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Sawai Group Holdings Co., Ltd.

Presentation Materials FY2025

May 15, 2026

4887, TSE Prime



■ Results for FY2025 (Ended March 31,2026)

- Revenue increased 6.7% YoY, core operating profit decreased 3.6% YoY, and operating profit increased 292.5% YoY.
 - ⊕ Increased sales of products listed in FY2024 and FY2025
 - ⊕ Increased sales of existing products, driven by items eligible for the selective treatment system introduced in October 2024
 - ⊕ Increased in operating profit as a rebound from the provision for loss on litigation recorded in FY2024 Q4, despite the incurrence of settlement costs in FY2025 Q2.
 - ⊖ Increased in fixed costs due to higher headcount
 - ⊖ Affected by NHI drug price revisions

■ FY2026 Full-Year Forecasts (Ending March 31,2027)

- Revenue will increase 3.3% YoY, core operating profit will increase 19.5% YoY, and operating profit will increase 71.1% YoY.
 - ⊕ Increase sales of products listed in FY2025 and FY2026
 - ⊕ Increase in operating profit as a rebound from the litigation settlement expenses recorded in FY2025 Q2

■ Production volume

- Production volume for FY2025 was 16.6 billion tablets, including outsourced production (compared with the annual plan for FY2025 of 18.3 billion tablets; progress rate 90.5%).
- Production volume for FY2026 is planned to be 18.0 billion tablets, including outsourced production.

■ Sales volume

- Sales volume for FY2025 was 17.1 billion tablets (compared with the annual plan for FY2025 of 16.8 billion tablets; progress rate 101.8%)
- Sales volume for FY2026 is planned to be 17.6 billion tablets.

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FY2025 Financial Results

Overview of Financial Results for FY2025(Apr.-Mar.)

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- Sales increased for products listed in FY2024 and FY2025.
- Sales of existing products increased, supported by items eligible for the selective treatment system introduced in October 2024
- GP margin declined due to NHI drug price revisions and higher labor costs associated with increased headcount.
- Recorded a provision for loss on litigation of 16,757 million yen in FY2024 Q4 and recorded litigation settlement expenses of 4,000 million yen in FY2025 Q2.

(Unit: million yen)

	FY2024 results	FY2025 results	YoY	Revised Full-Year forecasts	Achievement
Revenue	189,024	201,676	+6.7%	202,500	99.6%
Gross profit	56,352	58,793	+4.3%	61,500	95.6%
Core operating profit	25,703	24,778	(3.6)%	27,600	89.8%
Operating profit	4,050	15,894	+292.5%	20,900	76.1%
Profit before tax	3,161	14,273	+351.5%	19,800	72.1%
Profit attributable to owners of the Company	11,969	10,438	(12.8)%	14,000	74.6%
Basic earnings per share (EPS)	96.54	90.39	(6.4)%	121.25	74.6%

Average rate

US\$1=¥153

US\$1=¥151

* The line items from revenue through profit before tax show the amount of the Japan business as continuing operations. Profit attributable to owners of the Company shows the combined amount of the continuing operations and the discontinued operations.

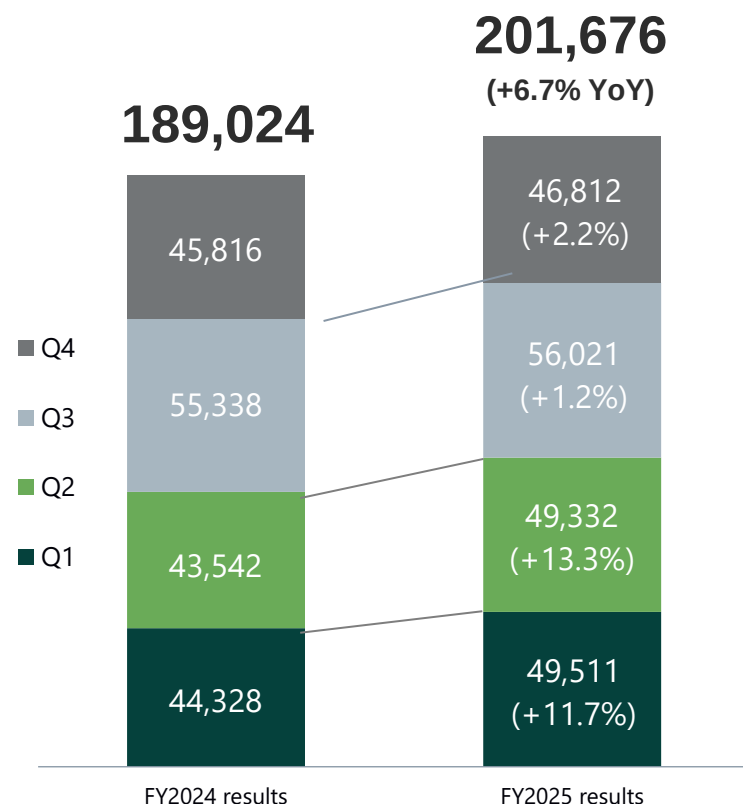
* Core operating profit is calculated by excluding profits and losses attributed to non-recurring factors from operating profit.

* (Breakdown of interim profit attributable to owners of the parent company) FY2024: Continuing operations 2,173 million yen, Discontinued operations 9,796 million yen
FY2025: Continuing operations 11,536 million yen, Discontinued operations (1,098) million yen

Sales Revenue

- Sales of existing products increased in first half due to the selective treatment system that started in October 2024.
- In second half, despite the lapping of this regulatory tailwind, sales grew supported by new listed products in December 2025.

