group produces and meet the needs of society.		●	●			●			
Medicine and pharmaceuticals	Medicine and pharmaceuticals-related skills are important for the Group, which aims to become a general healthcare company related to life and health.		●	●		●	●			