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

This document is used only for the purpose of providing the information to investors. Though it may contain the information concerning pharmaceutical products (including products under development), it is not for the purpose of promotion, advertising, or medical advice.
## Agenda

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<th>Masashi Miyamoto, Ph.D.</th>
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</thead>
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<td>Materiality, Improving access to medicines for rare diseases</td>
<td>Managing Executive Officer, Vice President, Head of Strategy Division</td>
<td>Takeyoshi Yamashita, Ph.D.</td>
</tr>
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<td>Unified team brimming with diversity</td>
<td>Senior Managing Executive Officer, Director, Human Resources Dept</td>
<td>Wataru Murata</td>
</tr>
<tr>
<td>Thriving global environment for future generations</td>
<td>Executive Officer, Director, Corporate Social Responsibility Management Dept</td>
<td>Koichiro Ishimaru</td>
</tr>
<tr>
<td>Sound governance system to support value creation</td>
<td>Representative Director of the Board, President and Chief Executive Officer</td>
<td>Masashi Miyamoto, Ph.D.</td>
</tr>
</tbody>
</table>

## Q&A

<table>
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<tr>
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<th>Masashi Miyamoto, Ph.D.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Outside Director and Chair of the Board</td>
<td>Akira Morita</td>
</tr>
<tr>
<td>Independent Outside Director of the Board</td>
<td>Yuko Haga, Ph.D.</td>
</tr>
<tr>
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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.

**CORE VALUES**

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

- **Commitment to Life**
  - Work for the most precious presence on this planet.
  - Create value for patients, caregivers, healthcare professionals, and customer.

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

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

Value creation process (business process)
Strategies for achieving the Medium Term Business Plan

Input
- Human capital
  - Create a unified team brimming with diversity
  - Number of employees (global): 1,753
  - Percentage of management positions held by women (global): 12.4%
  - Percentage of leaders who are women (global): 29%
- Intellectual capital
  - Pursuing life-changing value creation with a focus on “Only-one”
  - R&D expenses: ¥17.7 billion
  - R&D expense ratio: 18.4%
- Manufactured capital
  - Ensuring a stable supply of pharmaceuticals of reliable quality
  - Manufacturing sites (global): 3 sites
- Social and relationship capital
  - Evolution of "One Kyowa Kirin" and earning the trust of stakeholders
  - Number of countries with operations: 42
- Natural capital
  - Helping protect the environment
  - Energy consumption: 1,004,699 GJ
  - Water consumption: 1,872 thousand m³
- Financial capital
  - Growth investments for sustainable growth and maximization of corporate value
  - Total assets: ¥1,921.9 billion
  - Total capital: ¥737.2 billion

Output
- Provide pharmaceutical products for unmet medical needs
- Address patient-centric healthcare needs
- Retain the trust of society
- Strengthen our talent and infrastructure to realize life-changing value

CSV Management (Co-creation of Value)

Value creation in the process of delivering medicines to patients
Value creation in products, quality, and distribution
Value creation to meet UMN through R&D

Management Philosophy
Core Values

Outcome
Achieving our vision for 2030

Stakeholders
- Employees
- Patients
- Healthcare Providers
- Shareholders/Investors
- Suppliers/Wholesalers etc.
- Government/Local government
- Regulators/Payers
- Industry Associations
- Sales, R&D Partners

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- Shareholders/Investors
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Value creation process (business process)
Strategies for achieving the Medium Term Business Plan

Social value
Continuously create and provide life-changing value

Economic value
- FY2021 Actual
  - Revenue: ¥352.2 billion
  - Core operating profit: ¥65.7 billion
  - Core operating profit ratio: 18.6%
  - ROE: 7.3%

Value creation in the process of delivering medicines to patients
Value creation in products, quality, and distribution
Value creation to meet UMN through R&D

Addressing materiality
Cycle of augmenting corporate value

© Kyowa Kirin Co., Ltd.
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

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-)

Materiality Matrix

Kyowa Kirin Group materiality

Impact on social sustainability

Impact on the Group's business

--- Make as many people as possible smile ---
- Continuous innovation
- Patient support and advocacy
- Access to medicine

--- 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

--- Create a unified team brimming with diversity ---
- Diversity and inclusion
- Occupational health and safety
- Employee development and opportunities for employees to grow

--- 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

Organizational culture and talent

Growth opportunities

Growth foundations
Materiality (October 2022-)