Quarterly revenue



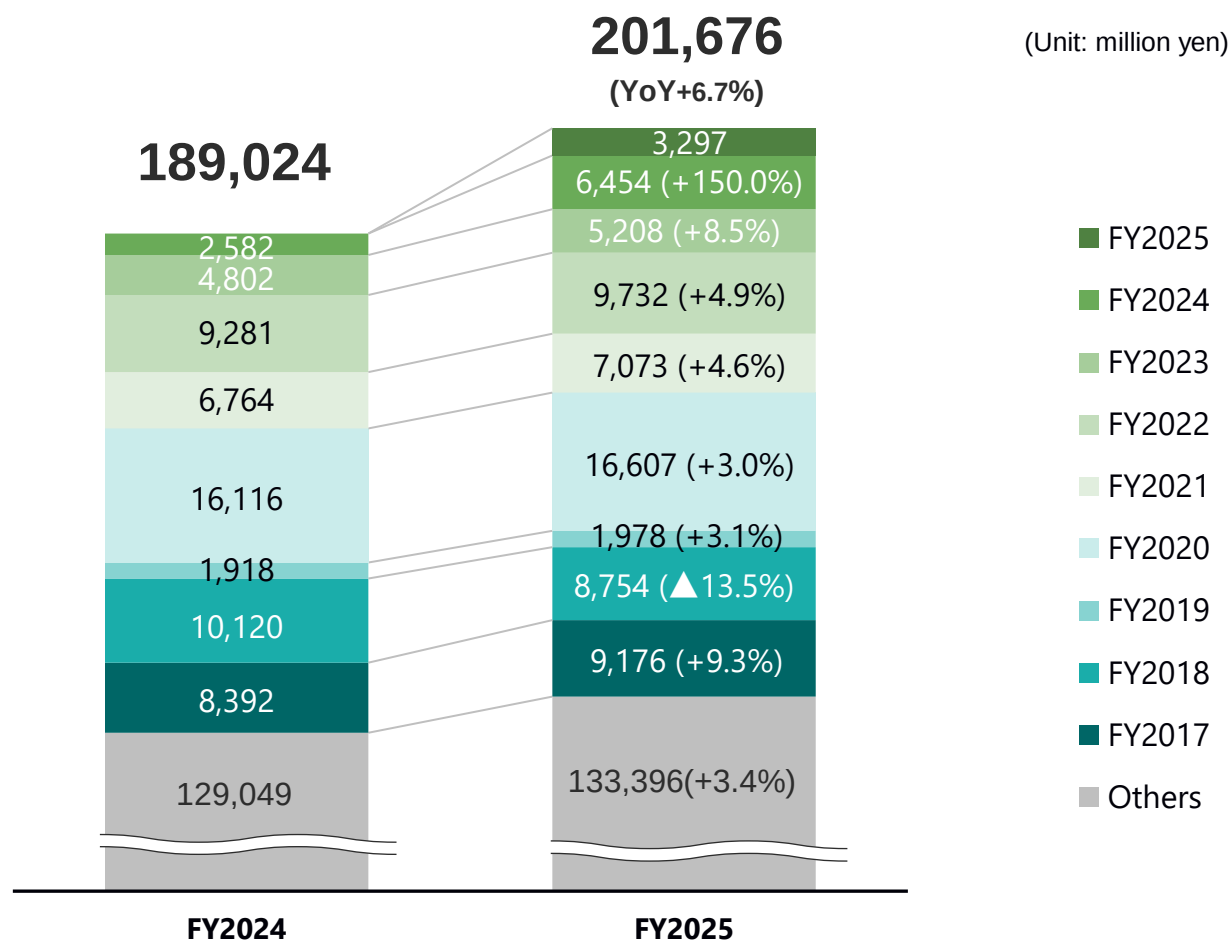
Breakdown of revenue

(Unit: million yen)

	FY2025 Results						
	Full Year	H1	YoY		H2	YoY	
			%	Amount		%	Amount
Existing products, etc.	198,379	98,842	+12.5%	+10,972	99,537	(1.6)%	(1,617)
Listed in FY2025	3,297	1	—	+1	3,296	—	+3,296
Total	201,676	98,843	+12.5%	+10,973	102,832	+1.7%	+1,678

Revenue by Product Listed Year

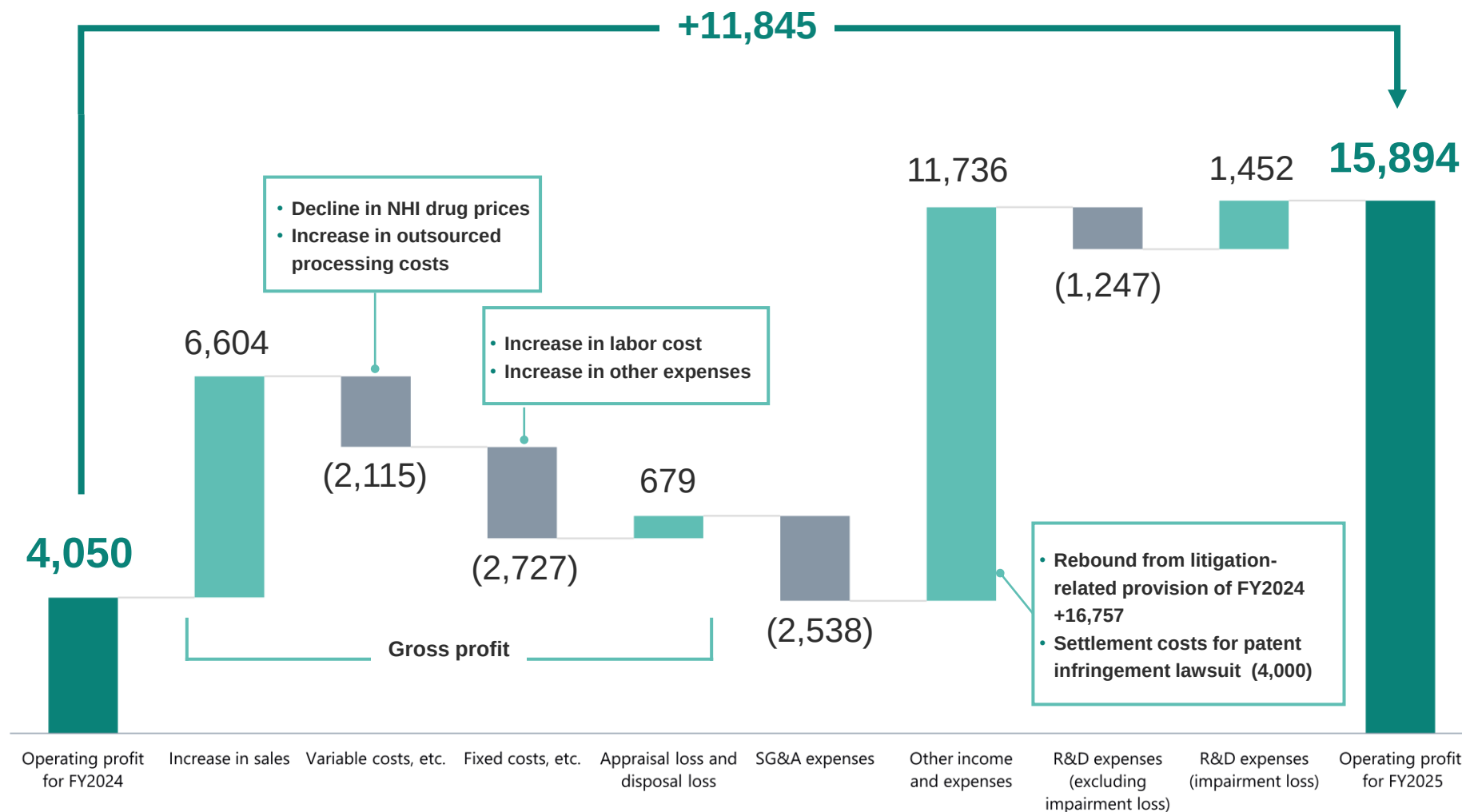
- Despite the impact of NHI drug price revisions, sales grew due to new formulary adoptions following the selective treatment system
- Products listed in December 2025, led by dapagliflozin, contributed steadily to overall revenue.
- Sales for products listed in FY2024 also increased.



