



The M1 Project

To further build the Sawai brand and win customer trust, we are implementing the M1 Project, an internal branding activity to raise the awareness of each employee and reinforce the corporate structure and collective power of the Group.

Trust is the cornerstone of the Sawai brand, and we believe that trust is something that is built by each individual employee. In accordance with this belief, we launched the M1 Project in October 2006. The M1 Project is an activity in which every Group employee participates under the watchword "No. 1 All Together." We have completed Phases 1 through 5 of the project.

In Phase 5, in addition to continuing activities to promote the corporate philosophy and raise employee awareness, we systematically reduced purchase costs, promoted information sharing and conducted personnel development.

Progress under the M1 Project

Phase 1 (fiscal 2006)	Unification of awareness and values – Launch of the M1 Committee, drawing up of the corporate philosophy and launch of the M1 Project Team and task forces
	
Phase 2 (fiscal 2007)	Instilling of the M1 Project – Activities to inculcate the corporate philosophy, continuation of M1 Project Team and task force activities, start of M1 Club activities (full-participation small group activities)
	
Phase 3 (fiscal 2008)	Demonstration of management leadership – Launch of management improvement study groups, evolution into activities to deliver business results in unison with management
	
Phase 4 (fiscal 2009)	Fostering of mutual understanding and trust – Consideration of a vision for Sawai five years from now by a study group, increased emphasis on information sharing by means of offsite meetings of department managers
	
Phase 5 (fiscal 2010)	Purchase cost reduction activities: Direct and indirect materials purchase cost reduction Offsite meetings by department managers to promote information sharing Management skills cultivation program for the development of executive management