

# Kyowa Kirin Sustainability Meeting

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

| November 26, 2024

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.*

*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

## 1. Kyowa Kirin's Sustainability

## 2. Story for Vision 2030 & Value Creation Story

## 3. Provide pharmaceuticals for unmet medical needs & Address patient-centric healthcare needs

## 4. Talent management strategy for realizing our Vision Story for Vision 2030 & talent management strategy Talent development for creating life-changing value –Research division–

**Appendix** ESG updates

Q&A

Representative Director of the Board,  
President and CEO

**Masashi Miyamoto**

Representative Director of the Board,  
President and CEO

**Masashi Miyamoto**

Managing Executive Officer and CSO

**Yasuo Fujii**

Outside Director of the Board  
Executive Officer and CPO

**Rumiko Nakata  
Shoko Itagaki**

Director of the Board, Senior  
Managing Executive officer and CMO

**Takeyoshi Yamashita**

# Kyowa Kirin's Sustainability

# Kyowa Kirin's Sustainability

The sustainability of the Kyowa Kirin Group means to co-create life-changing value with social stakeholders to make people (facing illness) smile.

We will achieve both social sustainability and our own sustainability through realizing our vision.

The promotion of sustainability in our group is connected to CSV management we advocate. In other words, it means to achieve the creation of both of two values; one is social value and the other is economic value.

## Social value

We solve social issues by providing life-changing value to make people smile

## Economic value

We gain profits which can be the source of investment in human and intellectual capital to realize life-changing value

We consider it sustainable business activities to provide social value, gain profits to create further social value, and continue to be needed by patients around the world.

In addition, from a viewpoint of continuing our sustainable business activities, we will work to reduce environmental impact for future generations whom we regard as important stakeholders.

# Story for Vision 2030 & Value Creation Story

# Management Philosophy and Core Values

## Our Philosophy

The Kyowa Kirin Group companies strive to contribute to the health and well-being 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 customers.



### Integrity

Do the right thing. 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.

# Vision

## 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.**

\* 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.

### 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

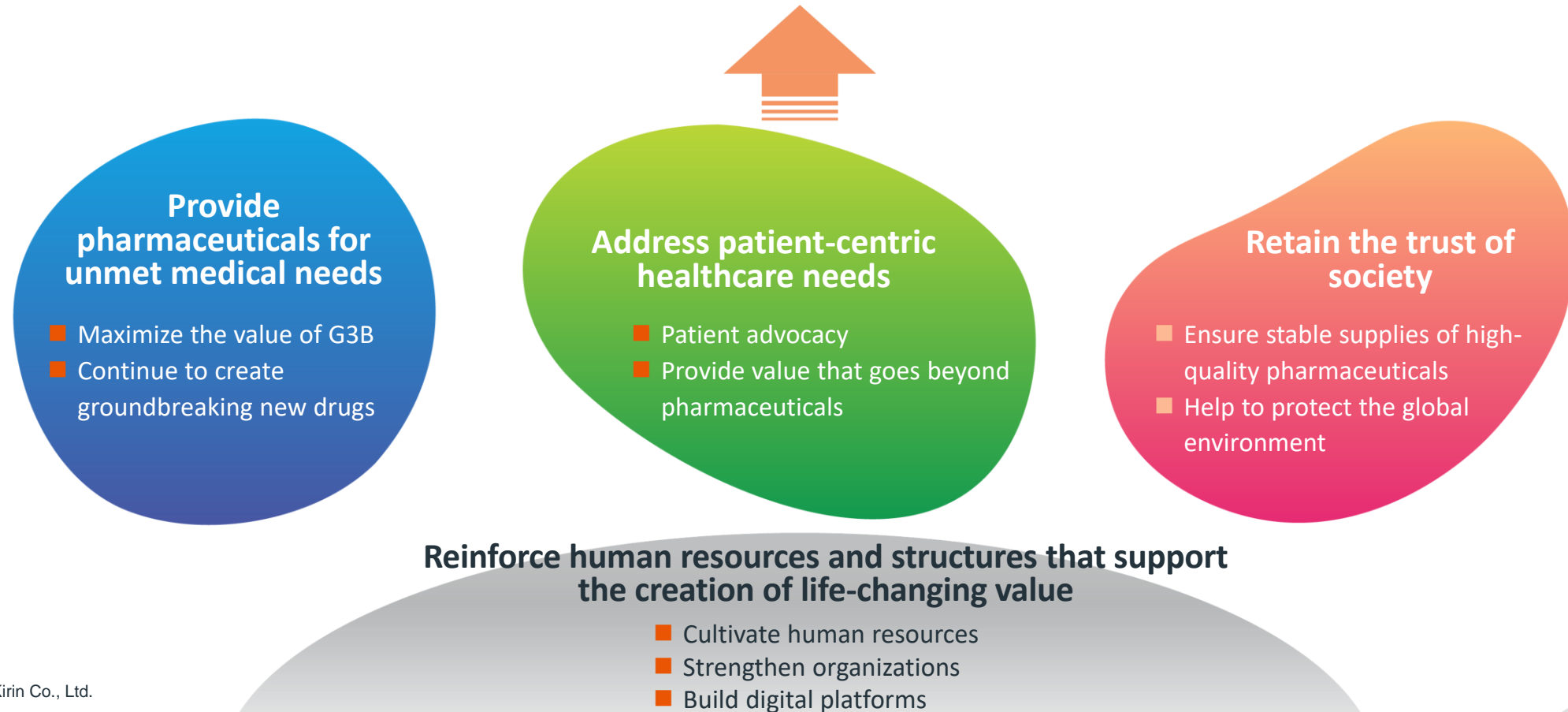
We will meet the needs of patients and society by providing value across the entire patient care pathway, delivering cutting-edge science and technology, grounded in our in-depth pharmaceutical knowledge and expertise.

### 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.

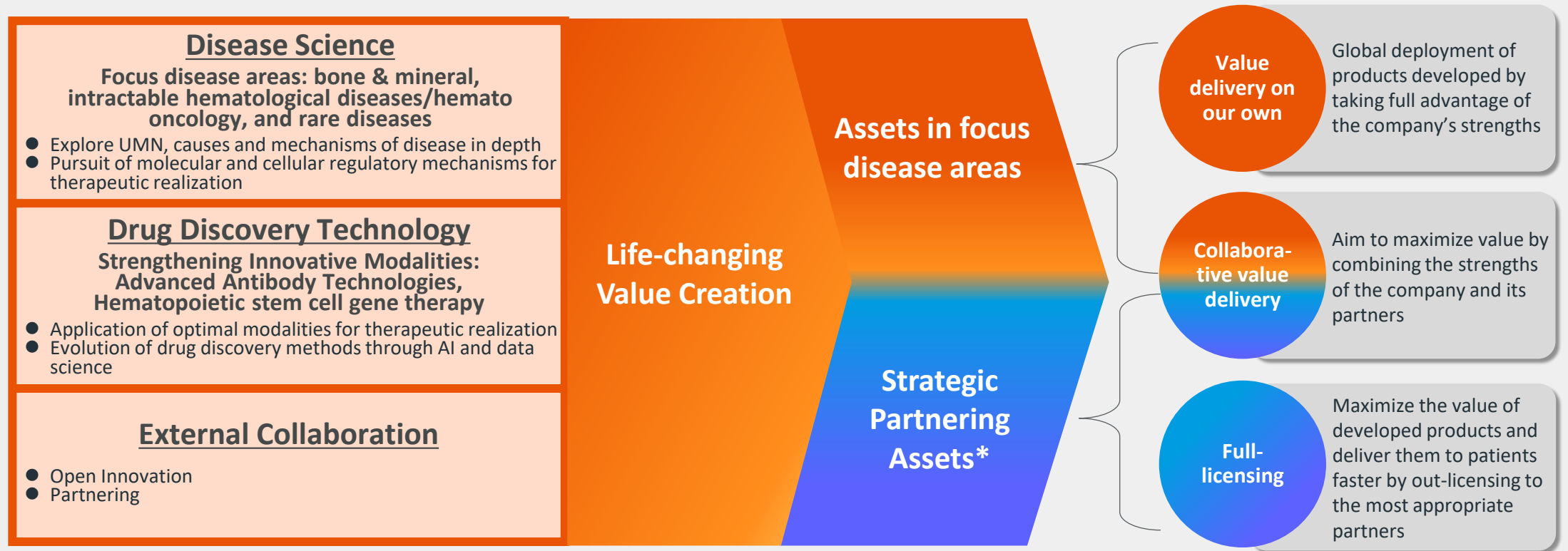
# Strategy to Realize our New Vision

- 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



# Strategies for creating and delivering life-changing value - Story for Vision 2030

In the midst of major environmental changes, we formulated the Story for Vision 2030 to further ensure the realization of our vision. While increasing the resolution of the vision, we will link strategies and issues more organically and implement CSV management for the creation of life-changing value.