Operating Profit Analysis

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(Unit: million yen)



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FY2026 Forecasts

FY2026 Full-year Forecasts

- Sales of FY2026 new products are expected to exceed those of FY2025 new products.
- Forecast an improvement in gross profit margin driven by an optimized product mix.
- Operating profit increased, due to the absence of the 4,000 million yen litigation settlement fee recorded in Q2 FY2025.

(Unit: million yen)

	FY2025 full-year results	FY2026 full-year forecasts	YoY change rate
Revenue	201,676	208,400	+3.3%
Gross profit	58,793	65,500	+11.4%
Core operating profit	24,778	29,600	+19.5%
Operating profit	15,894	27,200	+71.1%
Profit before tax	14,273	26,000	+82.2%
Profit attributable to owners of the Company	10,438	18,600	+78.2%
Basic earnings per share (EPS)	90.39	161.09	+78.2%

Average rate

US\$1 = ¥151

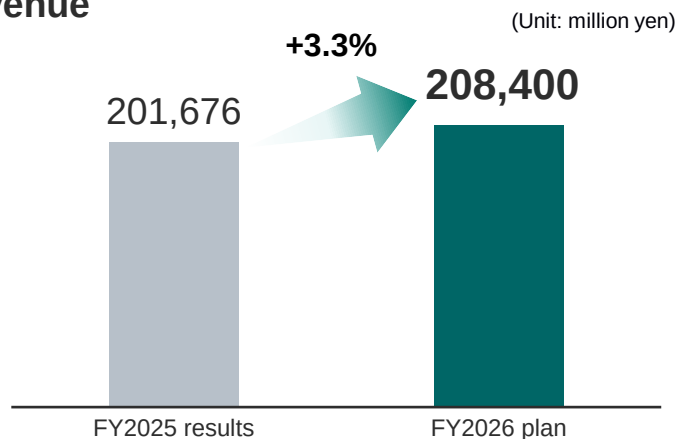
US\$1 = ¥150

※Core operating profit is adjusted for non-recurring items to reflect the underlying performance of the business

FY2026 Full-year Forecasts (Revenue and Gross profit)

- While sales are expected to grow, driven primarily by new products, they are projected to fall short of the Medium-Term Management Plan target of 220 billion yen due to production constraints.
- Gross profit is expected to increase, supported by an improved product mix and other factors.

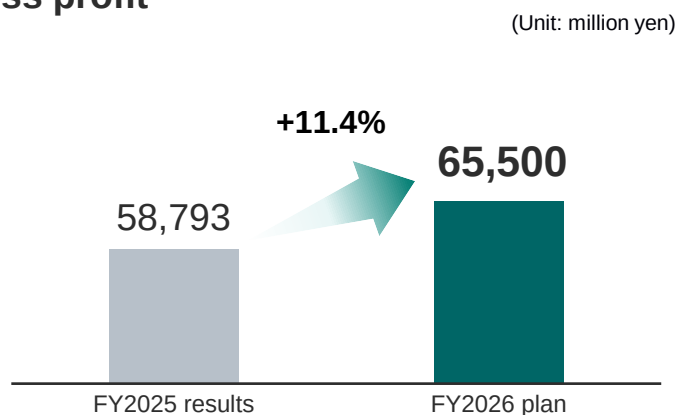
Revenue



Revenue

- While sales volume is projected to increase by 2.9%, it is expected to fall short of the 19.0 billion tablets target set in the Medium-Term Management Plan
- Continuing initiatives aimed at maintaining product value
- Sales of new products are expected to exceed the previous year's

Gross profit



Gross profit

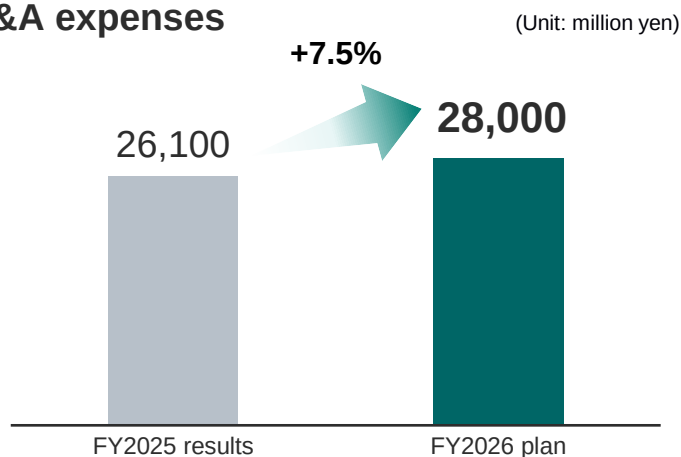
- + Improve product mix
- + Improvement due to lower appraisal loss and disposal losses
- Deterioration in cost of sales ratio due to drug price reductions
- Increase in labor costs due to higher headcount

FY2026 Full-year Forecasts (SG&A expenses and R&D expenses)

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- Increase in SG&A expenses driven by wage increases and investments in productivity-enhancing initiatives.
- R&D expenses will be slightly lower than the previous fiscal year.

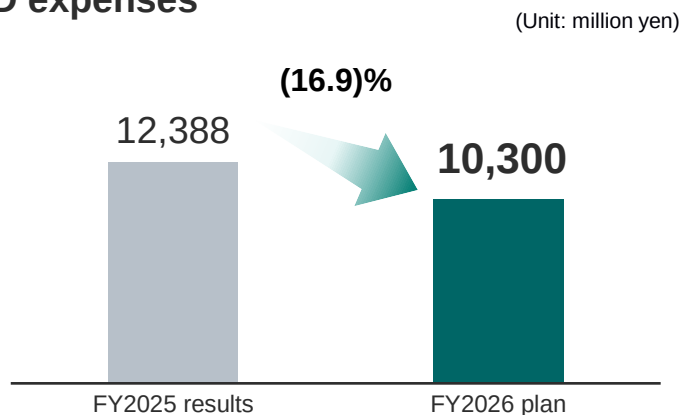
SG&A expenses



SG&A expenses

- Increase in business fees: +1,250 million yen
(Increase in business fees for productivity enhancement, etc.)
- Increase in personnel expenses: +400 million yen
- Increase in other expenses: +250 million yen
(Increase in temporary staffing costs, etc.)

