

# Continuing to grow together with society as a leading manufacturer of generic drugs

When generic drugs were virtually unknown, Sawai began persistently raising awareness. The Company also anticipated the burgeoning demand for generic pharmaceuticals, arising from promotional policies on the part of government, and successfully made prior investments in production facilities and personnel. These two factors have allowed Sawai to achieve rapid growth in generics in recent years. Moving forward, we will continue to help reduce the burdens placed on patients, improve convenience, and continue to contribute to healthcare financing by staying the course in the years to come.

## Sawai's History

### 1929

Sawai Pharmacy, the forerunner of Sawai Pharmaceutical Co., Ltd., was founded in Asahi-ku, Osaka City.



Eye drops, our core product when Sawai was founded

### 1948

Sawai Pharmaceutical Co., Ltd. incorporated in Asahi-ku, Osaka.



The company's head office and factory. "Yoron P," one of Sawai's main products at the time, was a natural active vitamin preparation patented for pharmaceutical formulation technology.

Sawai Pharmacy, the forerunner of Sawai Pharmaceutical Co., Ltd. was established as a drugstore in 1929. Subsequently, in the years before and after the Second World War when pharmaceutical products were in short supply, Sawai transformed itself into a manufacturer of over-the-counter pharmaceutical products in order to meet society's needs.

Later, in response to various factors such as the introduction of the universal health insurance coverage system in Japan, Sawai transformed itself again to become a manufacturer of prescription medications.

Sawai has since grown to become one of today's leading manufacturers of generic drugs.

### 1965

Sawai transformed itself from a manufacturer of over-the-counter medications into a manufacturer of prescription medications.

### 1981

Modern Kyushu Factory, which at that time surpassed those of original drug manufacturers, completed

### 2003

Listed on the First Section of the TSE



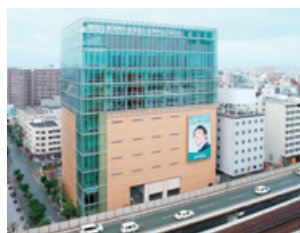
Ceremony for listing on the First Section of the TSE

### 2007

Sawai established a new Corporate Philosophy and Code of Conduct.

### 2006

New premises completed, Head Office and Research Laboratories combined and relocated to current premises (Yodogawa-ku, Osaka)



Head Office and Research Laboratories

### 2010

Wholesale route sales surpass those of agencies becoming the sales driver

### 2013

New pharmaceutical plant at the Kanto Factory completed



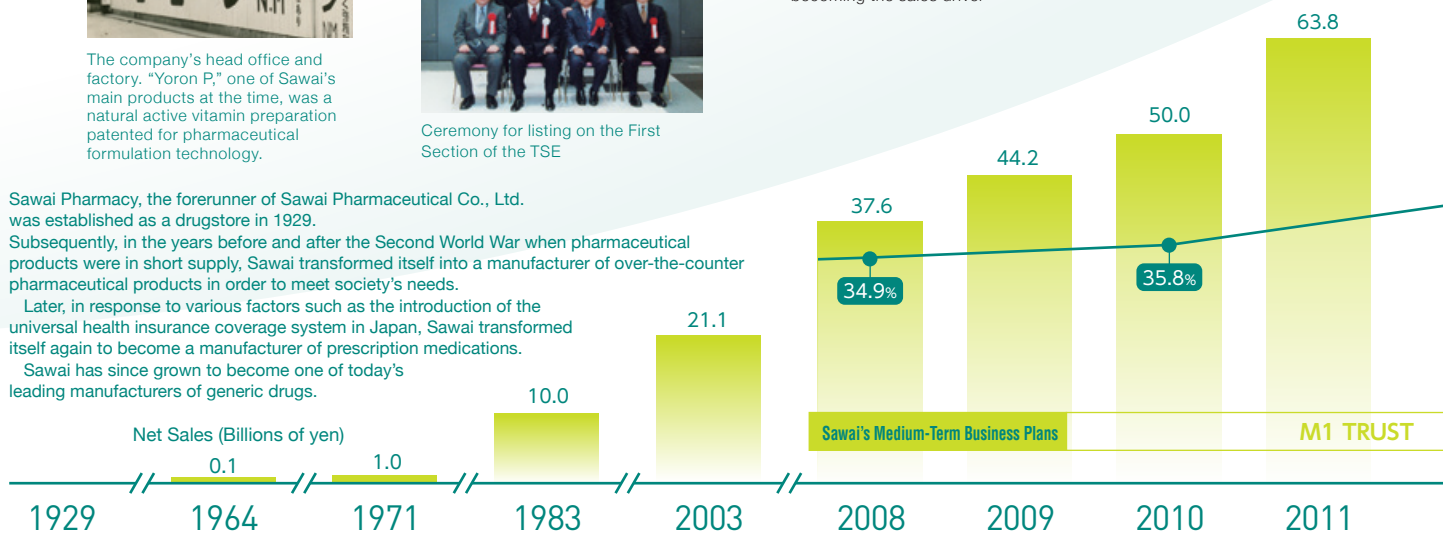
Pharmaceutical plant at the Kanto Factory

### 2014

Sawai's antiplatelet product "CILOSTAZOL OD Tablets 'Sawai'" received the Asahi Chemical Formulation Development Award from the Pharmaceutical Society of Japan.

### 2015

The Pharmaceutical Development Center was completed, and the functions of the former Pharmaceutical Technology Center were consolidated into the new Center.



## Important Events in Society

### 1961

Universal health insurance coverage was implemented in Japan.