\* Assets outside of the disease areas of focus are designated as strategic partnering assets, and value maximization is achieved through collaboration with partners.

# Delivering Life-changing Value as a GSP

## Materiality

Kyowa Kirin has selected materiality (key management issues) to realize its vision for 2030, creating a clearer link between our vision and business strategy. Going forward, the whole Group will continue to work as one to achieve our vision for 2030.

### Topics for value creation

Core strategies

Materiality

Related SDGs

Provide pharmaceuticals for unmet medical needs

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



Address patient-centric healthcare needs

- Access to medicine
- Create healthcare solutions beyond medicines

Strengthen human resources and infrastructure to realize life-changing value

- Talent portfolio
- Digital transformation
- Corporate culture

### Topics for value enhancement

Core strategies

Materiality

Related SDGs

Retain the trust of society

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

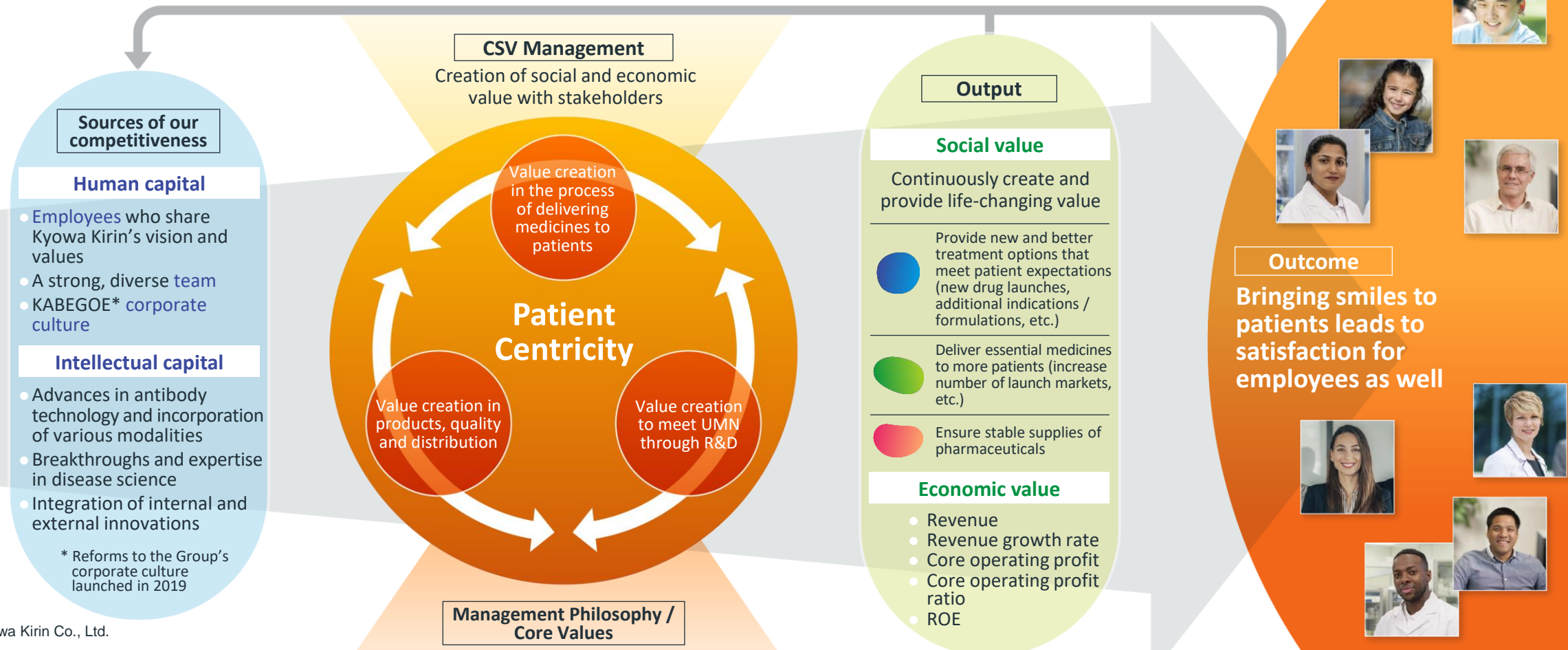


Strengthen human resources and infrastructure to realize life-changing value

- Corporate governance
- Ethics and transparency
- Reinforce risk management

# Value Creation Story

In order to make people facing illness smile, we will create social and economic value by utilizing our human and intellectual capital, which are the source of our competitiveness, and by ensuring that all employees prioritize patient centricity, and by creating value together with various stakeholders through mutual collaboration in the processes of research and development, product, quality, distribution and drug delivery.

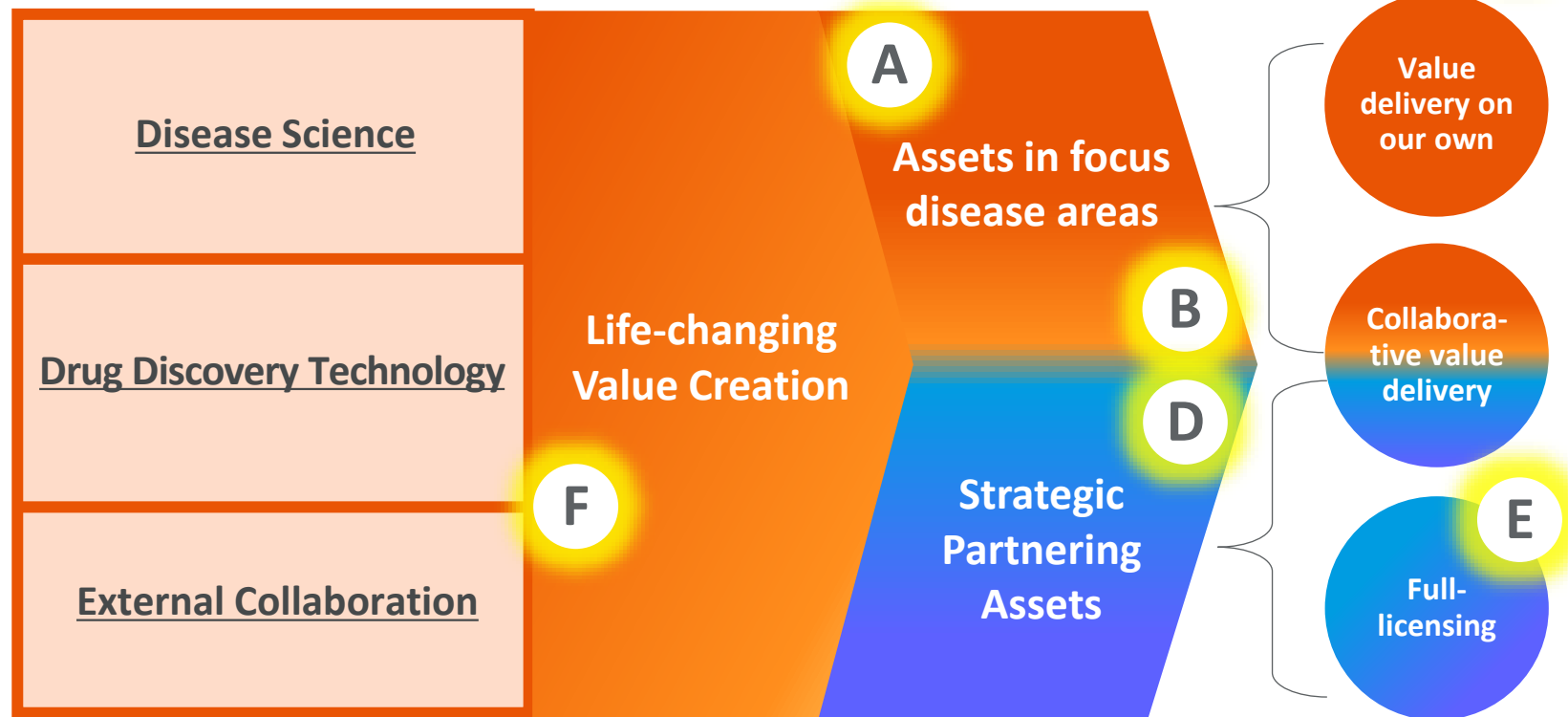


**Provide pharmaceuticals for unmet medical needs  
& Address patient-centric healthcare needs**

Provide pharmaceuticals for unmet medical needs & Address patient-centric healthcare needs