R&D expenses

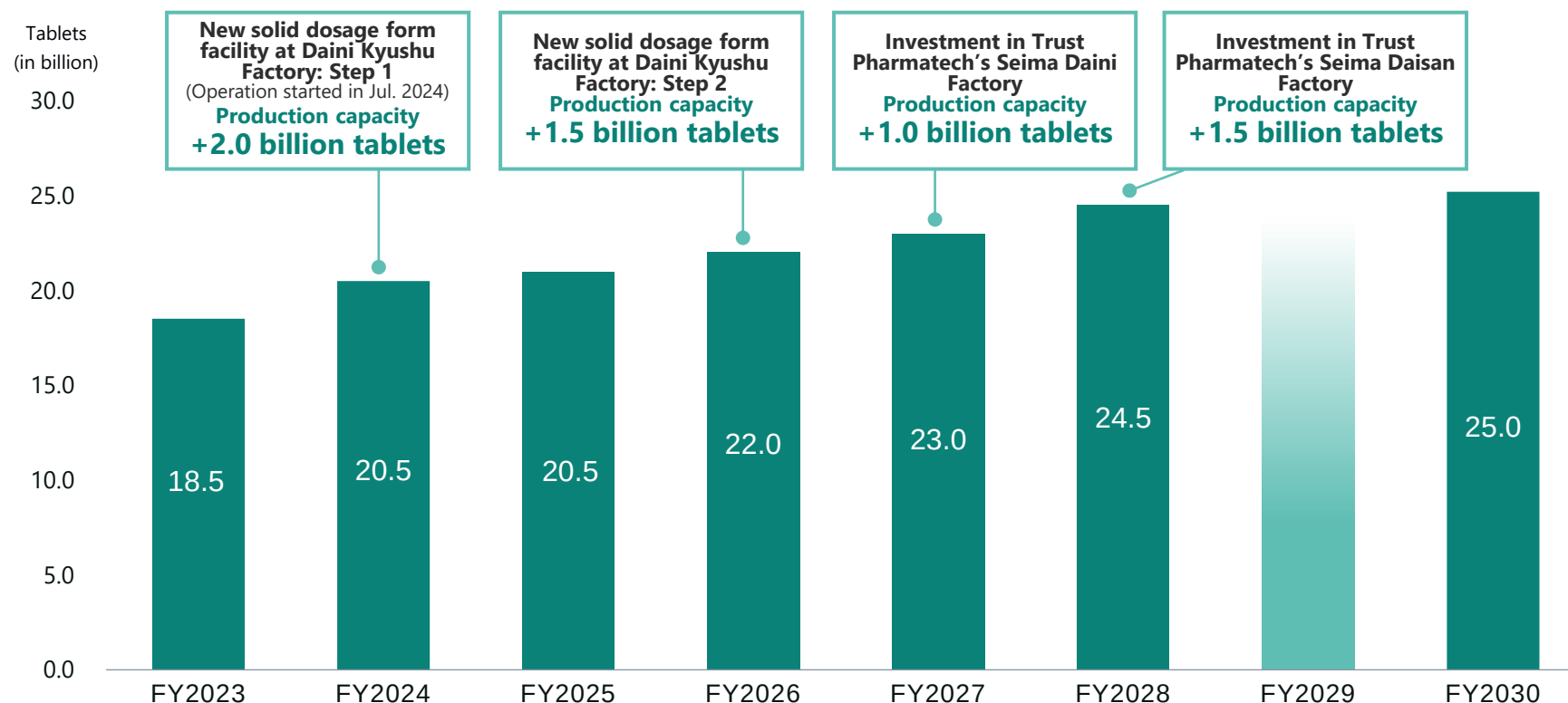


R&D expenses

- Recorded an impairment loss of 1,600 million yen in FY2025.
- Expected to decrease slightly in FY2026 compared to FY2025.

Strategies for Production Capacity Expansion

- Targeting production of 18.0 billion tablets in FY2026.
- Scheduled launch of Step 2 at Daini Kyushu Factory new wing in Dec 2026.
- Proceeding with the transfer of product manufacturing to the new wing of the Daini Kyushu Factory and Trust Pharmatech.
- Continue to consider making additional investments, including construction of own factories and alliance with other companies, to achieve in-house production capacity of 25.0 billion tablets in FY2030.



*Assumptions for production capacity: Continuous operations of machines in two shifts on weekdays for the current number of items. The number of items produced under contract manufacturing is not included.

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Reference Materials

Initiatives for Sustainability

- Addressing ESG issues including measures to address climate change, promotion of ID&E, and strengthening of corporate governance, as a healthcare corporate group which develops sustainably alongside society

Issues to address	Quantitative targets, etc.	FY2025 results
Environmentally friendly production	Compared to FY2013+α level, 46% reduction of total emissions volume (FY2030) - Net zero CO2 emissions (2050) 3% reduction of water usage intensity (compared to FY2023) Waste plastic recycling rate of 65% or more (FY2030)	- Reduced CO2 emissions by approximately 24,100 tons (purchased approx. 8,700 tons of CO2-free electricity and approx. 15,400 tons worth of Non-Fossil Certificates) - Implemented on-site PPA using Internal Carbon Pricing (Daini Kyushu Factory; scheduled to begin operations in April 2026) - Reviewed and optimized the use of purified water - Adopted packaging materials made from mechanically recycled PET film for selected products - Promoted the reuse of analytical instruments and equipment (across 5 factories including Kashima, and the R&D Division)
Talent development, work styles / motivation, respect for human rights	Employee engagement indicator score of 4.50 Female manager ratio of at least 15%; Ratio of women in department head positions or higher of at least 10% 100% uptake of childcare leave by male employees Percentage of employees with disabilities of 2.85% Initiatives on human rights due diligence	- Set specific initiative targets for each division and business site in parallel with company-wide efforts - Enhanced support measures for balancing life events and career (e.g., expanding the mentor system, conducting seminars on balancing work and nursing care) - Continued development of next-generation female leaders - Introduced paid childcare leave (April 2025) - Expanded recruitment of persons with disabilities (employment rate of 2.97% as of April 1, 2026) - Established the Group Human Resources Strategy Council and reported the HR strategy to the Board of Directors - Conducted human rights e-learning programs for all Group employees
Deepening corporate governance	Enhanced risk management and compliance Strengthening of supply chain management System formulation ensuring trust in non-financial information	- Held committee meetings: Group Risk Management Committee (twice a year), Group Compliance Committee (monthly), and Group Information Security Committee (quarterly) - Conducted e-learning programs on various themes. - Developed Generative AI guidelines and usage manuals - Organized lectures featuring external experts - Conducted compliance awareness surveys - Conducted procurement supplier surveys (received responses from 75 companies) - Continued the refinement and revision of the environmental data calculation manual

Toshiomi Nakate

Senior Managing Executive Officer, SAWAI GROUP HOLDINGS Co., Ltd.
Representative Director, President, Sawai Pharmaceutical Co., Ltd.



