

Always Putting Patients First

- 1 It is **sawai**'s mission to enable people to live healthy lives through pharmaceutical products imbued with our whole-hearted dedication.
- 2 It is **sawai**'s challenge to grow in tandem with society through innovation and cooperation, while pursuing creativity.
- 3 It is **sawai**'s hope that we will become an indispensable part of society through our desire to be of service.

All of Sawai's activities are based on its Corporate Philosophy of "Always Putting Patients First." By providing a stable supply of conscientiously prepared, high-quality, high-value-added generic pharmaceuticals to as many patients as possible, we are fulfilling our social responsibilities. We believe that doing this will contribute to the advancement of people, society, and medical care.

Contents

Sawai's Value Creation

| | |
|--|----|
| The Potential of Sawai Pharmaceutical ... | 2 |
| Growth Path..... | 4 |
| Business Model..... | 6 |
| Message from the President..... | 8 |
| Special issue Growth Strategy of Upsher-Smith | 14 |

Sustainability

| | |
|------------------------------|----|
| Sawai's Sustainability | 16 |
| Environment..... | 18 |
| Society | 20 |
| Corporate Governance | 22 |



Financial Section/Data

Message from CFO 27
 Eleven-Year Summary..... 28



Editorial Policy

In addition to the presentation of its financial and business information, Sawai has added environment-related and other non-financial information to produce an integrated report, based on the international integrated reporting framework of the International Integrated Reporting Council (IIRC).

This report presents information related to Sawai and its consolidated subsidiaries for FY2018 (April 1, 2018 to March 31, 2019).

* Some information is presented that does not fall within this period.

Approach to Integrated Reporting

This report was prepared with the support of the Company's CSR Committee, which includes the director in charge of CSR, and its Secretariat. It presents relevant information that may materially affect the ability of the Company to create value in the short, medium, and long terms.

Definition of Materiality

This report contains information regarding the Company's strategy and performance, its future outlook, as well as its creation of corporate value in the short, medium, and long terms. In addition, this report includes information on matters related to finance, economic, social, environmental, governance, and other matters.

Such information contained in this report has been included based on judgments regarding materiality from the points of view of assessments of quantity, quality, risk, and opportunities as well as inputs from dialogue with stakeholders. Information deemed to be of particularly high importance has been included.

Important Matters



A Caution Concerning Forward-Looking Statements

This report contains forward-looking statements regarding the Company's plans, outlook, strategies, and results for the future. All forward-looking statements are based on judgments derived from the information available to the Company at the time of publication.

Accordingly, please be aware that the impact of certain risks and uncertainties could cause the Company's actual results to differ materially from any projections presented in this report.