

Board of Directors

(as of June 25, 2025)

Directors

● Years of service as a Director (numbers in parentheses show service period at Sawai Pharmaceutical when it was publicly listed)
○ Board of Directors meeting attendance (FY2024) 🌐 Shares of the Company held



Mitsuo Sawai
Representative Director, Chairman and President
(Group Chief Executive Officer
and Group Chief Operating Officer)

● 4 years (21 years) ○ 14/14 times 🌐 3,171,700 shares



Shoji Yokota, Ph. D.
Director, Senior Managing Executive Officer,
and Group Chief Research & Development Officer

● 2 years ○ 14/14 times 🌐 2,500 shares



Masatoshi Ohara
Outside Director (Independent Officer)

● 4 years (2 years) ○ 11/14 times 🌐 4,000 shares



Masayuki Mitsuka, Ph. D.
Outside Director (Independent Officer)

● 2 years ○ 14/14 times 🌐 100 shares



Yasuko Aitoku New appointment
Outside Director (Independent Officer)

● New appointment

Directors, Audit & Supervisory Committee Members

● Years of service as a Director ○ Board of Directors meeting attendance (FY2024) 🌐 Shares of the Company held



Tadao Tsubokura
Director, Full-time Audit and
Supervisory Committee Member

● New appointment* ○ 14/14 times 🌐 3,200 shares



Etsuko Taniguchi New appointment
Outside Director, Audit and Supervisory
Committee Member (Chair) (Independent Officer)

● New appointment



Yukiyo Nose New appointment
Outside Director, Audit and Supervisory
Committee Member (Independent Officer)

● New appointment

* Appointed as a Full-time Audit & Supervisory Board Member of Sawai Pharmaceutical in 2018, and as a Full-time Audit & Supervisory Board Member of the Company in 2021

Skill matrix

	Reason considered important	Mitsuo Sawai	Dr. Shoji Yokota	Masatoshi Ohara	Dr. Masayuki Mitsuka	Yasuko Aitoku	Tadao Tsubokura	Etsuko Taniguchi	Yukiyo Nose
Corporate management	Experience in making decisions in line with the corporate philosophy and being responsible for business is important for management decisions that lead to the Group's sustainable growth.	●	●		●	●			●
Healthcare	Knowledge and experience in a wide range of healthcare fields is important to expand our core business, including new businesses as well as pharmaceuticals, and to increase corporate value.	●	●		●	●	●		●
Global	Understanding global markets and regulations is important for business operations, including international supply chains.		●	●		●			●
Medicine and pharmaceuticals	As a general healthcare company, medicine and pharmaceuticals are important for creating value in overall management, including quality improvement, by capturing the needs of healthcare professionals and patients.		●		●	●			●
Finance, accounting, tax practice	Knowledge of finance, accounting, and tax practice is important to accurately calculate corporate value, improve capital efficiency, and properly pay taxes.						●	●	●
Legal affairs/risk management	Legal affairs and risk management insights to ascertain and judge rules and risks is important to maximize corporate value through optimal decision making.			●					
Sustainability/ESG	ESG perspectives are important for the Group to both achieve sustainable growth and address social issues.			●	●				●

Message from newly appointed outside directors

Working toward sustainable growth and strengthening trust building

Yasuko Aitoku Outside Director (Independent Officer)

With experience gained at a R&D-focused global pharmaceutical company, I will fulfill my responsibilities as an independent officer to ensure that the Sawai Group plays its role in healthcare. I will also support the strengthening of governance systems from an external perspective to ensure the continuity of corporate activities as a pharmaceutical manufacturer that pursues scientific progress, maintains high ethical standards, and is trusted by patients, healthcare professionals, and society at large. Furthermore, I will discuss medium- to long-term solutions to concerns such as environmental considerations, drug price revisions, stable supply, and the increasingly sophisticated generic drug business with Board members to help establish a sustainable profit model.

I hope to build greater momentum for transformation by leveraging the diversity of Sawai's employees and visualizing the new corporate value that will be created.

Striving to establish a trusted corporate foundation

Etsuko Taniguchi Outside Director, Audit and Supervisory Committee Member (Chair)(Independent Officer)

Based on my experience as a certified public accountant, I am committed to establishing a trusted corporate foundation, an underlying element of "Beyond 2027," our medium-term business plan. To this end, I intend to fulfill my role as an outside director from a medium- to long-term perspective with a keen awareness of the Five Principles for Board of Directors to Enhance "Growth Power" as published by the Ministry of Economy, Trade and Industry, especially "while being mindful to avoid micromanagement...encourage the management team to ensure that the decision-making process and structure contribute to its timely and decisive decision-making."

In addition, I will monitor the progress of the Generic Drug Provider Evaluation System that we will be launching in earnest this fiscal year, seeing the deepening of this initiative as directly connected to the enhancement of the management base and the growth of the entire Group.

Contributing to greater corporate value from a global perspective

Yukiyo Nose Outside Director, Audit and Supervisory Committee Member (Independent Officer)

My name is Yukiyo Nose, and I am a Japanese-American certified management consultant and physician. My desire is to bring a breath of fresh air to Japanese companies with a global mindset cultivated through 25 years of international experience in 50 countries around the world.

I will strive to ensure my presence supports the future of the Group with more open perspectives and creative ideas. In addition to CSR and ESG initiatives, I would like to encourage both employees and their company to grow alongside each other and build a future-oriented corporate culture that is trusted by society.

I will contribute to sustainable growth and strengthen governance, and take on the challenge of creating value for the 22nd century.