Career Summary

April 1985	Joined Fujisawa Pharmaceutical Co., Ltd. (currently Astellas Pharma Inc.)
June 2021	Joined Sawai Pharmaceutical Co., Ltd. Assistant to Senior Vice President of Reliability Assurance Division
April 2022	SAWAI GROUP HOLDINGS Co., Ltd. Corporate Officer, Group Deputy Chief Quality & Safety Officer Sawai Pharmaceutical Co., Ltd. Corporate Officer, Deputy Senior Vice President of Reliability Assurance Division
January 2024	SAWAI GROUP HOLDINGS Co., Ltd. Executive Officer, Group Chief Quality & Safety Officer Sawai Pharmaceutical Co., Ltd. Director, Executive Officer, Senior Vice President of Reliability Assurance Division, and Chief Medical Information Service Management Officer
June 2025	SAWAI GROUP HOLDINGS Co., Ltd. Senior Executive Officer, Group Chief Quality & Safety Officer Sawai Pharmaceutical Co., Ltd. Director, Senior Executive Officer, Senior Vice President of Reliability Assurance Division, and Chief Medical Information Service Management Officer
April 2026	SAWAI GROUP HOLDINGS Co., Ltd. Senior Managing Executive Officer Sawai Pharmaceutical Co., Ltd. Representative Director, President

New Products Scheduled for Launch in June

- 6 ingredients and 9 items are scheduled for listing on the NHI.
- New product sales are planned to be 6.3 billion yen in FY2026, including these products.

Therapeutic category name	Drug name	Name of long -listed drug
Anti-allergic agent	BILASTINE Tablets [SAWAI] 20 mg BILASTINE OD Tablets [SAWAI] 20 mg	Bilanoa(R) tablets 20 mg Bilanoa(R) OD tablets 20 mg
Long-acting selective H1 receptor antagonist Anti-allergic agent	DESLOTRADINE Tablets [SAWAI] 5 mg	DESALEX(R) Tablets 5mg
Oral thrombopoietin receptor agonist	ELTROMBOPAG 12.5 mg Tablets [SAWAI] ELTROMBOPAG 25 mg Tablets [SAWAI]	REVOLADE(R) Tablets12.5 mg REVOLADE(R) Tablets 25 mg
Agent for essential thrombocythemia (ET)	ANAGRELIDE Capsules [SAWAI] 0.5 mg	AGRYLIN(R) Capsules 0.5mg
Agent for overactive bladder (OAB)	FESOTERODINE FUMARATE Sustained-release Tablets [SAWAI] 4 mg FESOTERODINE FUMARATE Sustained-release Tablets [SAWAI] 8 mg	Toviaz(R) Tablets 4 mg Toviaz(R) Tablets 8 mg
Agent for multiple sclerosis (MS)	FINGOLIMOD Capsules [SAWAI] 0.5 mg	IMUSERA Capsules 0.5 mg GILENYA Capsules 0.5mg



Authorized Generics (AG)

- NHI listing price for Authorized Generics (AG) and Bio-AG will be set at the same amount as the branded products
- On NHI price revision, items at the same price as the branded products will be consolidated



Rationalization of Long-Listed Products

- Apply to long-listed products for which 5 years have passed
- Gradually reduce long-listed products of NHI price regardless of the substitution rate for generics (Application of the G1 Rule)



Price Range Consolidation for Generics

- For products from companies that are highly rated in corporate indicators regarding stable supply, the practice of price range consolidation will be abolished



Supporting NHI Price for Deficit Products

- Minimum NHI price will be increased approximately 3.5%
 - ※ Products exceeding the average divergence rate are excluded
 - ※ For Essential Drugs and Deemed minimum NHI price products will be raised to the minimum NHI price level

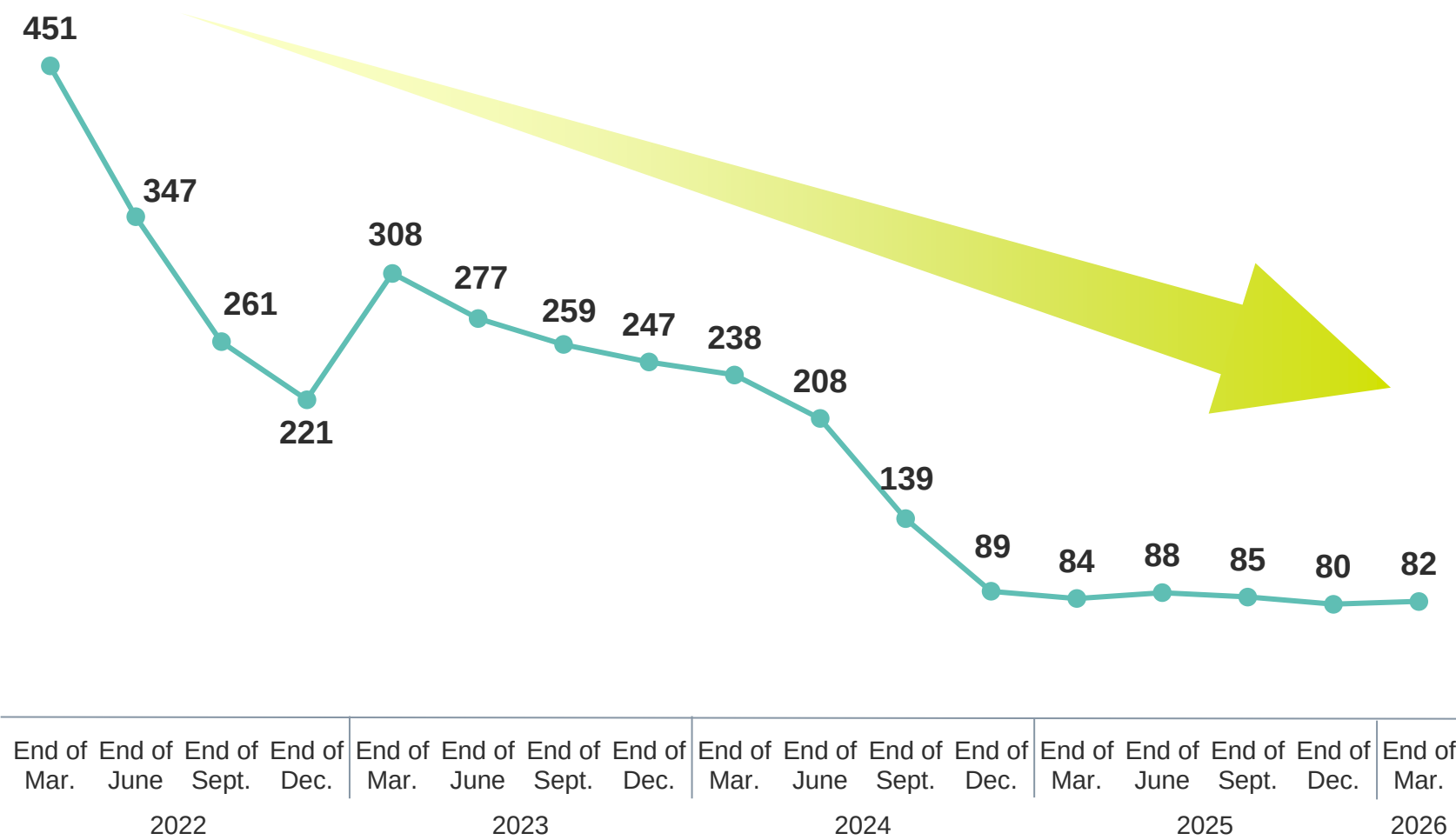
New Businesses Digital Healthcare & Medical Devices Update

