

# Kyowa Kirin ESG Meeting

October 12, 2022

**Kyowa Kirin's initiatives for realizing a sustainable society and its business**

Kyowa Kirin Co., Ltd.



*This document contains certain forward-looking statements relating to such items as the company's (including its domestic and overseas subsidiaries) forecasts, targets and plans. These forward-looking statements are based upon information available to the company at the present time and upon reasonable assumptions made by the company in making its forecasts, but the actual results in practice may differ substantially due to uncertain factors.*

*These uncertain factors include, but are not limited to, potential risks of the business activities in the pharmaceutical industry in Japan and overseas, intellectual property risks, risk of side effects, regulatory risks, product defect risks, risks of changes to the prices for raw materials, risks of changes to market prices, as well as risks of changes to foreign exchange rates and financial markets.*

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# Agenda

**Kyowa Kirin's value creation story**

**Materiality, Improving access to medicines for rare diseases**

**Unified team brimming with diversity**

**Thriving global environment for future generations**

**Sound governance system to support value creation**

Representative Director of the Board, President  
and Chief Executive Officer

**Masashi Miyamoto, Ph.D.**

Managing Executive Officer, Vice President,  
Head of Strategy Division

**Takeyoshi Yamashita, Ph.D.**

Senior Managing Executive Officer, Director,  
Human Resources Dept

**Wataru Murata**

Executive Officer, Director, Corporate Social  
Responsibility Management Dept

**Koichiro Ishimaru**

Representative Director of the Board, President  
and Chief Executive Officer

**Masashi Miyamoto, Ph.D.**

Representative Director of the Board, President  
and Chief Executive Officer

**Masashi Miyamoto, Ph.D.**

Independent Outside Director and Chair of the  
Board

**Akira Morita**

Independent Outside Director of the Board

**Yuko Haga, Ph.D.**

Senior Managing Executive Officer, Director,  
Human Resources Dept

**Wataru Murata**

Managing Executive Officer, Vice President,  
Head of Strategy Division

**Takeyoshi Yamashita, Ph.D.**

Executive Officer, Director, Corporate Social  
Responsibility Management Dept

**Koichiro Ishimaru**

**Q&A**

Kyowa Kirin's initiatives for realizing a sustainable society and its business

# Kyowa Kirin's Value Creation Story



# Our Philosophy and Core Values

## OUR PHILOSOPHY

The Kyowa Kirin Group companies strive to contribute to the health and wellbeing of people around the world by creating new value through the pursuit of advances in life sciences and technologies.



## Innovation

Transform lives with passion and excitement.  
Challenge the status quo in all of our work.

## CORE VALUES



## Commitment to Life

Work for the most precious presence on this planet.  
Create value for patients, caregivers, healthcare professionals, and customer.



## Teamwork/Wa

One for all, all for one.  
Work in diverse teams and respect each other.  
Go beyond boundaries and collaborate with stakeholders.



## Integrity

Do the right things.  
Be sincere and ethical consistently.  
Make a better world through good business practices.

# Our Vision toward 2030

## Our Vision toward 2030

Kyowa Kirin will realize the successful creation and delivery of life-changing value\* that ultimately makes people smile, as a Japan-based Global Specialty Pharmaceutical company built on the diverse team of experts with shared passion for innovation.

### Provide pharmaceuticals for unmet medical needs

We are focused on developing medicines for diseases where there is a clear patient need for new options. We make full use of multiple therapeutic modalities, including biotechnology such as antibody technology, and beyond, building on our Kyowa Kirin established strengths.

### Address patient-centric healthcare needs

We will meet the needs of patients and society by providing value across the entire patient care pathway, delivering cutting-edge science and technology, grounded in our in-depth pharmaceutical knowledge and expertise.

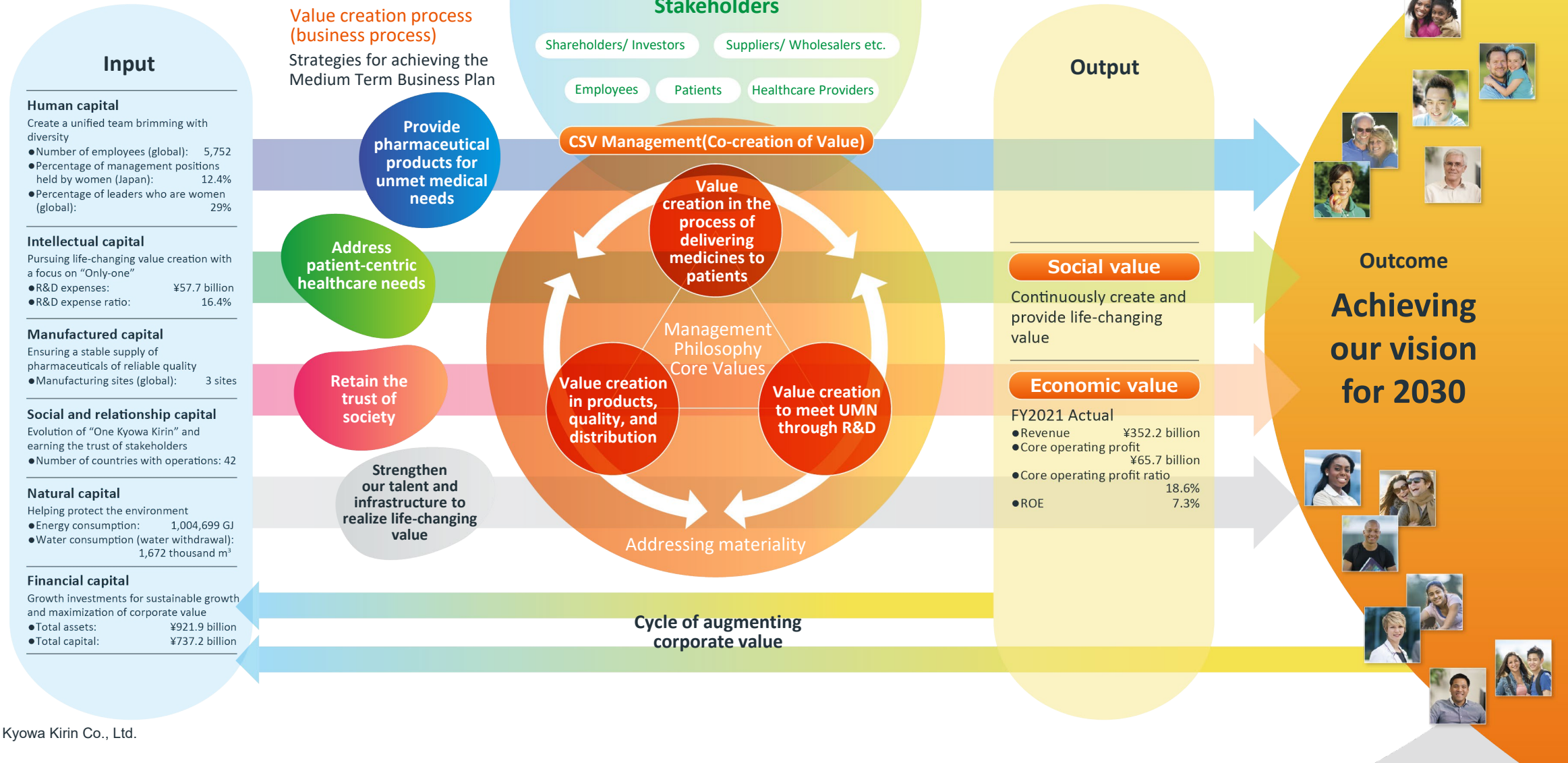
### Retain the trust of society

We pursue world-class product quality and operational excellence to grow our business in ways which build long-term trust with our stakeholders.