## Story for Vision 2030

Strategies for creating and delivering life-changing value



# Orchard Therapeutics the Value of , Hematopoietic Stem Cell Gene Therapy

- Hematopoietic stem cell gene therapy (HSC-GT) ; approach for inherited diseases and rare diseases
- Libmeldy®/Lenmeldy™ — challenge for cure for under-served diseases.
- Create novel value by integration the modality and our R&D

All 7 surviving PSEJ patients maintained the ability to walk with normal performance for age (GMFC\*-MLD Level 0)

Success in MLD provides roadmap, common infrastructure for next-in-line neurometabolic and CNS programmes



GMFC-MLD Level 6  
3 years post-onset  
8 years of age

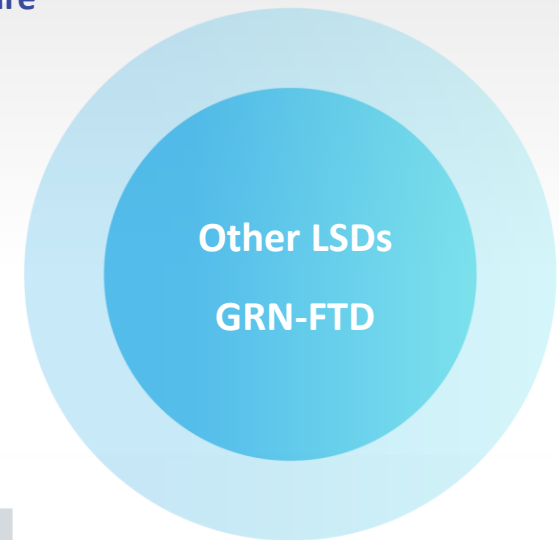


GMFC-MLD Level 0  
8 years post-GT  
12 years of age

\*GMFC; Gross Motor Function Classification



Approved in Europe and U.S.



PLATFORM  
SYNERGIES

Regulatory

Supply Chain

Manufacturing

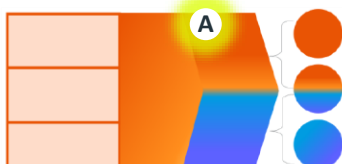
Treatment Sites

Distribution

Referral Networks

Story for Vision 2030

Strategies for creating and delivering life-changing value



# Deliver Libmeldy®/Lenmeldy™ to More Patients

- Importance of expanding Newborn Screening (NBS) for delivering HSC-GT to more patients and more effectively.
- Orchard proceeds collaboration with governments and academic associations to ensure that MLD is added to NBS in various countries.

## Europe

Libmeldy® is reimbursed in 10 countries

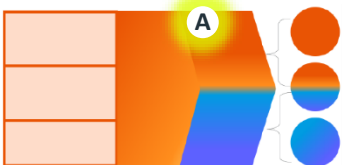


Norway has adopted MLD into its national NBS in June 2024

## US

A multi-disciplinary expert working group has submitted a nomination to add MLD to the U.S. Recommended Uniform Screening Panel (RUSP)

- The nomination was submitted on June 27 to the Advisory Committee on Heritable Disorders in Newborns and Children (ACHDNC)
- The committee will analyze:
  - The effectiveness and precision of the screening test to detect newborns with MLD
  - Treatment guidelines for diagnosed children
  - The clinical benefit of pre-symptomatic diagnosis and treatment
- Currently, 12 states have legislation to expedite adding new conditions to state NBS panels once added to RUSP. Making progress toward the implementation of national MLD NBS in U.S.



# Awareness Activities for Rare Diseases

## Delivering the Value of Crysvisa to XLH Patients Worldwide

XLH : X-linked Hypophosphatemia

**Presentation of 10 Abstracts on Research Findings Related to Patients and Treatment at the American Society for Bone and Mineral Research**

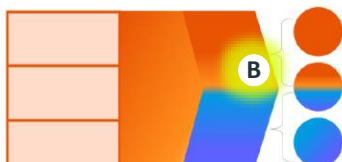
Real-World Evidence

- Burden in Employment
- Improvement of Symptoms and Quality of Life in Adult Patients



### Story for Vision 2030

Strategies for creating and delivering life-changing value



**Launch of Shine a Light on XLH Japanese version**

Launched in 2024  
Provided by 8 languages  
Available in 19 countries/regions



**XLH Café: Held for Three Consecutive Years In Japan**

X染色体連鎖性低リン血症性骨軟化症

## XLH Café

市民公開講座 & 茶話会

2024.10.27(日) 開催!

**市民公開講座**

日時 2024.10.27(日) 10:00~11:40

会場 大阪・東京・福岡 + Zoom配信

主催 STEPコミュニティ (NPO法人ASidP) 協和キリン株式会社

**茶話会**

日時 2024.10.27(日) 11:40~13:00

会場 大阪・東京・福岡

・オンライン限定となります  
・会場に軽食をご用意いたします

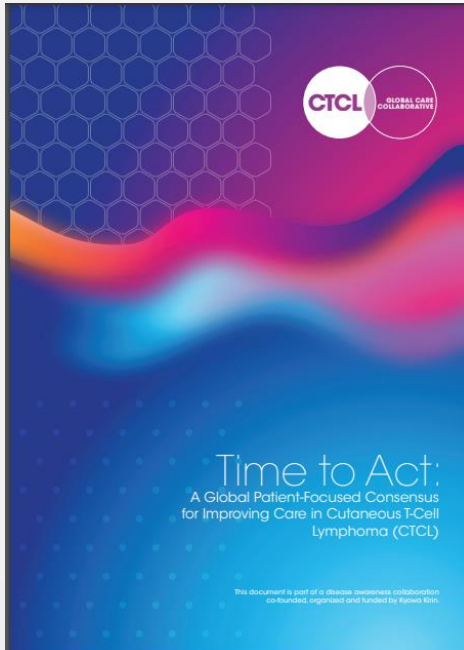
主催 STEPコミュニティ (NPO法人ASidP)

・参加費無料  
・事前予約制

お問い合わせ STEPコミュニティ事務局 (NPO法人ASidP) 事前予約・参加申し込みはこちら  
mail: contact@avid.org (担当: 西村・江本) こちらから

# Awareness Activities for Rare Diseases

## CTCL Time to Act



- Rare Cancer: CTCL (Cutaneous T Cell Lymphoma)
- Symptoms may resemble skin conditions, leading to prolonged diagnosis.
- Kyowa Kirin International (Europe) collaborates with 10 patient support organizations worldwide.
- Proposes 12 items to enhance awareness of CTCL.

## Rare Disease Month (February)

Reflecting on People Living with Rare Diseases and Aiming for Increased Awareness

- Relay messages from management
- Global employee-participation video themed on "light" shared externally
- Events held in various regions for employees to contemplate the mission of the pharmaceutical company



### Story for Vision 2030

Strategies for creating and delivering life-changing value



## Strategic Partnering

rocatinlimab

### Amgen and Kyowa Kirin

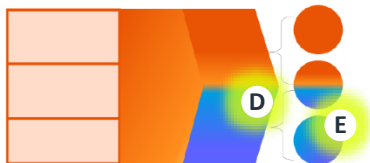
- Global Ph 3 clinical trials are in progress for moderate to severe atopic dermatitis
- Amgen: 40-Year Collaboration Since the Early Days of Our Pharmaceutical Business. Launched six products primarily in the hematology field, contributing to our growth.