**Topics for value creation**
- Provide pharmaceutical products for unmet medical needs
- Creation of innovative drugs
- Maximize product value
- Pipeline expansion
- Patient advocacy
- Access to medicine
- DE&I
- Employee health and safety
- Talent portfolio (Recruitment, development, placement, and retention)
- Corporate culture
- Digital transformation
- Strengthen human resources and infrastructure to realize life-changing value

**Topics for social value improvement**
- Retain the trust of society
  - Quality assurance and a stable supply of products
  - Reducing environmental impact
- Corporate governance
- Ethics and transparency
- Reinforce risk management
- Philanthropic activities (Advancement of medical)
- Corporate culture
- Digital transformation
- Management infrastructure
  - Strengthen human resources and infrastructure to realize life-changing value
  - Recruitment, development, placement, and retention
  - Corporate culture
Materiality (October 2022-)

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

**Topics for value creation**

- Creation of innovative drugs
  - Maximize product value
  - Pipeline expansion
- Patient advocacy
- Access to medicine

**Topics for social value improvement**

- Retain the trust of society
  - Reducing environmental impact
- Quality assurance and a stable supply of products
- Corporate governance
  - Ethics and transparency
  - Reinforce risk management
  - Philanthropic activities
    - (Advancement of medical)
- Strengthen human resources and infrastructure to realize life-changing value
  - Management Infrastructure

**Provide pharmaceutical products for unmet medical needs**

**Address patient-centric healthcare needs**

**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**
Improving Access to Medicines for Rare Diseases
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.

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

WE ARE THE INTERNATIONAL XLH ALLIANCE

WE ARE AN ALLIANCE OF INTERNATIONAL PATIENT GROUPS FOR INDIVIDUALS AFFECTED BY X-LINKED HYPOPHOSPHATAEMIA AND RELATED DISORDERS.

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 ➔
Unified team brimming with diversity

Kyowa Kirin’s initiatives for realizing a sustainable society and its business
“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”**

- Diverse talents
- Corporate culture to make them active
- Deliver Life-changing value

**HR Function’s ideal state “Vision”**

- 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

Cores of Human Resources 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

HR measures
- Engagement
- Well-being
- Work style reform
- DE&I
- Human rights
- Workforce plan
- Talent development
- Succession plan
- Evaluation
- Compensation
- Career development
- Analytics
- DX
- OPEX
- Organization development
- Reinforcement of HR functions

Foundation / platform
- Definition of Positions / Jobs / Global grading / Competency
- HRIS (Basic HR data and process definition)
- DE&I Statement / Corporate culture reform / Hybrid working model

Global common platform
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.
DE&I efforts

- Aiming to ensure female leaders in One Kyowa Kirin structure, we set a target of increasing the percentage of global female leaders from 29% in the end of FY2021 to 40% by 2030.
- Target in Japan: percentage of female managers to be 18% or higher in the end of 2025.
- To realize Equity, we promote environment enhancement such as revision of regulations and operation to encourage “Childcare leave for male employees” ahead of amendment of the law as of Oct. 1, 2022, service to support children’s admission to nursery, setting up day nurseries in Mishima and Takasaki sites.

[Records in Japan]
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.

- Participants in Top Leaders Session: 17
- Participants in sessions for employees: EMEA 670, APAC 380, NA 430 (approx.)
- Total number of entries: 70
- Expanding corporate culture reform "To go over a wall" activity started in Japan to Regions as "KABEGOE."
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- 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: approx. 520
- No. of training held: 140
- Total number of entries: 70
- Commitment to life award: 1
- KABEGOE award: 2
- CSV award: 1

Commitment to Life Award

- Ceremony: May 19, 2022
Kyowa Kirin’s Hybrid-Working Model

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

To bring more smiles to patients around the world

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.

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.

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.

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.
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

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

Issue

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]

[Benchmark data]
- Global company average, global top performance company average, pharmaceutical company average, Japanese company average, average by area / country
Thriving global environment for future generations

- 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.

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 CO₂ emissions as a global issue and disclose information in line with TCFD Recommendations
- CO₂ emissions (Scope 1,2) reduction: Save Energy x Expand Renewable Energy x Convert Energy Sources

**2030 Target**

Reduce CO₂ emission by 55% from 2019 level
(Kirin Group: Reduce CO₂ emissions by 50% from 2019 level)

**Efforts ~2030**
- Reduce CO₂ emissions by **saving energy** (including capex) and **expanding the use of renewable energy**
- Start pilot study to reduce CO₂ 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 CO₂ 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.
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