### 2002

Introduction of incentives for doctors/pharmacists

### 2007

Government identified the generic drugs' (volume basis) share<sup>1</sup> target of 30% or more by March 2013

### 2008

Introduction of premiums for generic dispensing systems (addition to basic dispensing fee)

A world-leading generic drug manufacturer

## 2017

Acquired Upsher-Smith Laboratories, LLC and entered the U.S. market in earnest



From left: Mitsuo Sawai, (Currently Chairman, Representative Director) Sawai Pharmaceutical Co., Ltd., and Rusty Field, President & CEO, Upsher-Smith Laboratories, LLC



## 2019

- Sawai commemorated 90 years since its founding
- Upsher-Smith commemorated 100 years since its founding



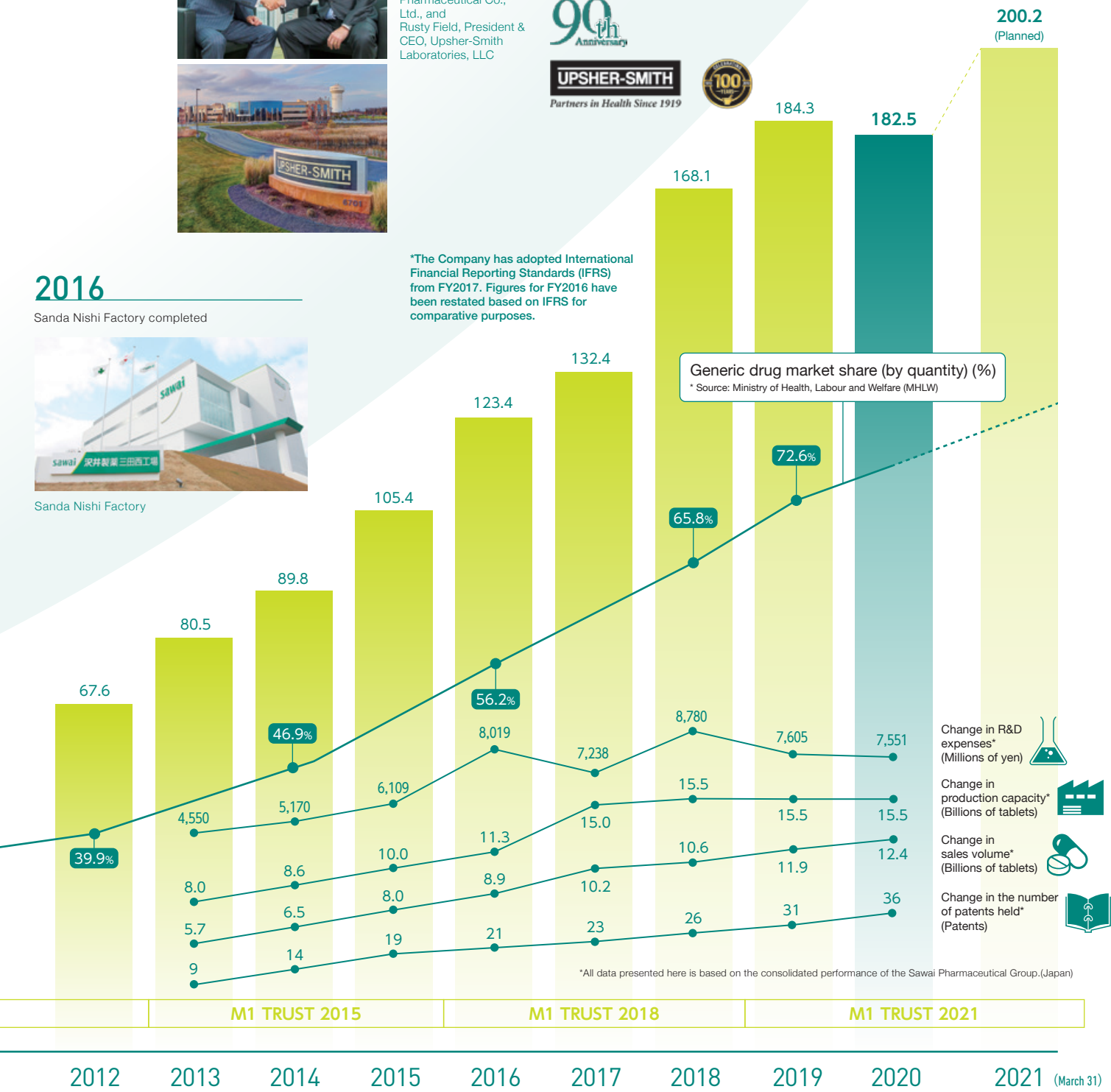
## 2016

Sanda Nishi Factory completed



Sanda Nishi Factory

\*The Company has adopted International Financial Reporting Standards (IFRS) from FY2017. Figures for FY2016 have been restated based on IFRS for comparative purposes.



Generic drug market share (by quantity) (%)  
\* Source: Ministry of Health, Labour and Welfare (MHLW)

Change in R&D expenses\* (Millions of yen)

Change in production capacity\* (Billions of tablets)

Change in sales volume\* (Billions of tablets)

Change in the number of patents held\* (Patents)

\*All data presented here is based on the consolidated performance of the Sawai Pharmaceutical Group.(Japan)

2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 (March 31)

**2013**  
Government identified the generic drugs' (volume basis) share\*2 target of 60% or more by the end of March 2018

**2015**  
Government identified the generic drugs' (volume basis) share\*2 target of 70% or more by mid-2017 and set the target of 80% or more as quickly as possible during the period up to the end of FY2020

**2017**  
Under the "Honebuto Policy 2017," established target of 80% or higher generic drug share (volume basis) by September 2020

\*1 Former numerical indicator share = Generics/all pharmaceutical products \*2 New numerical indicator share = Generics/(Originator drugs for which generic drugs exist + Generics)

Sawai's Value Creation

Sustainability

Financial Section/Data