Fasenra (benralizumab)

### Successful Licensing to AstraZeneca

- Fasenra is an antibody drug discovered by Kyowa Kirin and licensed to AstraZeneca's for development and marketing.
- It has grown to become one of AstraZeneca's blockbuster products.



# Collaboration in Drug Discovery: 35-Year Partnership with La Jolla Institute

- 1988: Supporting the Establishment of La Jolla Institute for Allergy & Immunology – The Origin of Our Immunology and Allergy Research

## La Jolla Institute Initiatives

- Structural analysis of therapeutic molecules and immune complexes
- Therapeutic evaluation and application of immune cell subsets
- Enhancing T cell therapies based on novel biological insights
- Development of innovative delivery systems based on vector engineering

## Kyowa Kirin's New Direction

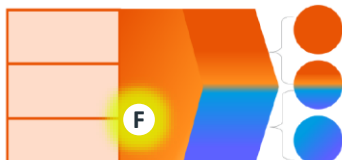
- Including cutting edge modalities
- Update disease focus areas and patient subpopulations with unmet medical needs

Open Innovation  
Research Initiative

Innovative Therapeutics  
of the Future with  
Life-changing Value

Story for Vision 2030

Strategies for creating and  
delivering life-changing value

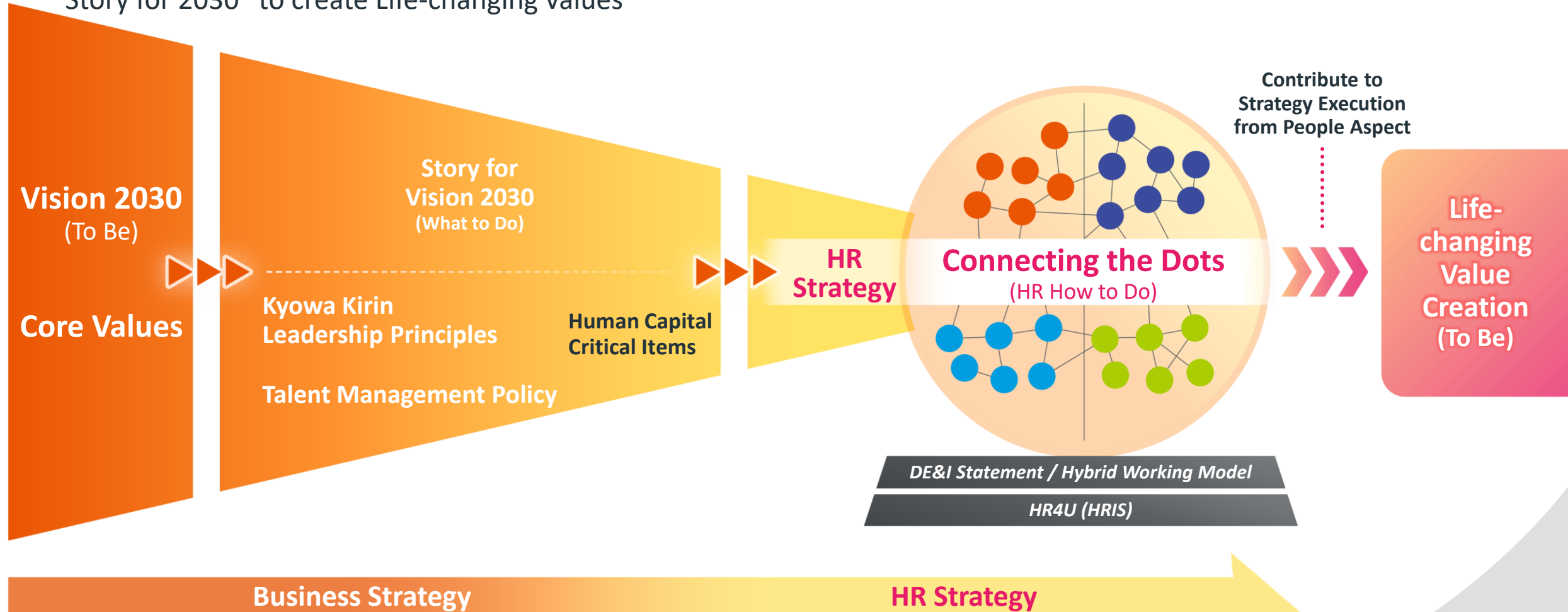


# Talent management strategy for realizing our Vision

Story for Vision 2030 & talent management strategy / Talent development for creating life-changing value –Research division–

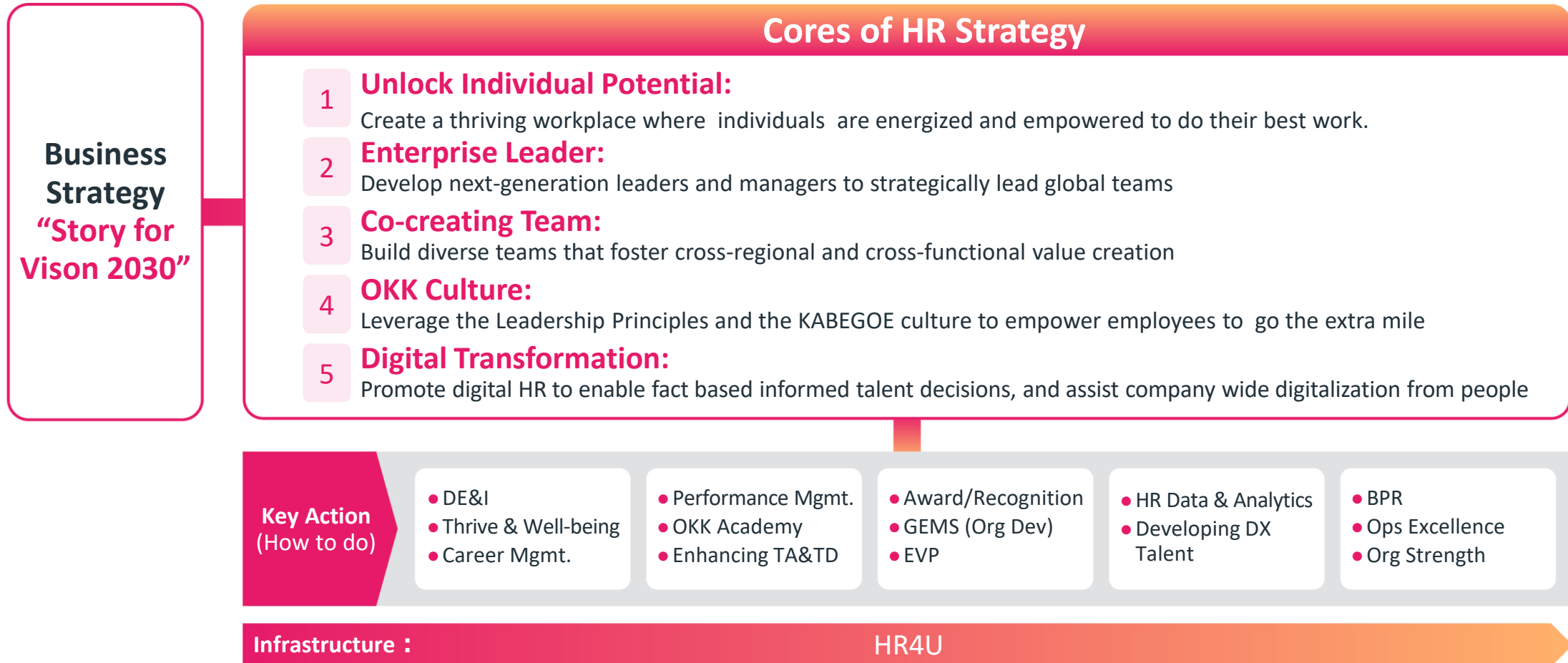
# The Ideal Way to Realize the Growth Story 2030

Get the dots (HR actions) mutually connected to maximize HR contribution to the KK enterprise business strategy  
“Story for 2030” to create Life-changing values