\* Make patients smile through dramatic improvements in quality of life by identifying the unmet medical needs of people battling with medical conditions and by creating and supplying new drugs or services that help them overcome those challenges.

# Value Creation Story



# Strategy to Realize our Vision

- Maximize the value of global products
- Establish framework to ensure stable global supplies
- Build a drug pipeline to drive growth beyond 2025
- Launch services that go beyond pharmaceuticals
- Foster a corporate culture suited to global business development

## Provide pharmaceuticals for unmet medical needs

- Maximize the value of G3B
- Continue to create groundbreaking new drugs

## Address patient-centric healthcare needs

- Patient advocacy
- Provide value that goes beyond pharmaceuticals

## Retain the trust of society

- Ensure stable supplies of high-quality pharmaceuticals
- Help to protect the global environment

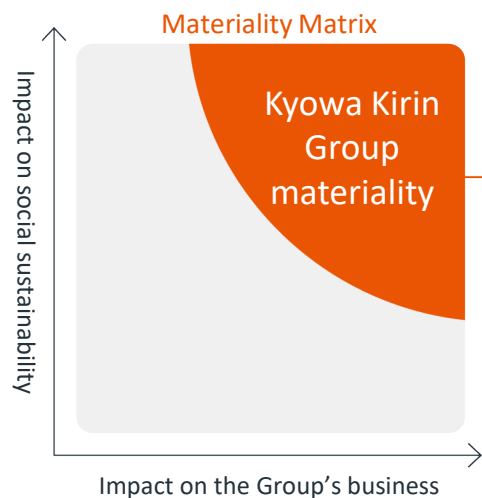
## Strengthen our talent and infrastructure to realize life-changing value

- Cultivate human resources
- Strengthen organizations
- Build digital platforms

Kyowa Kirin's initiatives for realizing a sustainable society and its business

# Materiality

# Materiality (January 2021-)



## Growth opportunities

### — Make as many people as possible smile —

- Continuous innovation
- Patient support and advocacy
- Access to medicine

## Growth foundations

### — Foster even greater trust in Kyowa Kirin —

- Corporate governance
- Provide high-quality, safe products and services
- Supply chain management
- Proper use of products
- Responsible marketing and advertising
- Responsible research and development
- Anti-counterfeiting
- Transparency and disclosure
- Legal compliance and ethical business practices
- Tax compliance
- Anti-bribery and corruption
- Privacy and information security
- Reinforce risk management
- Respecting human rights
- Stakeholder engagement

## Organizational culture and talent

### — Create a unified team brimming with diversity —

- Diversity and inclusion
- Occupational health and safety
- Employee development and opportunities for employees to grow

## Social foundations

### — Ensure a thriving global environment for future generations —

- Climate change
- Biodiversity
- Reducing pollution
- Waste and resource use
- Water use
- Philanthropic activities
- Advancement of medical science



# Materiality (October 2022-)

## Topics for value creation

Provide pharmaceutical products for unmet medical needs

- Creation of innovative drugs
- Maximize product value
- Pipeline expansion

Address patient-centric healthcare needs

- Patient advocacy
- Access to medicine

Strengthen human resources and infrastructure to realize life-changing value

- DE&I
- Employee health and safety
- Talent portfolio  
( Recruitment, development, placement, and retention )
- Corporate culture
- Digital transformation



## Topics for social value improvement

Retain the trust of society

- Quality assurance and a stable supply of products
- Reducing environmental impact

Strengthen human resources and infrastructure to realize life-changing value  
Management Infrastructure

- Corporate governance
- Ethics and transparency
- Reinforce risk management
- Philanthropic activities  
(Advancement of medical)



# Materiality (October 2022-)

## Topics for value creation

Provide pharmaceutical products for unmet medical needs

- ★ ● Creation of innovative drugs
  - Maximize product value
  - Pipeline expansion

Address patient-centric healthcare needs

- ★ ● Patient advocacy
- ★ ● Access to medicine

Strengthen human resources and infrastructure to realize life-changing value

- ★ ● DE&I
- ★ ● Employee health and safety
- ★ ● Talent portfolio  
( Recruitment, development, placement, and retention )
- ★ ● Corporate culture
- Digital transformation

## Topics for social value improvement

Retain the trust of society

- Quality assurance and a stable supply of products
- ★ ● Reducing environmental impact

Strengthen human resources and infrastructure to realize life-changing value  
Management Infrastructure

- ★ ● Corporate governance
  - Ethics and transparency
  - Reinforce risk management
  - Philanthropic activities (Advancement of medical)

By sincerely addressing materiality (important management issues), we create social and economic value and improve corporate value (=CSV management)



Kyowa Kirin's initiatives for realizing a sustainable society and its business

# Improving Access to Medicines for Rare Diseases

# Policy for Access to Medicines

Make  
people  
smile



Providing medicine  
for rare diseases



Raise awareness  
of rare diseases

Provide  
pharmaceuticals for  
Unmet Medical Needs

Quality Assurance  
and Stable Supply and  
Ensuring Patient  
Safety and  
Appropriate Use of  
Medicines

Improving  
access to  
medicines

The Kyowa Kirin Group believe that it is our mission to deliver medicines to as many patients as possible and as quickly as possible, and we will promote initiatives from three perspectives of "**providing medicines that meet unmet medical needs**," "**improving access to medicines**," and "**Quality Assurance and Stable Supply and Ensuring Patient Safety and Appropriate Use of Medicines**" by clarifying the necessary functions for each initiative, appointing managers to oversee each function, and promoting close cooperation among the functions as well as collaboration with external stakeholders.

Introduction of "Policy for Access to Medicines"



## Providing Medicines for Rare Diseases

Kyowa Kirin has been working to create new drugs for diseases for which there are no effective treatments, including rare diseases, by focusing on their pathological mechanisms.