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Company	Project	Category	Status
Sawai Pharma.	A Digital Therapeutic to Reduce Alcohol Consumption, HAUDY※ • Sales launched on September 1, 2025 ※CureApp AUD: A Digital Therapeutic to Reduce Alcohol Consumption	Medical Device	Launched
	Non-invasive neuromodulation devices, Relivion® (Migraine) • Obtained manufacturing and marketing approval in FY2023; currently considering sales for private medical treatment	Medical Device	Launch Planned (FY2026 or later)
	Non-invasive neuromodulation devices, Proliv® (Depression) • Commenced development in Japan following clinical trial results from Neuro Relief	Medical Device	Under Dev.
	PHR management app, SaluDi • Promoting PHR utilization for health improvement in collaboration with medical institutions, local governments, corporations, and universities	Non-Medical	Available (Sales promotion materials)
	DTx for NASH (developed jointly with CureApp, Inc.) • Phase 3 clinical trials started in January 2024; final patient enrollment completed in June 2025	Medical Device	Under Dev. (Launch planned for FY2027)
FrontAct June 2025 Acquisition	MELTz® Hand Rehabilitation System • Obtained medical device certification in May 2022 and launched sales in September of the same year; Expanding adoption primarily in convalescent wards	Medical Device	Launched
	Wristband Activity Tracker, MiMoRy® • Expanding adoption primarily among local governments	Non-Medical	Launched
	SWIFT※ (※Project Name) • Software as a Medical Device (SaMD) to assess depressive states in depression and bipolar disorder to support objective diagnosis	Medical Device	Under Dev. (Launch planned for FY2028)
	Portable Hand Training Robot • A portable hand exercise robot equipped with MELTz® bio-signal processing technology	Non-medical / Medical Device	Under Dev. (Launch planned for FY2026)

Changes in Number of Limited Shipment Items

- Reducing items on limited shipment, with a focus on maintaining stability through 2025
- Current number of items for which shipment is restricted or suspended: 109 items, regular shipment: 640 items (as of March 31)



Comparison of Sales Volume by Therapeutic Area

- Sales volume increased particularly for products designated under the selective treatment category.

	FY2024 Composition(volume)	FY2025 Composition(volume)	YoY change (volume)	YoY change (value)
Cardiovascular drugs	27.1%	27.0%	+6.3%	+7.6%
Central nervous system drugs	15.3%	16.2%	+12.8%	+9.4%
Gastro-intestinal drugs	15.7%	15.7%	+6.3%	+9.3%
Other metabolic drugs	8.5%	8.9%	+11.4%	+21.4%
Blood/body fluid pharmaceutical products	8.2%	8.0%	+3.8%	+11.0%
Vitamin drugs	5.2%	5.4%	+10.5%	+1.5%
Respiratory organ agents	5.7%	5.2%	(2.8)%	+9.9%
Antiallergic drugs	4.8%	4.8%	+6.4%	+0.2%
Others	9.4%	8.8%	(0.5)%	(5.3)%
Total	100.0%	100.0%	+6.6%	+6.7%

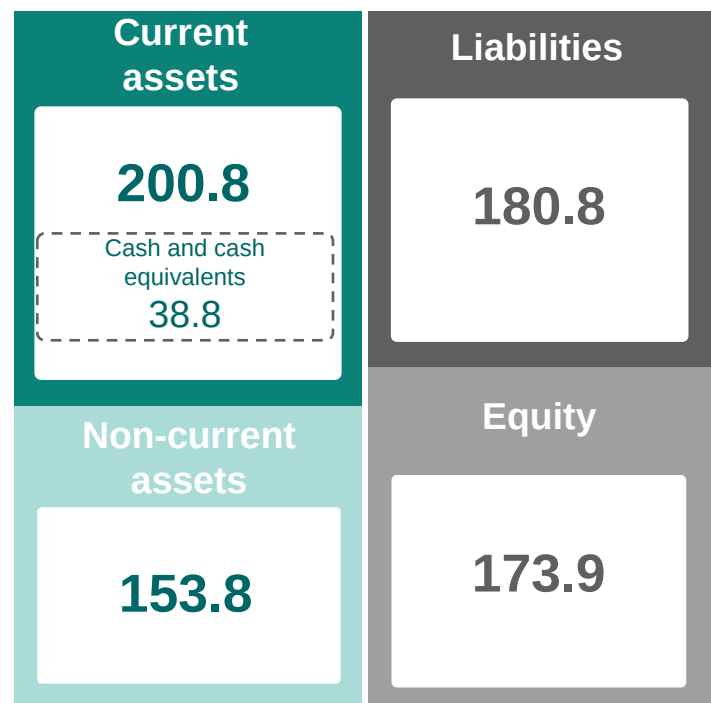
Consolidated Financial Highlights 1

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Consolidated Statements of Financial Position

End of March 2025

Total assets 354.6



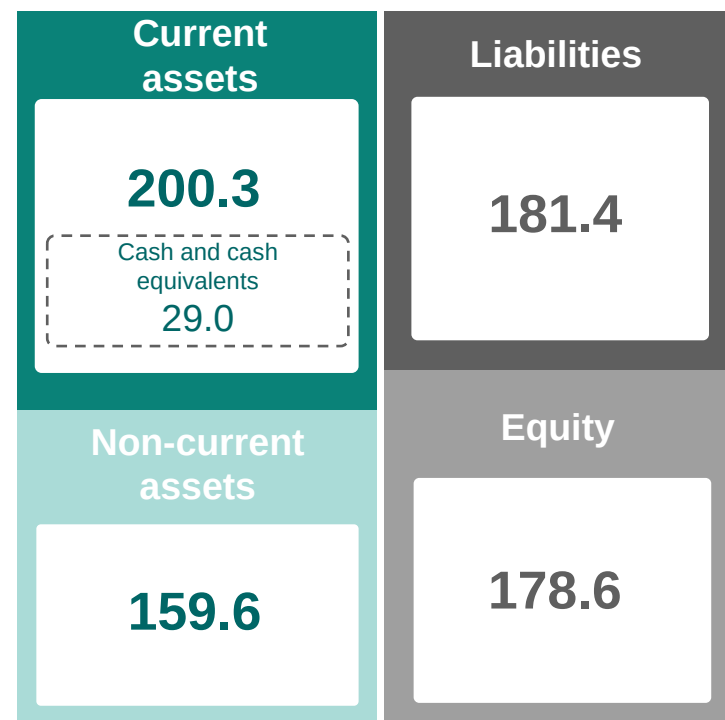
Ratio of equity attributable to owners of the Company to total assets: **49.0%**