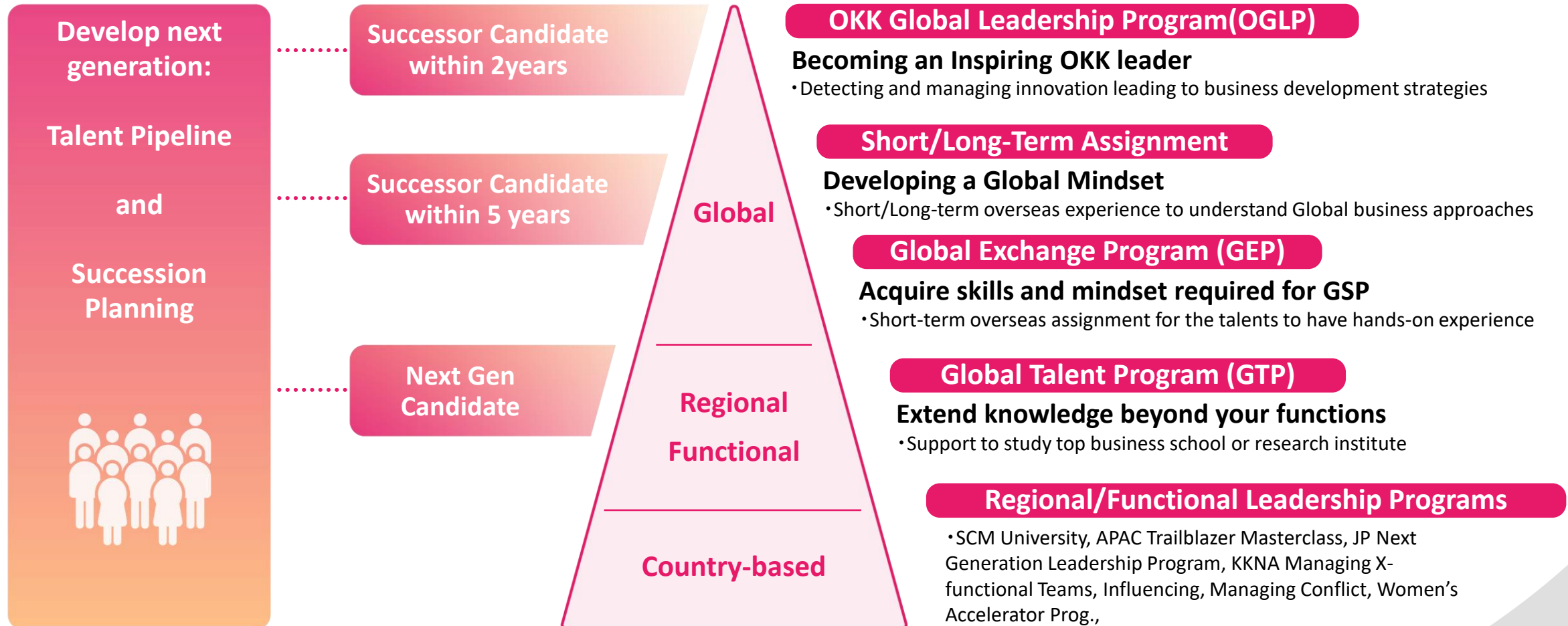
# Linking Business Strategy to HR Strategy

Talent-development & -management under new HR strategy to contribute to “Story for Vision 2030” to deliver Life-changing Value



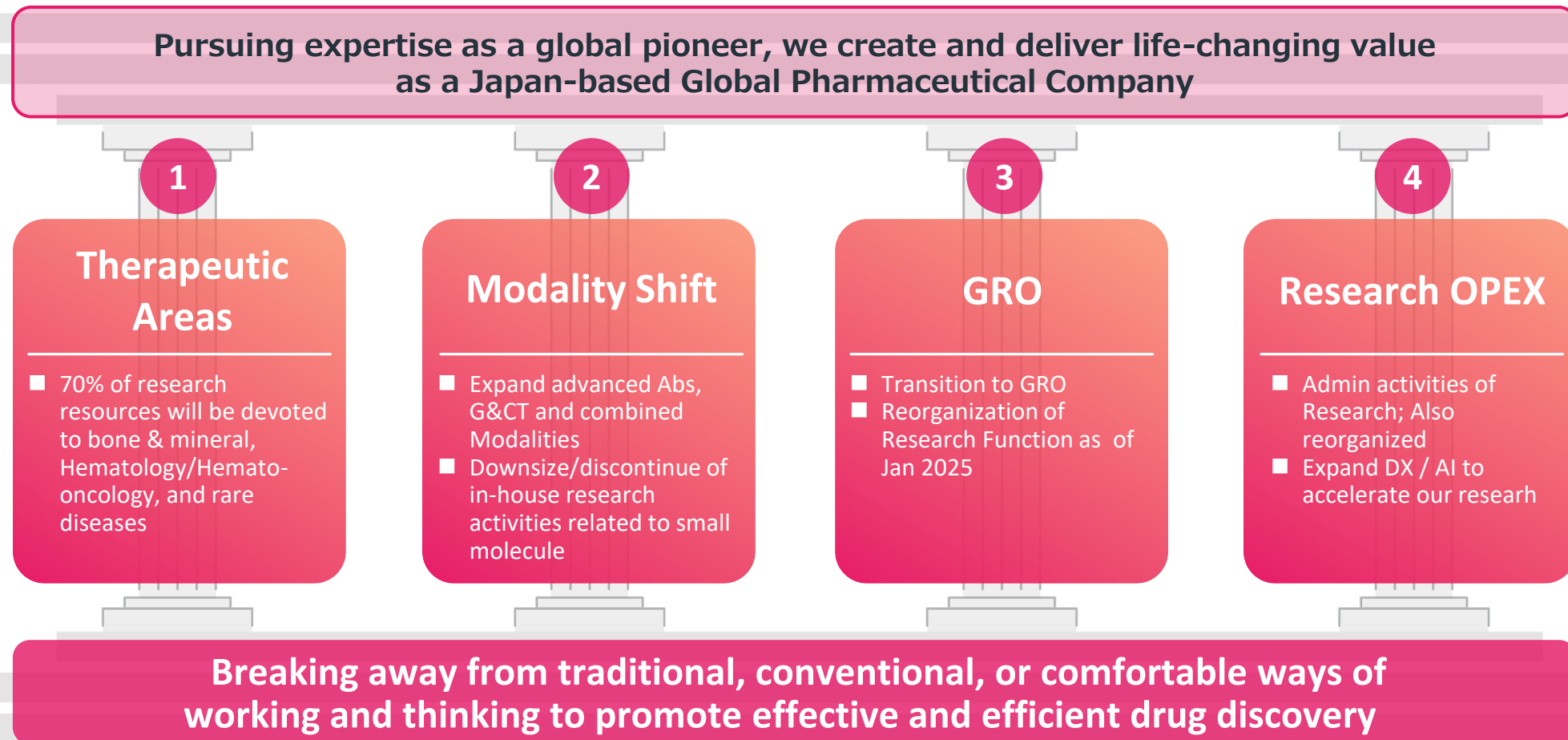
# Developing our High Potential Talent – OKK Academy

Global and Regional HR teams collaborate to focus on the development and identification of next-generation leadership talent to ensure a strong foundation for the future of Kyowa Kirin