Rare Diseases (designated indications or effects)	General name of active ingredient	Trade name
FGF23-related hypophosphatemic rickets and osteomalacia	Burosumab	Crysvita
Peripheral T-cell lymphoma Cutaneous T-cell lymphoma CCR4-positive adult T-cell leukemia/lymphoma	Mogamulizumab	Poteligeo
Improvement of thrombocytopenia associated with chronic idiopathic thrombocytopenic purpura	Romiplostim	Romiplate
Anemia with Myelodysplastic Syndromes	Darbepoetin Alfa	NESP
Hypercalcemia associated with parathyroid carcinoma or intractable primary hyperparathyroidism	Cinacalcet Hydrochloride	REGPARA
Hypercalcemia in parathyroid carcinoma, Hypercalcemia in primary hyperparathyroidism with parathyroidectomy inoperable or postoperative recurrence	Evocalcet	ORKEDIA
Rescue therapy for diurnal variation in symptoms of Parkinson's disease when usual drug therapy is not sufficiently effective.	Apomorphine Hydrochloride Hydrate	Apokyn





Raise awareness of rare diseases

## Raise awareness of rare diseases



FGF23関連低リン血症性くる病・骨軟化症の情報サイト

くるこつひろば 広場

低リン血症性  
くる病・骨軟化症  
の可能性がります。

こんな症状  
ありませんか？

肋骨  
が痛い

股関節  
が痛い

足の甲  
が痛い

歩き方が  
不安定

X脚

O脚

XLH

Kyowa KIRIN

Everything you  
need to know  
about XLH (p.6)

ANNETTE'S STORY  
find out how  
XLH impacted  
her life (p.4)

FAMILY AFFAIR  
A mother  
and daughter's  
experience of  
living with XLH (p.8)

SHINE A LIGHT  
ON X-LINKED  
HYPOPHOSPHATAEMIA

The essential role of phosphorus in the body and in XLH

READ WHAT PEOPLE SAID ABOUT THE 'SHINE A LIGHT' CAMPAIGN (P.14)





## Raise awareness of rare diseases

### Real patients share their journeys with MF and SS

In these stories, real patients with mycosis fungoides (MF) or Sézary syndrome (SS), 2 forms of CTCL, share their journeys to diagnosis, experiences on treatment with POTELIGEO, and what motivates them to never give up.

#### Jeff's journey with MF

*"It's easy to feel overwhelmed and give up. I'm grateful to my clinical care team, family, and friends for helping me to see a path forward, that there was hope."*

- 2016: First symptoms appeared
- 2019: Diagnosed and began treatment for mycosis fungoides
- 2020: POTELIGEO treatment began

Read Jeff's Story



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# Unified team brimming with diversity

# “Talents” = “Source of Innovation”

- Considering **talents to be the source of innovation**, we bring out the best in each member’s ability and develop person and organization that challenge to innovate and continuously create new value.
- We globally work on **“Diversity, Equity, & Inclusion,” “Employee Health and Safety,” “Talent Portfolio” and “Corporate Culture,”** these are materialities about “talents.”

## HR Function’s ideal state “Mission”

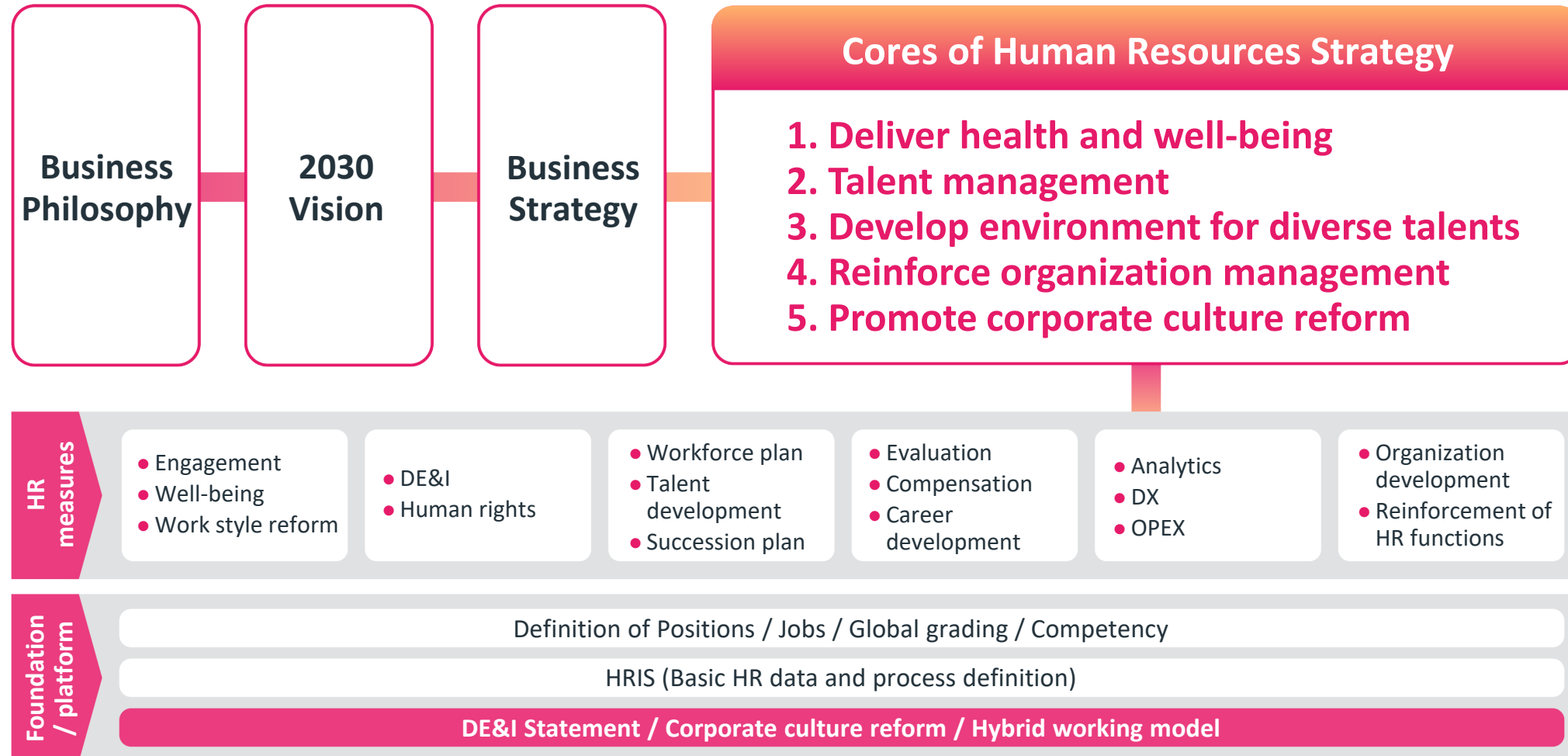


## HR Function’s ideal state “Vision”

### “Global Talent Management Basics for 2021-2025”

- Align talent management processes with Kyowa Kirin Group’s **Mission, Vision, Values and business strategies**.
- Attract **diverse, world-class talent** and create an environment that enables them to **have long and successful careers** and **unleash their full potential** to foster **innovation** and contribute to Kyowa Kirin Group’s success in **bringing smiles to people who face disease**.
- As a **Japan-based Global Specialty Pharmaceutical Company**, emphasize **people development** and create **talent pipelines** for critical global positions.
- Provide **equal** opportunities for growth to all people and **recognize** their successes while creating an **inclusive** environment that allows people to demonstrate their **diverse** strengths.
- Use cutting-edge **technology** to support and strengthen talent management on a global level.