Net D/E ratio: **0.30**

End of March 2026

(Unit: billion yen)

Total assets 359.9



Ratio of equity attributable to owners of the Company to total assets: **49.6%**

Net D/E ratio: **0.43**

Consolidated Financial Highlights 2

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Consolidated Statements of Cash Flows

(Unit: million yen)

	FY2024 results	FY2025 results	YoY change	Factors
Operating CF	27,851	7,433	(20,418)	• Profit before tax: +14,273 • Depreciation and amortization: +16,002 • Decrease in provision: (16,902) • Increase in inventory: (7,561)
Investing CF	6,480	(22,898)	(29,378)	• Purchase of property, plant and equipment: (13,416) • Purchase of intangible assets: (11,055)
Financing CF	(32,704)	5,587	+38,291	• Proceeds from long-term loans payable +20,500 • Proceeds from issuance of bonds: +7,455 • Repayments of long-term borrowings: (14,971) • Dividends paid: (6,235)
Cash and cash equivalents at end of the period	38,785	28,989	(9,796)	

Consolidated Financial Highlights 3

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■ Key Income Statement Data (FY2025 Results)

(Unit: million yen)

	FY2025 Results														
	Q1	% of revenue	YoY	Q2	% of revenue	YoY	Q3	% of revenue	YoY	Q4	% of revenue	YoY	Full-year	% of revenue	YoY
Revenue	49,511	100.0%	+11.7%	49,332	100.0%	+13.3%	56,021	100.0%	+1.2%	46,812	100.0%	+2.2%	201,676	100.0%	+6.7%
Cost of sales	34,074	68.8%	+12.4%	35,009	71.0%	+15.8%	38,941	69.5%	+4.0%	34,858	74.5%	+0.5%	142,882	70.8%	+7.7%
Gross profit	15,438	31.2%	+10.2%	14,323	29.0%	+7.5%	17,079	30.5%	(4.6)%	11,954	25.5%	+7.4%	58,793	29.2%	+4.3%
SG&A expenses	6,032	12.2%	+8.8%	5,943	12.0%	+11.9%	5,963	10.6%	+4.7%	8,118	17.3%	+16.5%	26,056	12.9%	+10.8%
R&D expenses	2,420	4.9%	+2.9%	2,824	5.7%	(6.5)%	3,551	6.3%	+48.6%	3,592	7.7%	(25.6)%	12,388	6.1%	(1.6)%
Other income (expenses)	(6)	-	-	(4,002)	-	-	(155)	-	-	(292)	-	-	(4,455)	-	-
Core operating profit	7,597	15.3%	+10.4%	6,167	12.5%	+8.4%	9,354	16.7%	(9.0)%	1,660	3.5%	(41.7)%	24,778	12.3%	(3.6)%
Operating profit	6,979	14.1%	+14.6%	1,554	3.2%	(72.6)%	7,410	13.2%	(23.8)%	(49)	-	-	15,894	7.9%	+292.5%
Profit before tax	6,802	13.7%	+14.5%	1,159	2.4%	(78.8)%	6,840	12.2%	(27.6)%	(529)	-	-	14,273	7.1%	+351.5%
Profit attributable to owners of the Company	4,891	9.9%	(68.4)%	955	1.9%	(72.0)%	4,903	8.8%	(25.2)%	(312)	-	-	10,438	5.2%	(12.8)%
EBITDA (adjusted)	10,883	22.0%	+10.1%	9,490	19.2%	+3.2%	12,719	22.7%	(7.4)%	5,223	11.2%	(16.9)%	38,315	19.0%	(2.0)%

* EBITDA (adjusted): Core Operating Profit + depreciation, amortization and impairment losses that were excluded for the purpose of calculating core operating profit

Consolidated Financial Highlights 4

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■ Key Income Statement Data (FY2026 Forecasts)

(Unit: million yen)

	FY2024 Results		FY2025 Results			FY2026 Forecasts								
	Full-year	% of revenue	Full-year	% of revenue	YoY	H1	% of revenue	YoY	H2	% of revenue	YoY	Full-year	% of revenue	YoY
Revenue	189,024	100.0%	201,676	100.0%	+6.7%	101,000	100.0%	+2.2%	107,400	100.0%	+4.4%	208,400	100.0%	+3.3%
Cost of sales	132,673	70.2%	142,882	70.8%	+7.7%	68,900	68.2%	(0.3)%	74,000	68.9%	+0.3%	142,900	68.6%	+0.0%
Gross profit	56,352	29.8%	58,793	29.2%	+4.3%	32,100	31.8%	+7.9%	33,400	31.1%	+15.0%	65,500	31.4%	+11.4%
SG&A expenses	23,518	12.4%	26,056	12.9%	+10.8%	13,600	13.5%	+13.6%	14,400	13.4%	+2.3%	28,000	13.4%	+7.5%
R&D expenses	12,593	6.7%	12,388	6.1%	(1.6)%	5,400	5.4%	+3.0%	4,900	4.6%	(31.4)%	10,300	4.9%	(16.9)%
Other income (expenses)	(16,191)	-	(4,455)	-	-	-	-	-	-	-	-	-	-	-
Core operating profit	25,703	13.6%	24,778	12.3%	(3.6)%	14,300	14.2%	+3.9%	15,300	14.3%	+38.9%	29,600	14.2%	+19.5%
Operating profit	4,050	2.1%	15,894	7.9%	+292.5%	13,100	13.0%	+53.5%	14,100	13.1%	+91.6%	27,200	13.1%	+71.1%
Profit before tax	3,161	1.7%	14,273	7.1%	+351.5%	12,500	12.4%	+57.0%	13,500	12.6%	+113.9%	26,000	12.5%	+82.2%
Profit attributable to owners of the Company	11,969	6.3%	10,438	5.2%	(12.8)%	8,900	8.8%	+52.2%	9,700	9.0%	+111.2%	18,600	8.9%	+78.2%
EBITDA (adjusted)	39,102	20.7%	38,315	19.0%	(2.0)%	21,850	21.6%	+7.2%	22,850	21.3%	+27.4%	44,700	21.4%	+16.7%