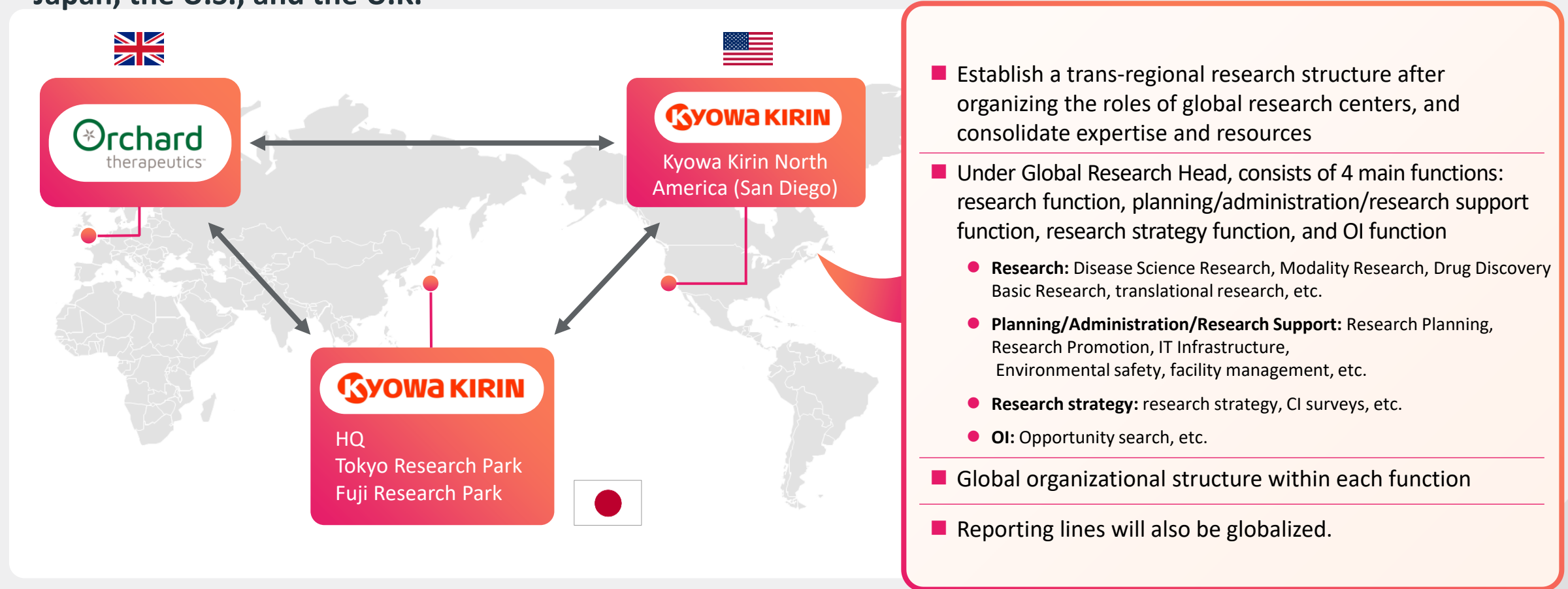
# Challenge for Realizing “Story for Vision 2030” and Establishment Novel Drug Discovery Model

- To ensure the success of our new challenges, we have established four key pillars



# Globalization of Research Organization

- Transition to a global organization structure (Global Research Organization, "GRO") in January 2025 to promote consolidation of expertise and resources through collaboration of drug discovery engines in Japan, the U.S., and the U.K.



# Realizing the Successful Creation and Delivery of Life-changing Value

- Proceeding “Transition to GRO” and “Pursuing Research OPEX” transforms our business operation

## Image of Work Style that Maximizes Human Capital Utilization

### Multinationalization of project members



The project is made up of members from various countries, and we communicate with colleagues at our global locations.

### Outsourcing of routine tasks



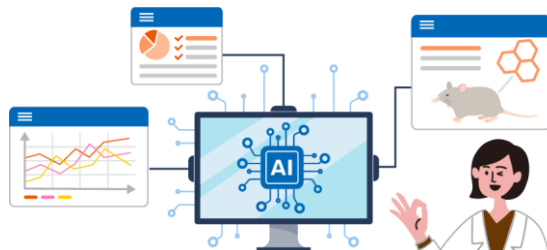
Outsource routine tasks to CROs and promote outsourcing and automation

### Collaboration with external research institutions



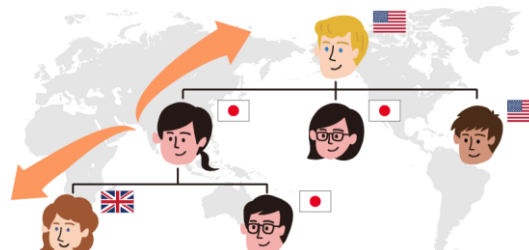
Promoting research in collaboration with external research institutions

### Digital-enhanced operational efficiency



Simplify reporting by making full use of digital/AI.  
Reduce wet lab experiments

### Globalization of organizational structure



The reporting line crosses bases, and there is communication with overseas superiors/subordinates.

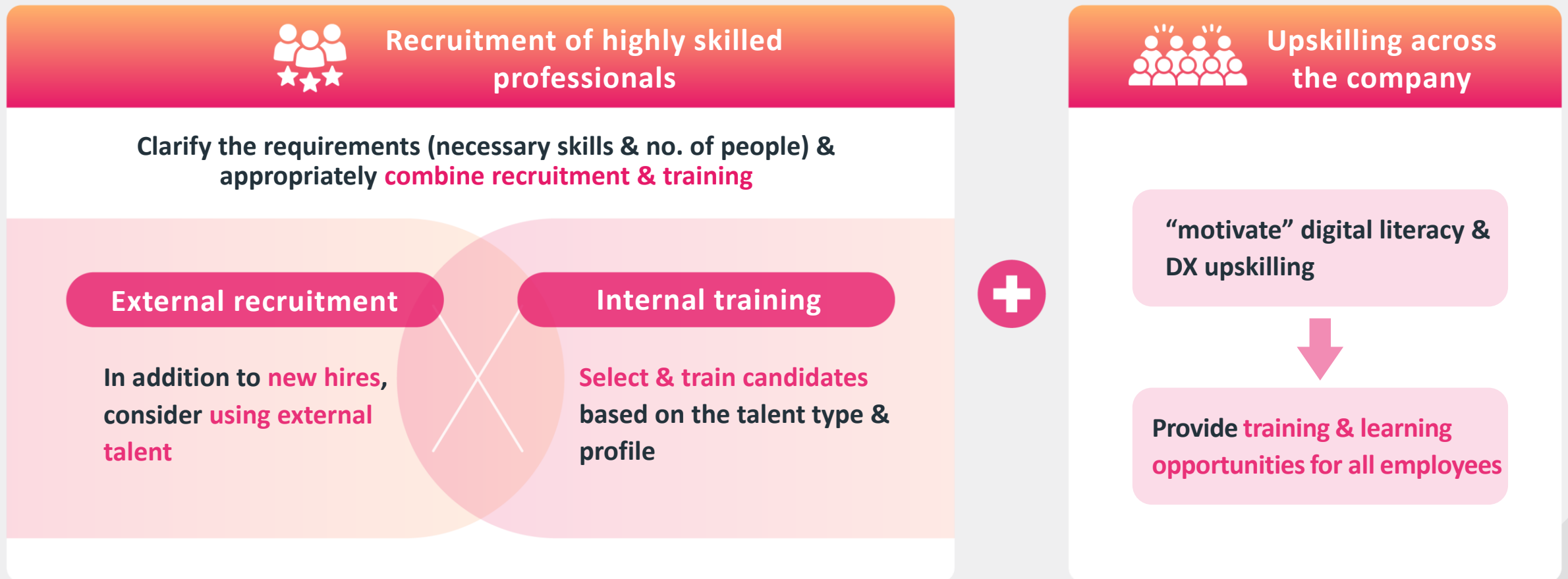
### Focus on core business



Eliminate unnecessary work and meetings, and focus on work with higher added value.

# Overall DX Human Resource Strategy

- Recruit leaders to plan and execute each research DX initiative & upskill digital literacy across the company



Appendix

# ESG updates

# Initiatives for a Sustainable Society

## Reduce global environmental impact

### Scope1+2: Promote renewable energy switching CO<sub>2</sub> emissions: 64% reduction expected (from 2019)

- Tokyo Research Park: Purchase of Non-fossil certificates
- Installation rate of renewable electricity: 84% (actual in 2023), 91% (forecast in 2024)