# Development of talents to contribute to value creation and HR strategy to promote business strategy





# Our DE&I Statement

At Kyowa Kirin, we embrace and proactively promote Diversity, Equity and Inclusion in the workplace as an embodiment of our Core Values.

## Commitment to Life

Diversity, equity and inclusion in our teams enables us to reflect the people and communities we serve and be sensitive to their needs, putting patients at the heart of everything we do.

## Innovation

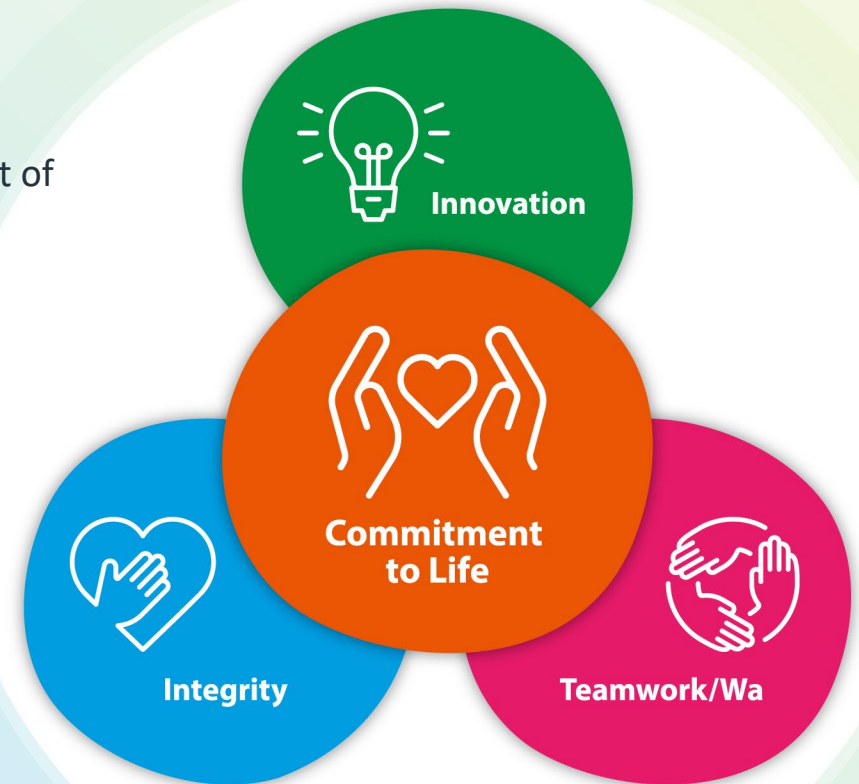
We believe in diversity of thought where all employees are encouraged to share fresh new ideas, are listened to and empowered to deliver innovative solutions for patients around the world.

## Integrity

We strive to create an environment where everyone has a sense of belonging and is free from any form of inequitable treatment

## Teamwork/Wa

We will build an inclusive culture that enables our employees to bring their whole, authentic selves to work, where we can grow together, feel valued and respected, and achieve our shared corporate Vision.



- [Records in Japan]**

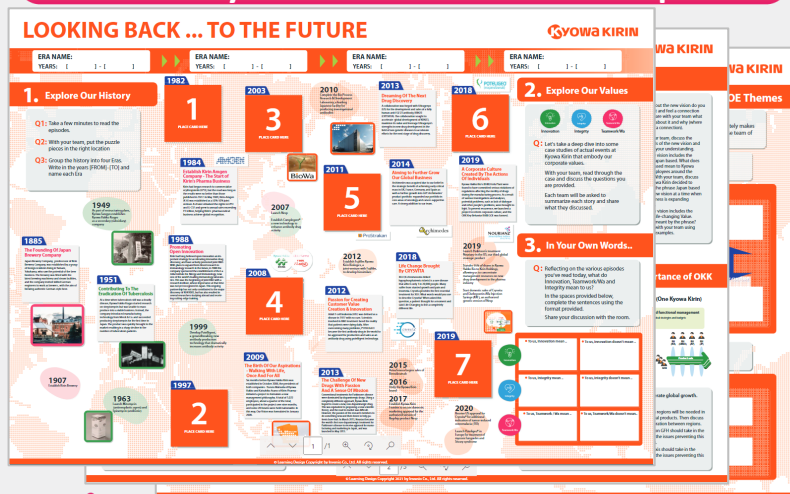
Year	Number of Female mgrs	Ratio of female managers (%)
2018	100	9.1
2019	101	9.9
2020	123	11.7
2021	141	12.1

Year	By male employees (person)	By female employees (person)	Total (person)
2018	3	41	44
2019	9	42	51
2020	27	45	72
2021	23	44	67

# Global expansion of corporate culture reform

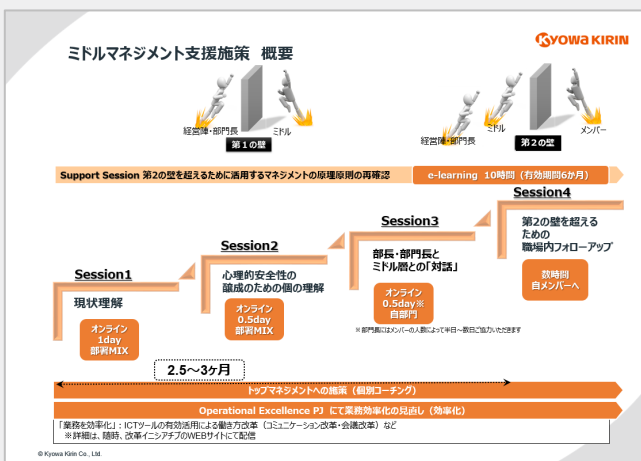
- Expanding corporate culture reform “To go over a wall” activity started in Japan to Regions as “KABEGOE.”
- Organizing “One Kyowa Kirin Culture Workshop” in Regions in sequence.
- In Japan, organizing training targeted at middle management, the key for corporate culture reform.
- Renewed the original “President Award” to “Commitment to Life Award” to praise efforts that embody the Core Values or “KABEGOE” and expanding it globally.

## One Kyowa Kirin Culture Workshop



- Participants in Top Leaders Session: 17
- Participants in sessions for employees: EMEA 670, APAC 380, NA 430 (approx.)

## Training for Middle Management



- Participants: approx. 520
- No. of training held: 140

## Commitment to Life Award



- Total number of entries: 70
- Commitment to life award: 1
- KABEGOE award: 2
- CSV award: 1

To bring **more smiles to patients** around the world

# Kyowa Kirin's Hybrid-Working Model

## Key Principles

Kyowa Kirin Group advocates integrating the “**Hybrid-Working Model**” as our new way of working:

To the extent that the selected work arrangements are fully compatible with the nature of the assigned job and its roles and responsibilities,

employees will split their working days/hours between the office and their homes (or other remote locations where applicable) in ways that are conducive to **productivity and wellbeing** of individuals and their teams; and

special meaning and purpose will be attached to our physical office primarily as a **collaborative space for connection, innovation and teamwork/Wa**.