* EBITDA (adjusted): Core Operating Profit + depreciation, amortization and impairment losses that were excluded for the purpose of calculating core operating profit

Consolidated Financial Highlights 5

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■ Adjustment from Full Basis to Core Basis

(Unit: million yen)

	FY2024 YTD results			FY2025 YTD results		
	Full basis	Adjustment	Core basis	Full basis	Adjustment	Core basis
Revenue	189,024	–	189,024	201,676	–	201,676
Cost of sales	(132,673)	405	(132,268)	(142,882)	156	(142,726)
Impairment loss	(458)	458	–	–	–	–
Other	53	(53)	–	(156)	156	–
Gross profit	56,352	405	56,756	58,793	156	58,949
SG&A expenses	(23,518)	213	(23,305)	(26,056)	829	(25,228)
Amortization of intangible assets	(80)	80	–	(653)	653	–
Impairment loss	(116)	116	–	(112)	112	–
Other	(17)	17	–	(63)	63	–
R&D expenses	(12,593)	4,845	(7,748)	(12,388)	3,445	(8,943)
Amortization	(1,762)	1,762	–	(1,812)	1,812	–
Impairment loss	(3,076)	3,076	–	(1,624)	1,624	–
Other	(7)	7	–	(9)	9	–
Other income	845	(845)	–	44	(44)	–
Other expenses	(17,035)	17,035	–	(4,499)	4,499	–
Operating profit	4,050	21,654	25,703	15,894	8,884	24,778

Consolidated Financial Data

sawai

Sales and Production Volume

(Unit: billion tablets)

	FY2024 Results	FY2025		FY2026 full-year	
		Results	YoY change	Forecasts	YoY change
Sales volume	16.1	17.1	+6.2%	17.6	+2.9%
Production volume	16.6	16.6	+0.0%	18.0	+8.4%

Capital Investment, and Depreciation and Amortization

(Unit: million yen)

	FY2024 Results	FY2025 Results	FY2026 Forecasts
Capital investment	26,879	18,533	22,100
Depreciation and amortization	15,241	16,002	17,500
Manufacturing Division	11,099	11,077	12,100
R&D Division	2,718	2,834	3,100
Administration Div. & Business Div.	1,424	2,090	2,400

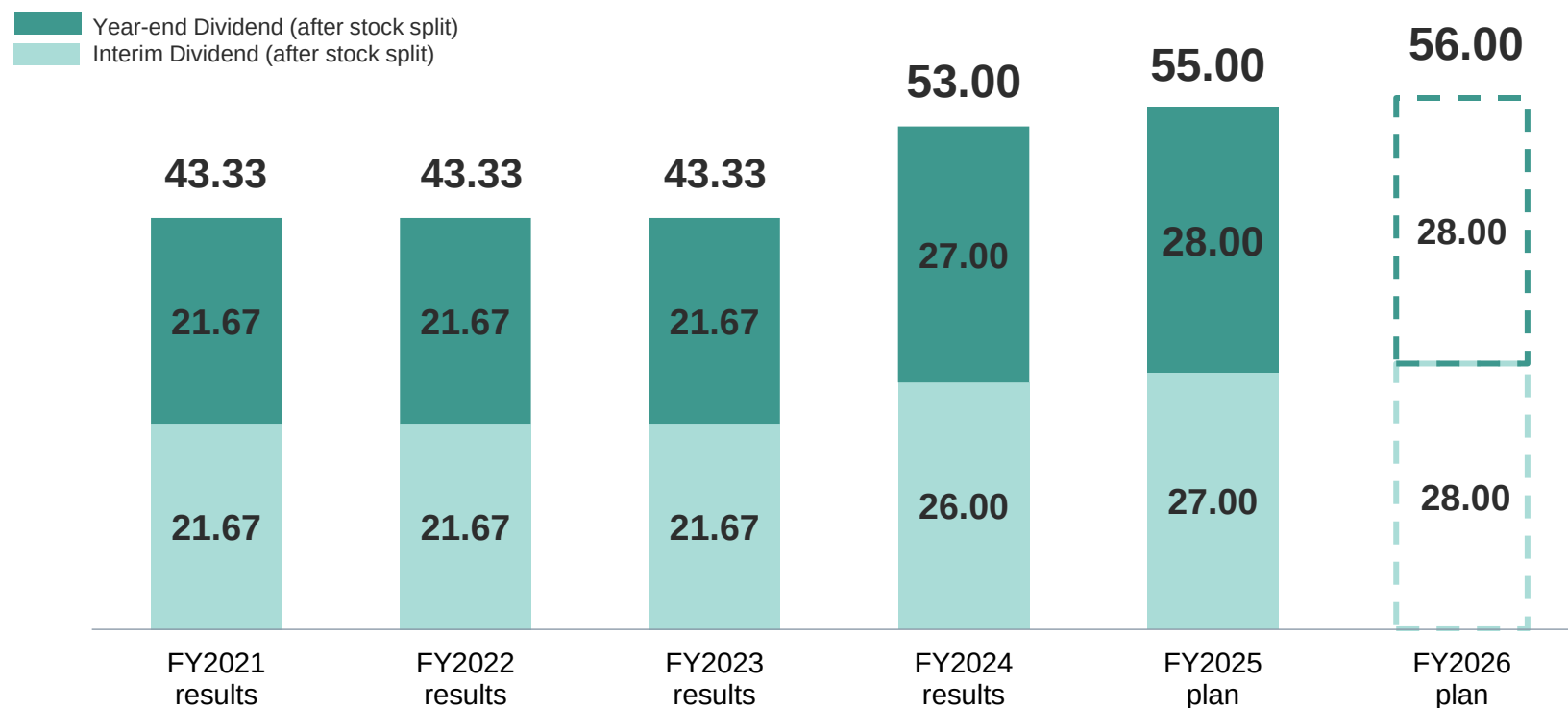
Personnel Information (Number of Employees)

	FY2024		FY2025	
	End of Mar.	Composition	End of Mar.	Composition
Manufacturing Division	2,374	71.7%	2,662	73.3%
R&D Division	300	9.1%	316	8.7%
Administration Div. & Business Div.	636	19.2%	652	18.0%
MRs *	375	—	376	—
Total	3,310	100.0%	3,630	100.0%

* The number of MRs includes contract employees.

Shareholder Return

- Annual dividend for FY2025 is planned at 55 yen per share.
- Annual dividend for FY2026 is projected to be 56 yen per share, 1 yen increase from the previous year.
- We will repurchase treasury shares flexibly based on factors such as free cash flow and market trends as part of our measures to improve capital efficiency and enhance shareholder returns



* Based on the price after the stock split on October 1, 2024.

Disclaimer

Forward-looking statements contained in this document are based on several assumptions and do not guarantee or assure the achievement of projected figures and the implementation of initiatives.

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