## Information Disclosure

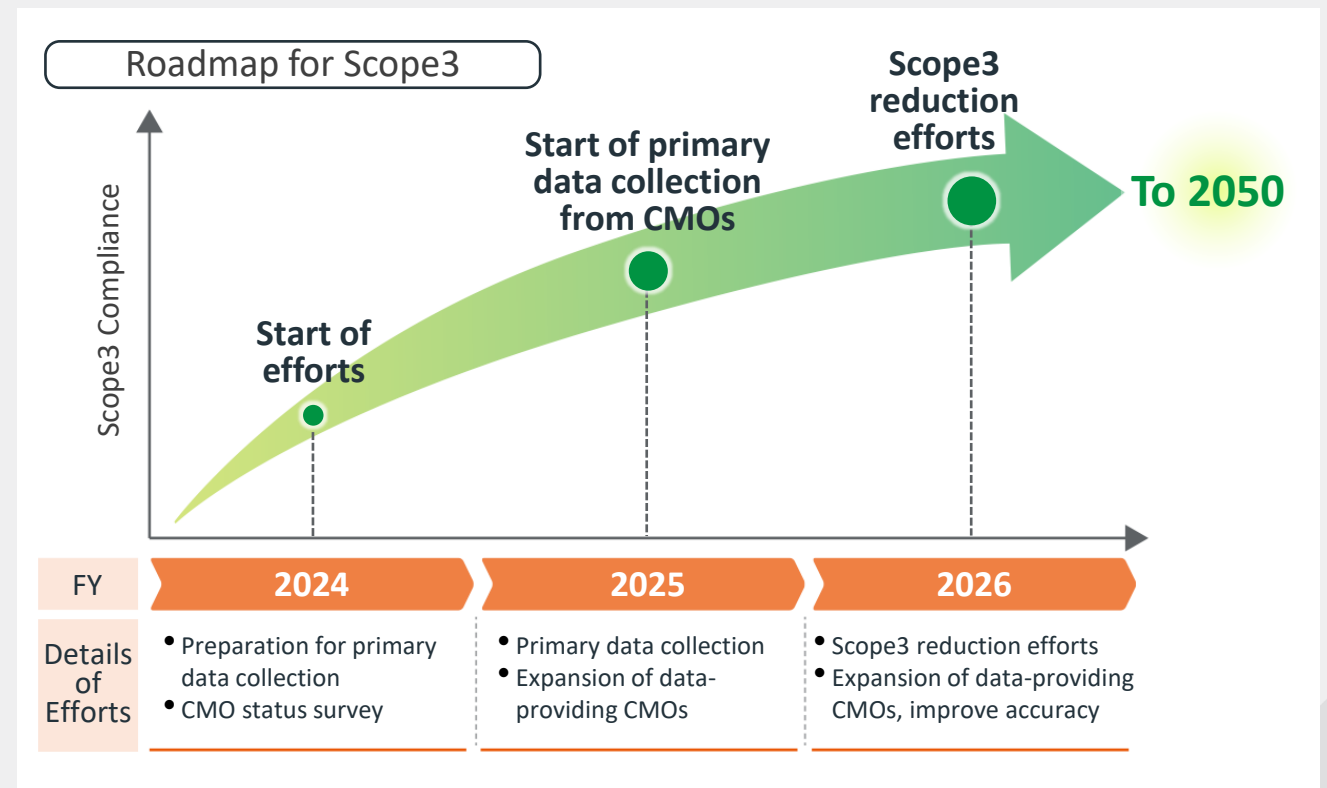
- CSRD/ISSB Compliance Progress
- Third-party guarantee obtained
- Study on non-financial information management system (to be implemented in 2025)
- Initiated response to TNFD

**Takasaki Plant  
Awarded by the Minister  
of Environment**



## Scope 3 compliance (working with suppliers)

- Formulation of Scope3 reduction targets : 30% reduction by 2030 (from 2019) and roadmap



# Environmental Preservation Highlights: From the 2023 Integrated Report

## Addressing climate change

### CO<sub>2</sub> Emissions\*1

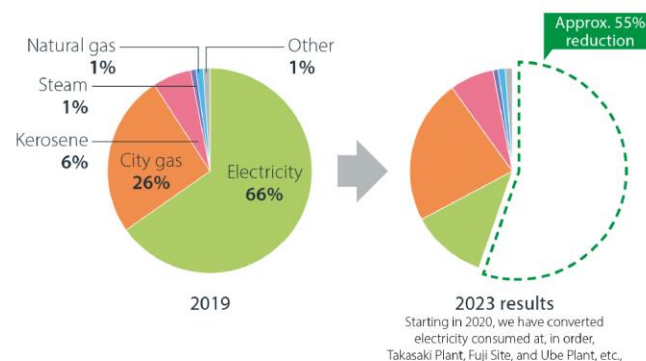
(t-CO<sub>2</sub>) (t-CO<sub>2</sub>/hundred million yen)



■ Scope 1 (left scale) ■ Scope 2 (left scale)  
● CO<sub>2</sub> emissions per unit of net sales (right scale)

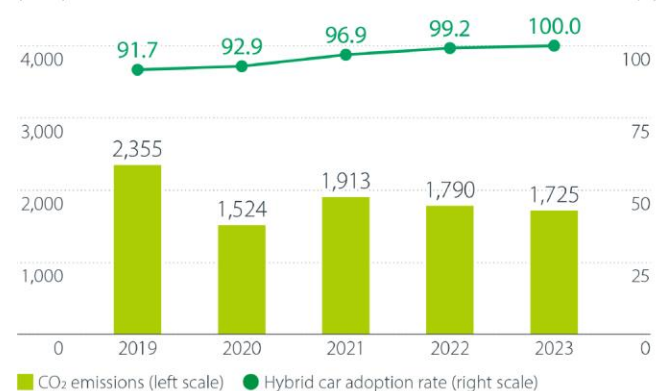
\*1 Covers plants and research laboratories worldwide.

Ratio of emissions by energy type and CO<sub>2</sub> emission reduction effect from introducing renewable energy, etc. (all plants and research laboratories in Japan and overseas)



### CO<sub>2</sub> emissions from sales vehicles and hybrid car adoption rate

(t-CO<sub>2</sub>) (%)



■ CO<sub>2</sub> emissions (left scale) ● Hybrid car adoption rate (right scale)

## Biodiversity

### Forestry activities to preserve water resources



● [For Details; Integrated Report](#)

# I Decent Governance System as a Listed Subsidiary

- **“Securing management independence” and “Reasonable cooperation to maintain listing”**  
-> Clearly stated in the Strategic Alliance Agreement

- **Decision-making process**  
-> Ensuring that independent outside directors are in the majority  
-> An independent outside director elected as chairperson

- **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”)

Ensuring independence

Protecting minority shareholders

- **Selecting and deselecting independent directors**  
-> The Nomination and Compensation Advisory Committee, consisting of a majority of outside directors, deliberates and decides on selecting and fair perspective and reports back to the Board of Directors.

- **Transactions with a controlling shareholder**  
-> Reasonably determined based on objective information from the market, etc., using the same manner as general transaction terms and conditions

## Important transactions...

Special stakeholders do not participate in the resolution "Conflicts of Interest Supervisory Committee for Intercompany Transactions" to conduct deliberations and considerations, and report to the Board of Directors (In cases where independent outside directors do not constitute a majority)

# Governance Highlights: From the 2023 Integrated Report

## Basic Policy on Corporate Governance

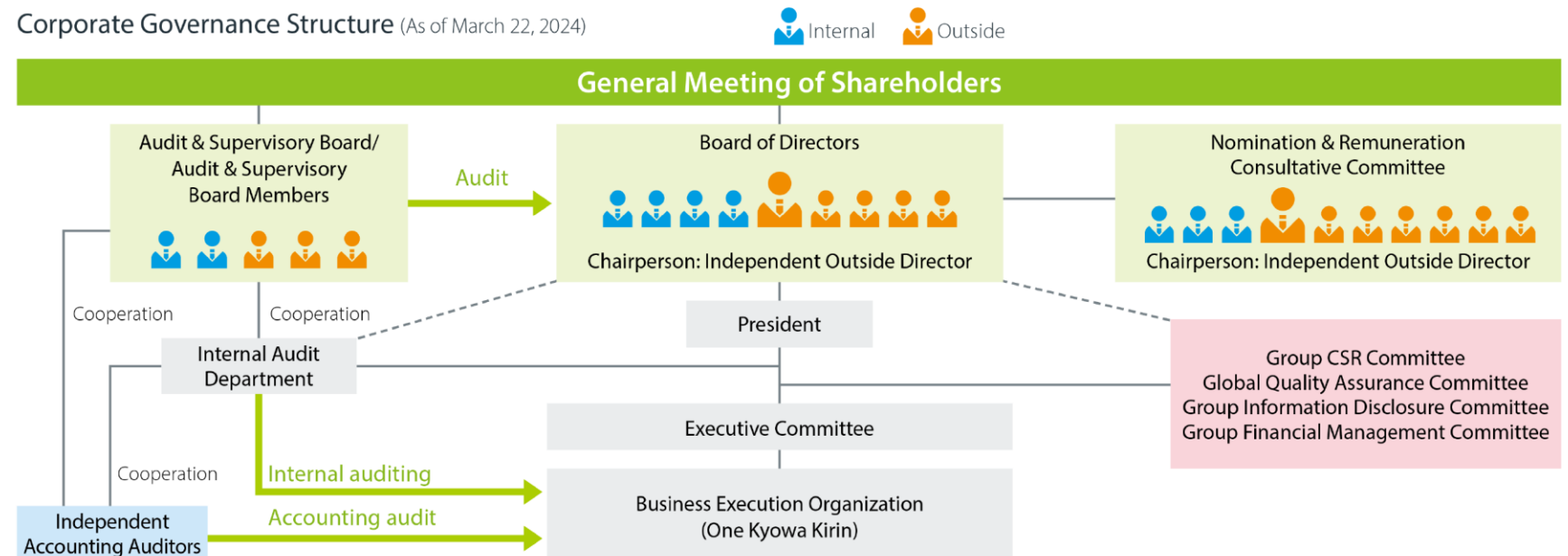
Based on our philosophy that states that “The Kyowa Kirin Group companies strive to contribute to the health and well-being of people around the world by creating new value through the pursuit of advances in life sciences and technologies,” on its values as well as on its vision and medium-term business plans, Kyowa Kirin, as a company responsible for delivering social infrastructure, will work on the enhancement of its corporate governance. It will be achieved not only by ensuring transparency and fairness in decision-making to achieve sustainable growth and increase corporate value over the medium to long term but also by establishing the structures necessary for speedy and strong decision-making and the execution of management duties, and for appropriate monitoring and supervisory functions.