## Flexibility within a framework

Management of each organization are expected to define the boundaries of the framework (ie. rules of engagement such as applicable job roles, number of days in the office, etc) to optimize individual and team/company interests, ensuring no compromise on the value delivered to our customers

## Nothing that costs our well-being is worth it

Our journey to make more patients smile starts with us taking good care of our own health so that we are in better shape to support ourselves and each other, and to create and deliver life-changing values. Mental and physical health of our employees always comes first in adopting the preferred working arrangements

## Employees are the architects of the new Model

Within the framework and in alignment with their manager, employees are trusted to take ownership of designing their own working days according to their personal preferences and individual circumstances with a view to maximizing productivity and well-being





# Talent management to assign right person to right place globally

## Cores of HR Strategy

1. Deliver health and well-being
2. Talent management
3. Develop environment for diverse talents
4. Reinforce organization management
5. Promote corporate culture reform

### Issue

Develop and use talents who can contribute to growth of the business  
Establish HR foundation with global competitiveness

### Establishment of system

- Global Remuneration Principle
- Global Grading
- Global Mobility Rules, Short Term Mobility Rules
- Consider revising core HR system for management positions (Japan)

### Development

- Global Succession Planning
- Global Exchange Program
- Enhancement of career development flow: Career Development Sheet x Talent Review Sheet x Talent Review Meeting (Japan)
- Leadership Program (APAC)

### Hiring

- For new graduates “My Career series” (Japan)
- Mid-career employment + onboarding measures (Japan)



Examples of onboarding measures for mid-career employees  
Left: Information website for mid-career employees  
Right: Photo at mid-career orientation

# Global Engagement and Motivation Survey (GEMS)

- We use the employees' attitude survey "Global Engagement and Motivation Survey (GEMS)" as an important indicator to make the most of ability of each employee, monitoring "Employee Engagement" and "Employee Enablement" over time.
- We added "Diversity & Inclusion" to the indicator in 2020 and show we aim for an organization that can make the diversity to our advantage.
- We link survey results with measures, carry out PDCA cycles steadily, and aim for "One team of diverse healthy talents working effectively to deliver Life-changing value."

## Survey design of GEMS

### [Target and response rate in 2021]

- Target employees: 5,880 persons
- Number of respondents: 5,646 persons
- Response rate: 96%

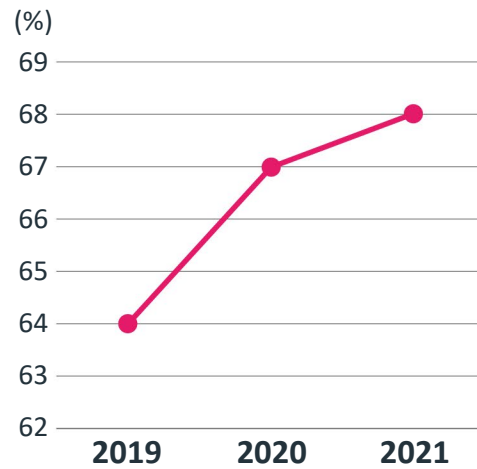
### [Question categories]

Employee Engagement / Clear & Promising Direction / Confidence in Leadership / Quality & Customer Focus / Respect & Recognition / Development Opportunities / Pay & Benefits / Employee Environment / Performance Management / Authority & Empowerment / Resources / Training / Collaboration / Work, Structure & Process / Management Philosophy and Core Values / Code of Conduct and Compliance / Expected Work Behaviors / Diversity & Inclusion / Company Quality Culture

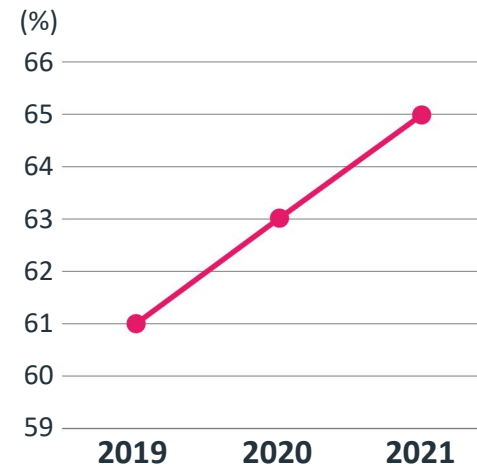
### [Benchmark data]

Global company average, global top performance company average, pharmaceutical company average, Japanese company average, average by area / country

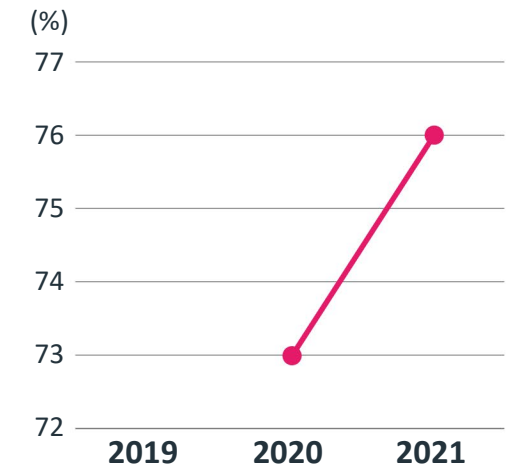
## Employee Engagement



## Employee Enablement



## Diversity & Inclusion



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# Thriving global environment for future generations

# Environmental Management Policy and Issues – Reducing Impact on the Global Environment –

- Business activities are conducted in accordance with the Kyowa Kirin Group Basic Environmental Policy.
- Aiming to realize a decarbonized society and promote the protection of the global environment for future generations.
- Aligned with the Kirin Group Environmental Vision 2050 and collaborated with Kirin Holdings.

## Overall picture of environmental activities



Enhancing corporate value by balancing "Creation of Social Value" and "Economic Sustainability"

Recognizing "Climate Change Mitigation and Adaptation" and "Water Resources Management" as core environmental material issues.