<table>
<thead>
<tr>
<th>Scenario classification</th>
<th>Climate change-related drivers that have been impact assessed</th>
<th>Potential Impact</th>
<th>Change through response (Resilience)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transition Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and regulations</td>
<td>Carbon pricing (decarbonization, emissions trading system)</td>
<td>Small</td>
<td>–</td>
</tr>
<tr>
<td></td>
<td>Stricter CO₂ emission regulations</td>
<td>Minimal</td>
<td>Small</td>
</tr>
<tr>
<td>Demographics, economics, and geopolitics</td>
<td>Population growth in emerging countries / Economic globalization</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Society</td>
<td>Change in social values</td>
<td>Minimal</td>
<td>–</td>
</tr>
<tr>
<td><strong>Physical Risks</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in average temperature</td>
<td><strong>Extreme temperature rise</strong></td>
<td>Small</td>
<td>Small</td>
</tr>
<tr>
<td>Change in rainfall pattern (Acute)</td>
<td><strong>Increase in torrential rains, typhoons, and floods</strong></td>
<td>Large</td>
<td>Minimal</td>
</tr>
<tr>
<td>Increase in average temperature</td>
<td>Changes in pollen allergy patients</td>
<td>Moderate</td>
<td>Moderate</td>
</tr>
<tr>
<td>Changes in rainfall patterns (Chronic)</td>
<td><strong>Increase in energy consumption due to increased air conditioning load</strong></td>
<td>Small</td>
<td>Small</td>
</tr>
</tbody>
</table>

**Responding to Resilience Improvement**

- Early achievement of 2030 CO₂ emission reduction targets
- Review of BCP for large-scale natural disasters at business site
- Disaster countermeasures for facilities themselves
Early Achievement of 2030 CO₂ 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.

### CO₂ Emission Reduction Results and Forecasts < 2020~2030 >

<table>
<thead>
<tr>
<th>Item</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO₂ emission reduction rate (compared to 2019)</td>
<td>▲ 22%</td>
<td>▲ 26%</td>
<td>▲ 42%</td>
<td>▲ 55%</td>
<td>▲ 54%</td>
<td>▲ 51%</td>
<td></td>
<td></td>
<td></td>
<td>▲ 58%</td>
<td></td>
</tr>
</tbody>
</table>

#### Main measures

<table>
<thead>
<tr>
<th>FY</th>
<th>Site</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>Takasaki Plant</td>
<td>Introduced Aqua Premium (first in the pharmaceuticals manufacturing industry to convert 75% of purchased electricity)</td>
</tr>
<tr>
<td>2021</td>
<td>Head Office</td>
<td>Introduced renewable electricity (100% of purchased electricity)</td>
</tr>
<tr>
<td>2022</td>
<td>Fuji Site</td>
<td>Introduced Aqua Premium (100% of purchased electricity)</td>
</tr>
<tr>
<td>2023</td>
<td>Takasaki Plant</td>
<td>Plans to expand introduction of renewable energy (100% of purchased electricity)</td>
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<tr>
<td></td>
<td>Ube Plant</td>
<td>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)</td>
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<td>2024</td>
<td>Takasaki Plant</td>
<td>Completed construction of a new biopharmaceutical API manufacturing building (installation of photovoltaic panels, introduction of waste heat utilization equipment, etc.)</td>
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<td></td>
<td>TRP</td>
<td>Plans to introduce renewable energy (100% of purchased electricity)</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>FY</th>
<th>Site</th>
<th>Measures</th>
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<tbody>
<tr>
<td>2021</td>
<td>Takasaki Plant Ube Plant</td>
<td>Large-scale natural disaster BCP formulation</td>
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<tr>
<td>2022</td>
<td>Takasaki Plant</td>
<td>Construction of a new quality building (waterproofing of the building, higher floors and higher locations for critical facilities)</td>
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<td>2023</td>
<td>Ube Plant</td>
<td>Installation of a tide embankment</td>
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<tr>
<td>2024</td>
<td>Takasaki Plant</td>
<td>Construction of a new biopharmaceutical API manufacturing building (with critical facilities located at higher floors and elevated locations)</td>
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</table>
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)
**Response to revised CG code – Diverse Board members –**

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Outside Independent</th>
<th>Nomination &amp; Remuneration Consultative Committee</th>
<th>Corporate management/ Business strategy</th>
<th>Global business</th>
<th>Finance, accounting and banking</th>
<th>Legal, governmental affairs and compliance</th>
<th>HR and labor</th>
<th>Healthcare</th>
<th>R&amp;D</th>
<th>Production and SCM</th>
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<td>Masashi Miyamoto</td>
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*Directors*

*Audit & Supervisory Board Members*
Response to revised CG code – Others –

**Endorsement for TCFD Recommendations (November 2022)**

- 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