The Company is therefore implementing all the principles of the Corporate Governance Code.

## A Transparent Governance Structure That Leverages the Strengths of Outside Directors and Outside Audit & Supervisory Board Members

● [For Details; Integrated Report](#)

Corporate Governance Structure (As of March 22, 2024)



# Governance Highlights: From the 2023 Integrated Report

## Board Members with a Wide Array of Skills

The Board of Directors comprises diverse individuals with various skills (knowledge, experience, etc.). This is to enable the Board of Directors to fulfill its decision-making and management oversight functions appropriately and to enhance the transparency of our governance structure.

	Name	Outside Independent	Board Chair	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	IT/DX	Sustainability
Directors	Masashi Miyamoto			●	●	●		●		●	●			
	Yutaka Osawa			●	●			●		●	●	●		
	Takeyoshi Yamashita			●	●	●		●		●	●		●	●
	Shinjiro Akieda				●	●	●	●					●	●
	Akira Morita	●	●	●				●		●			●	
	Yuko Haga	●		●	●	●				●				
	Takashi Oyamada	●		Chairperson	●	●	●		●					
	Yoshihisa Suzuki	●		●	●	●					●	●	●	
	Rumiko Nakata	●		●					●	●				
Audit & Supervisory Board Members	Hiroshi Komatsu				●	●	●			●				
	Hajime Kobayashi					●	●		●					
	Tomomi Yatsu	●		●			●	●						
	Mayumi Tamura	●		●	●	●	●							
	Toru Ishikura									●	●	●		●

### Initiatives to Strengthen Governance of Executive Organization

- Established One Kyowa Kirin, a matrix management system comprising a four-unit regional dimension, a functional dimension, and a product (franchise) dimension
- To strengthen the regional executive oversight function, boards of directors have been established at overseas regional operating companies.
- Appointment of at least two non-executive directors who possess experience in global pharmaceutical business as directors of each overseas region
- Initiated direct exchanges of opinions between regional non-executive directors, Kyowa Kirin directors, and outside directors



**Paul Carter**  
(Gilead Sciences, GlaxoSmithKline, Sterling Health, Arthur Anderson)



**Francoise De Craecker**  
(Novartis, Avestis, Chiesi Farmaceutici, Horizon Pharma, Raptor Pharmaceuticals, Pharmacia, Smith & Nephew)



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



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



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



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



**Gary Zieziula**  
(Merck, BMS, Roche, AMAG Pharmaceuticals)



EMEA

Kyowa Kirin International plc.



ASIA PACIFIC

Kyowa Kirin Asia Pacific Pte. Ltd.



NORTH AMERICA

Kyowa Kirin USA Holdings, Inc.

### Expansion of CxO system

Driving growth as a Japan-based GSP, the following CxOs have been appointed to assist the CEO, and a system put in place by which all functions report to a CxO. They are responsible for improving the speed of decision-making and the strengthening of the execution system.



● [For Details; Integrated Report](#)

# Governance Highlights: From the 2023 Integrated Report

## Evaluation of the Board of Directors' Effectiveness

● [For Details; Integrated Report](#)

To identify gaps between expected roles and responsibilities of the Board of Directors set forth in the “Kyowa Kirin Corporate Governance Policy” and the actual state of the Board of Directors in 2022–2023, we conducted an evaluation on the effectiveness of the Board of Directors. With respect to the evaluation of the Board’s effectiveness, from the perspective of ensuring the effectiveness of governance, we identified wide-ranging issues, not limited to operational issues of the Board of Directors.

### 1. The evaluation method for Board effectiveness in 2023

Since 2020, when the current medium-term business plan was formulated, questionnaires and interviews with some executives have been conducted by external advisors for the purpose of identifying issues from a medium- to long-term perspective. This year, with the aim of gathering a wider range of opinions, the interviews were expanded to include all board members. With the advice of the external advisors, we analyzed the results of the questionnaires and interviews as well as exchanged opinions with all directors and Audit & Supervisory Board members before making an evaluation.

### 2. Results from 2023 effectiveness evaluation

In making the evaluation, we also referred to the questionnaire scores, comments arising from the questionnaires and interviews, external advisors’ opinions, and exchanged opinions at Board of Directors’ meetings. The results showed that the Board of Directors is functioning properly, and we concluded that its effectiveness was secured. This year, as in the previous year, we set questions for the members of the Nomination & Remuneration Consultative Committee, an advisory body to the Board of Directors, and concluded that the appropriateness of access to information as well as agenda/deliberation are ensured.

### 3. Achievements in addressing issues identified in the 2023 evaluation

	Issues from 2023 evaluation	Achievement
①	Further deepening of discussions on growth investments, etc. for medium- to long-term growth strategies	In addition to providing opportunities to discuss capital policy, we also had discussions on medium- to long-term growth strategies along with policies for the effective use of capital. We increased opportunities to discuss the state of progress of strategies against the Medium Term Business Plan.
②	Deepening Board of Directors’ involvement to further strengthen risk management	To deepen discussions on further strengthening risk management, the Board of Directors was given the opportunity to become more deeply involved, such as by holding intensive discussions among its members on risk recognition in view of medium- to long-term environmental changes.
③	Discussions relating to the ideal global governance system	Regarding the state of global governance, we discussed and implemented a structure (the OKK structure) to realize our vision as a Global Specialty Pharmaceutical (GSP) company. Based on the issues that arose during those meetings, opportunities were created for discussions on governance methods to further realize where the Company wants to be.
④	Further improvement of Board of Directors’ operations to improve its effectiveness	To ensure sufficient time for deliberations on important matters, we reorganized the structure of deliberations on individual agenda items and matters to be addressed. We also increased opportunities for reports from departments in charge to further deepen the understanding of the operations of the departments in charge at Board of Directors’ meetings.

### 4. FY2024 initiatives

Based on the evaluation results of the Board’s effectiveness, we plan to implement the following measures for improvement in 2024:

	FY2024 issues	Initiatives
①	Enhancement of discussion of growth strategies in light of environmental changes	Discussing and reporting on the impact of environmental changes on annual plans, etc. Intensive discussions on the direction of growth strategies based on analysis of the gap between the assumptions made when formulating the growth strategies and the current situation, and impact changes
②	Enhancement of discussions on individual important themes linked to the growth strategies	Increased opportunities for discussion on individual strategies based on growth strategies designed to realize the vision
③	Creation of a discussion environment focused on big-picture discussions and supervisory functions	Further devising of ways to improve Board of Directors’ meeting materials and operations to support the Board of Directors in fulfilling its role Provision of a forum where the Board of Directors can regularly share the scheduled agenda and confirm excesses and deficiencies in the agenda and future developments