# Initiatives Policy and Performance of Climate Change

- Contribute to reductions in CO<sub>2</sub> emissions as a global issue and disclose information in line with TCFD Recommendations
- CO<sub>2</sub> emissions (Scope 1,2) reduction : Save Energy x Expand Renewable Energy x Convert Energy Sources

## 2030 Target

**Reduce CO<sub>2</sub> emission by 55% from 2019 level**  
(Kirin Group: Reduce CO<sub>2</sub> emissions by 50% from 2019 level)

### Efforts ~2030

- Reduce CO<sub>2</sub> emissions by **saving energy** (including capex) and **expanding the use of renewable energy**
- Start pilot study to reduce CO<sub>2</sub> emissions (Scope 3) in the value chain, and consider medium- to long-term strategies

## 2040 Target

**Achieve 100% renewable energy** for electricity use (RE100)

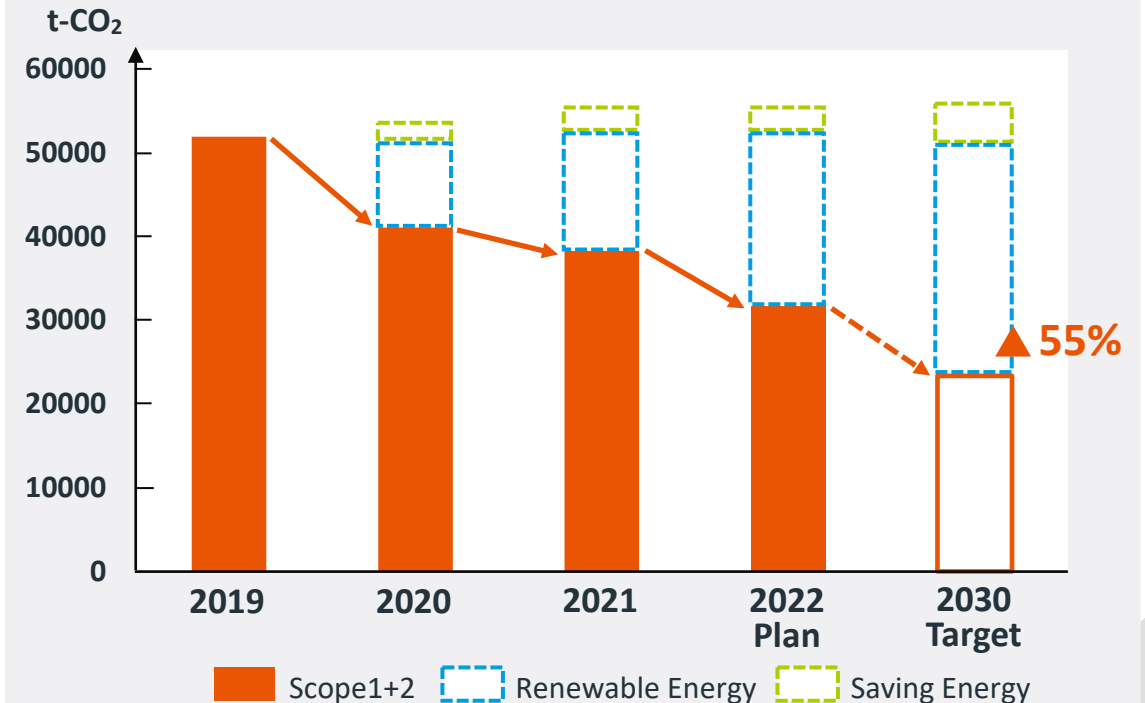
## 2050 Target

**Net zero CO<sub>2</sub> emissions** for the entire value chain

### Efforts 2030~2050

- **Switch to new energy sources** while continuing to save energy and expand renewable energy
- Develop Scope 3 reduction measures in collaboration with the Kirin Group, industry, etc.

## Transition toward CO<sub>2</sub> emissions (Scope 1,2) reduction target



# Climate Change Disclosure

- Statement of support for TCFD recommendations (November 2021)
- Information disclosure (Website, Annual securities reports, Integrated reports)

## Risks and Opportunities Related to Climate Change

Pink: Risk Blue: Opportunity

Scenario classification		Climate change-related drivers that have been impact assessed	Potential Impact	Change through response (Resilience)
Transition Risks	Policies and regulations	Carbon pricing (decarbonization, emissions trading system)	Small	–
		Stricter CO <sub>2</sub> emission regulations	Minimal	Small
	Demographics, economics, and geopolitics	Population growth in emerging countries / Economic globalization	–	–
	Society	Change in social values	Minimal	–
Physical risks	Increase in average temperature Change in rainfall pattern (Acute)	Extreme temperature rise	Small	Small
		Increase in torrential rains, typhoons, and floods	Large	Minimal
	Increase in average temperature Changes in rainfall patterns (Chronic)	Changes in pollen allergy patients	Moderate	Moderate
		Increase in energy consumption due to increased air conditioning load	Small	Small

## Responding to Resilience Improvement

- Early achievement of 2030 CO<sub>2</sub> emission reduction targets














- Review of BCP for large-scale natural disasters at business site
- Disaster countermeasures for facilities themselves

# Early Achievement of 2030 CO<sub>2</sub> Emission Reduction Targets

- Implement various reduction measures in accordance with the roadmap to achieve the annual target and build a solid track record toward achieving the 2030 target.

## CO<sub>2</sub> Emission Reduction Results and Forecasts < 2020~2030 >

Roadmap as of 2022

Item		2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
CO <sub>2</sub> emission reduction rate (compared to 2019)		▲22%	▲26%	▲42%	▲55%	▲54%	▲51%					▲58%
Save Energy	Capital investment/upgrading to high-efficiency equipment											
Expand Renewable Energy	Introduction of solar power generation and renewable electricity											

TRP: Tokyo Research Park; KKCN: Kyowa Kirin China Pharmaceutical Co., Ltd.; KKUSR : Kyowa Kirin USA Holdings, Inc. Research Division

## Main measures

FY	Site	Measures
2020	Takasaki Plant	Introduced Aqua Premium (first in the pharmaceuticals manufacturing industry to convert 75% of purchased electricity)
2021	Head Office	Introduced renewable electricity (100% of purchased electricity)
2022	Fuji Site	Introduced Aqua Premium (100% of purchased electricity)
2023	Takasaki Plant	Plans to expand introduction of renewable energy (100% of purchased electricity)
	Ube Plant	Plans to expand introduction of renewable energy (100% of purchased electricity) Installation of large-scale solar power generation facilities based on on-site PPA model (currently under construction) New office building completed (ZEB compliant)
2024	Takasaki Plant	Completed construction of a new biopharmaceutical API manufacturing building (installation of photovoltaic panels, introduction of waste heat utilization equipment, etc.)
	TRP	Plans to introduce renewable energy (100% of purchased electricity)



### Takasaki Plant

New Biopharmaceutical API Manufacturing Building (Installation of photovoltaic panels, image)

### Ube Plant

PPA photovoltaic power generation facility (image)



