

We are enhancing our presence as a generic drug manufacturer and raising trust to the highest level through internal branding and the focused business strategy of the current Medium-term Business Plan under the combined title M1 TRUST.



Concept of Medium-term Business Plan M1 TRUST

“Minna de 1-ban” and Building Trust

T Top Brand	Robust Sawai brand
R Reliability	Improved reliability
U Unity	United power together with our counterparties
S Stable Supply	Stable supply
T Top Share	Overwhelming share in Japanese market



Basic Policy

● **Basic Policy 1**

Net Sales Growth Far Exceeding Market Growth Rate

Achieve net sales of ¥74.0 billion in fiscal 2011
Avg. annual growth of 18.7% for Sawai vs. estimated 11.0% for generics market

● **Basic Policy 2**

Strengthened Management Structure Through Cost Control and Effective Strategic Investment

End-to-end cost control and strategic investment aimed at concrete results

● **Basic Policy 3**

Establish Robust Sawai Brand

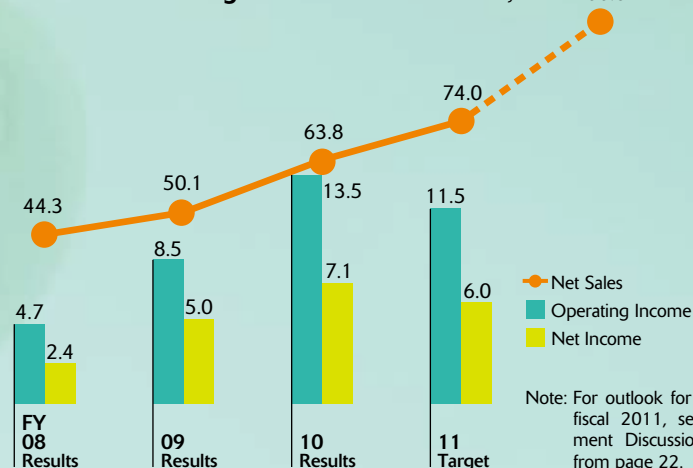
Making the leap from high brand recognition to the “Brand of choice”

By FY2011, the final year of the medium-term plan, we expect to achieve net sales of ¥74.0 billion, operating income of ¥11.5 billion, and net income of ¥6.0 billion. These results will secure us a sure foothold on the way to becoming a ¥100-billion company.

Achieving Net Sales of ¥100 Billion within 5 Years

To become the most trusted GE company with a strong presence throughout pharmaceutical business and through internal branding (M1) activities.

Sales and Profit Target (Consolidated) (Billions of yen) 100.0



Target of M1 TRUST