# Review of BCP for Large-Scale Natural Disasters, and Disaster Countermeasures for the Facilities

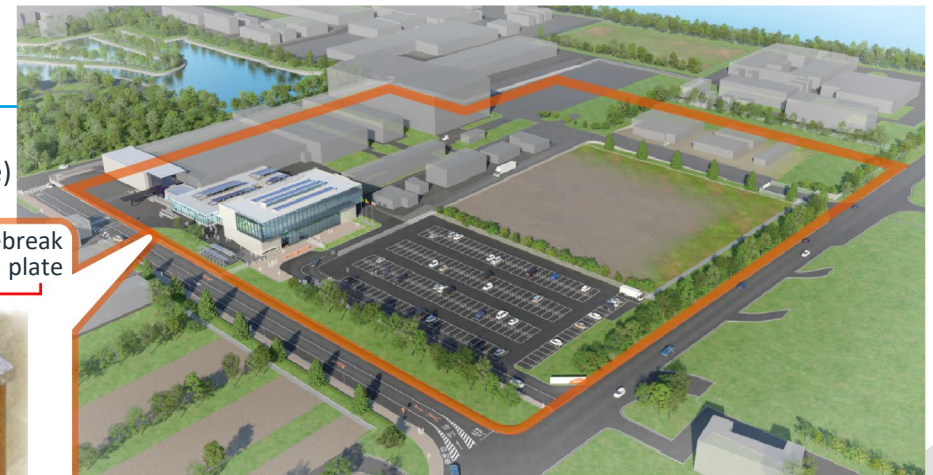
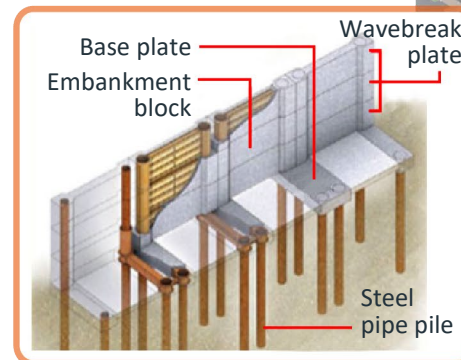
- Review of BCPs for large-scale natural disasters for each plant to prevent the impact on production activities due to flooding on the plant premises, etc.
- Implement flood prevention measures against flooding
  - Geographically dispersed storage of critical assets related to production
  - Waterproofing of buildings
  - Placement of critical facilities in high-rise and elevated locations
  - Installation of tide embankments, etc.
- In the future, we will assess and address the impact throughout the supply chain to minimize risk on an ongoing basis.

## Main measures

FY	Site	Measures
2021	Takasaki Plant Ube Plant	Large-scale natural disaster BCP formulation
2022	Takasaki Plant	Construction of a new quality building (waterproofing of the building, higher floors and higher locations for critical facilities)
2023	Ube Plant	Installation of a tide embankment
2024	Takasaki Plant	Construction of a new biopharmaceutical API manufacturing building (with critical facilities located at higher floors and elevated locations)

### Ube Plant

Installation of tide embankment (image)



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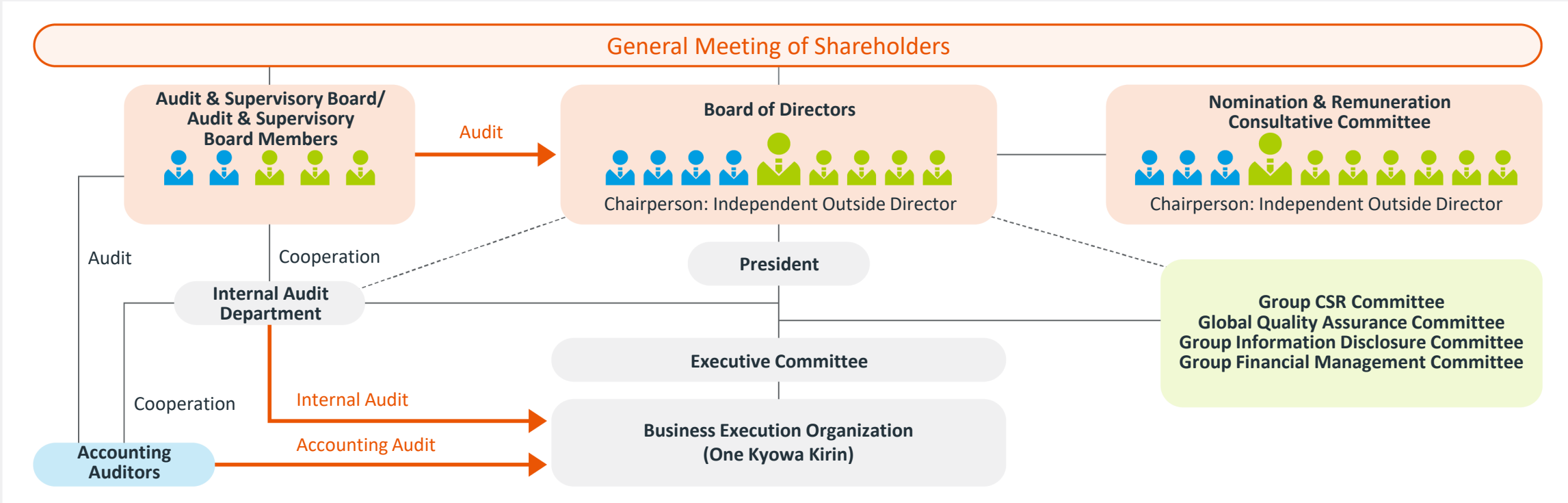
# Sound governance system to support value creation

## Response to revised CG code – Ensure further transparency –

- Independent director ratio of the Board: 56% (5/9 persons)
- Independent officer ratio of Nomination and Remuneration Consultative Committee: 70% (7/10 persons)

### Corporate Governance Structure (As of March 25, 2022)

Internal Officers Outside Officers



# Response to revised CG code – Diverse Board members –

- “Skill Matrix” of Directors and Auditors publicly available
- Diverse skills including global business management experience



	Name	Outside Independent	Nomination & Remuneration Consultative Committee	Professional skills							
				Corporate management/ Business strategy	Global business	Finance, accounting and banking	Legal, governmental affairs and compliance	HR and labor	Healthcare	R&D	Production and SCM
Directors	Masashi Miyamoto		●	●	●		●		●	●	
	Yutaka Osawa		●	●			●		●	●	●
	Toshifumi Mikayama		●	●	●				●	●	
	Takeshi Minakata			●	●				●		●
	Akira Morita [The Board chair]	●	●				●		●		
	Yuko Haga	●	●	●	●				●		
	Jun Arai	●	Chairperson	●	●	●					
	Takashi Oyamada	●	●	●	●	●		●			
	Yoshihisa Suzuki	●	●	●	●					●	●
Audit & Supervisory Board Members	Hiroshi Komatsu			●	●	●			●		
	Masaki Ueno				●	●	●				
	Keiji Kuwata			●							●
	Tomomi Yatsu	●	●			●	●				
	Mayumi Tamura	●	●	●	●	●					



## Response to revised CG code – Others –

### Endorsement for TCFD Recommendations (November 2022)

**TCFD** | TASK FORCE ON  
CLIMATE-RELATED  
FINANCIAL  
DISCLOSURES



➡ Initiated disclosure based on TCFD recommendations on our website



### Global DE&I Statement (December 2022)

➡ Aiming for female ratio of 40% in global leader positions



# Decent governance system as a listed subsidiary

## Ensuring independence

- **“Securing management independence” and “Reasonable cooperation to maintain listing”**  
-> Clearly stated in the Strategic Alliance Agreement
- **Important decision-making such as M&A**  
-> To be made on our own (No need for prior endorsement)
- **Fund lending to Kirin Holdings**  
-> Loan term: One month in principle / Loan rate: market rate plus a little extra (Safe and liquid “surplus fund management”)

## ● Important transaction with controlling shareholder

- Directors from Kirin, who have special interest, do not participate in deliberations and resolutions
- “Supervisory Committee for Conflict of Interests in Transactions between Group Companies,” which is comprised of independent directors, to be set up for a fair decision as necessary  
-> Aim for both minority protection and group synergy generation

## Protecting minority shareholders

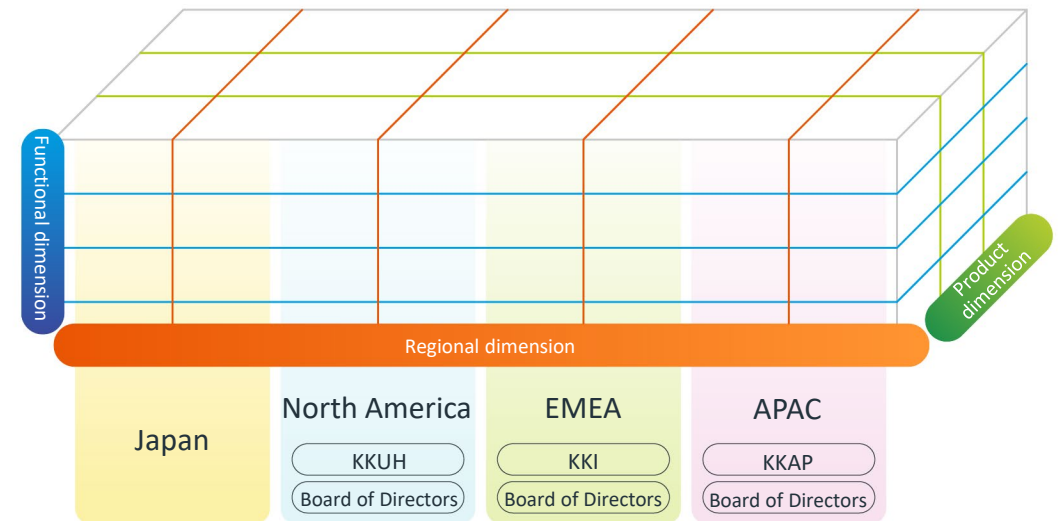
## Enhanced global business operation

Launched “One Kyowa Kirin,” a Region-Function matrix management system, in April 2019

- Accurately and rapidly respond to region-specific and global issues
- Streamline and speed up functions’ operation

Added Franchise (product) axis to further strengthen the system in July 2021

- Maximize product values due to more healthy conflicts by adding the closest perspective to patients



# One Kyowa Kirin Leadership



**Masashi Miyamoto, PhD**  
Chief Executive Officer (CEO)  
& Japan Region Head



**Yutaka Osawa, MBA**  
Chief Compliance Officer  
(CCO)



**Toshifumi Mikayama, PhD**  
Chief International  
Business Officer (CIBO)



**Takeyoshi Yamashita, PhD**  
Chief Strategy Officer  
(CSO)



**Motohiko Kawaguchi**  
Chief Financial Officer (CFO)  
& Global Finance Head



**Abdul Mullick, PhD**  
EMEA Region Head



**Tan Boon Heon, PhD**  
Asia Pacific Region Head



**Gary Zieziula, MBA**  
North America Region Head



**Hiroshi Sonekawa**  
Japan Region Sales  
& Marketing Head



**Shoko Itagaki**  
Global Corporate  
Planning Head



**Tomohiro Sudo, MS, MBA**  
Global Product  
Strategy Head



**Koichiro Ishimaru**  
Global Corporate Social  
Responsibility Head



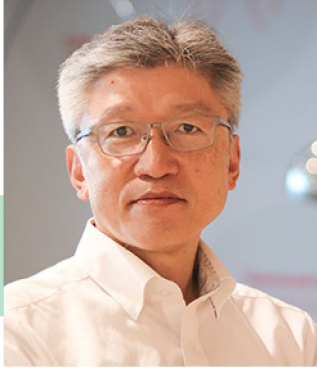
**Manabu Nishikawa**  
Global Legal & Intellectual  
Property Head



**Ian Duguid, PhD, MRPharmS**  
Global Regulatory  
Affairs Head



# One Kyowa Kirin Leadership



**Yoshifumi Torii, PhD**  
Global Research Head



**Ernesto Aycardi**  
Global Development Head



**Takefumi Matsushita, PhD, MBA**  
Global Medical  
Affairs Head



**Jonathan Patroni, MBA**  
Global Quality  
Assurance Head



**JD Rafizadeh-Kabe, MD, JD**  
Global Pharmacovigilance Head



**Toshiyuki Kurata, MBA**  
Global Manufacturing Head



**Masao Hirokawa**  
Global Supply Chain  
Management Head



**Yasuo Fujii, MBA**  
Global Business  
Development Head



**Satoko Yoshida, MBA**  
Global Corporate  
Communications Head



**Akimitsu Yamamoto**  
Global Procurement Head



**Wataru Murata, MBA**  
Global Human  
Resources Head



**Emi Arakawa, PhD**  
Global General  
Administration Head



**Takuo Hirose**  
Global Information and  
Communication Technology Head



**Kenji Shibata, PhD**  
Global Internal  
Audit Head

# Regional supervisory structure

- Board organized at each regional headquarters
- 2 outside directors with rich global pharma experiences appointed, respectively
- Direct communication with HQs' independent outside directors started in 2022



**Francesco Granata**  
(GSK, Pharmacia,  
Pfizer, Schering-Plough,  
Biogen Idec)



**David Ebsworth**  
(Bayer, Vifor, Galenica,  
Verona, Synlab)



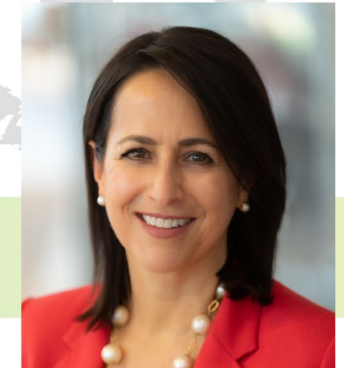
**Olivier Daubry**  
(GSK, Celgene,  
Sanofi)



**Iris Kang**  
(Pfizer, AstraZeneca,  
Schering-Plough, Bayer)



**James Shannon**  
(Novartis, GSK,  
Sterling Winthrop)



**Paula Soteropoulos**  
(Genzyme, Moderna,  
Akcea)



**EMEA**

Kyowa Kirin International plc



**ASIA PACIFIC**

Kyowa Kirin Asia Pacific Pte Ltd.



**NORTH AMERICA**

Kyowa Kirin US Holdings Inc.

