ESG Briefing

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

September 8, 2021
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

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

Masashi Miyamoto, Ph.D.
Representative Director of the Board,
President and Chief Executive Officer

Q&A

Masashi Miyamoto, Ph.D.
Representative Director of the Board,
President and Chief Executive Officer

Jun Arai
Independent Outside Director of the Board

Takeyoshi Yamashita, Ph.D.
Managing Executive Officer,
Director, Corporate Strategy & Planning Department

Koichiro Ishimaru
Executive Officer,
Director, Corporate Social Responsibility Management Department
Kyowa Kirin’s initiatives for realizing a sustainable society and its business

- Our Philosophy, Core Values, New Vision, and Materiality
- Make people smile
- Create a unified team brimming with diversity
- Foster even greater trust in Kyowa Kirin - Sound governance structure
- Ensure a thriving global environment for future generations

Masashi Miyamoto, Ph.D.
Representative Director of the Board, President and Chief Executive Officer
Our Philosophy, Core Values, and New Vision

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
- Integrity
- Commitment to Life
- Innovation
- Teamwork/Wa

Our New 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.
We practice CSV* management aimed at realizing improved corporate value through the creation of both social and economic value by addressing social issues

*CSV: Creating Shared Value

By identifying priority issues that the Group needs to address from both a social and business perspective, we aim to help build a sustainable society while also growing our business.

STEP 1
List issues

STEP 2
Assess impact on social sustainability and business

STEP 3
Identify materiality (Material Issues)

STEP 4
Confirm validity and finalize

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

Organizational culture and talent
Create a unified team brimming with diversity
- Tax compliance
- Anti-bribery and corruption
- Privacy and information security
- Reinforce risk management
- Respecting human rights
- Stakeholder engagement

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

Kyowa Kirin’s Materiality
Identifying material issues to address during the Medium Term Business Plan from 2021

Materiality Matrix

Impact on the Group’s business

Adaptation: Ipoow 157530002

Kyowa Kirin Group materiality

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

Make people smile
Make people smile

Continuous innovation

We will bring a smile to people battling disease

Access to medicine

Address patient-centric healthcare needs

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Kyowa Kirin's history of clinical research in the field of nephrology

1999 - DOPPS Study
(Worldwide-DOPPS: about 26,000 cases (including about 2,000 Japanese cases))

2007 - 2018
Chronic Kidney Disease Japan Cohort (CKD-JAC) Study
(2,966 cases)

2008 - 2011
MBD-5D Study
(8,299 cases)

2014 - 2018
BRIGHTEN Study
(2,000 cases)

2017 - 2021
MBD-NEXT Study
(7,800 cases)

2018 - 2023
SUNFLOWER Study
(240 cases)

1990
Launched Espo

2001
Launched Rocaltrol

2003
Launched Phosblock

2007
Launched Nesp

2008
Launched Regpara

2013
Launched Onglyza

2018
Launched Orkedia

2021
Bardoxolone methyl filed for approval

2019
Launched Cryspta

2020
Launched Duvroq
Currently, more than 320,000 patients are undergoing dialysis treatment, and there are about 13 million patients with Chronic Kidney Disease (CKD).

With proper treatment, patients with CKD can expect to lead a social life similar to healthy people.

Kyowa Kirin’s mission: To clarify, through clinical research, the necessities for patients with CKD to continue their social lives as healthy people for a more extended period.

The Dialysis Outcomes and Practice Patterns Study (DOPPS) is an international, prospective, observational study investigating hemodialysis treatment methods and patient outcomes. Kyowa Kirin has been supporting this study for more than 20 years since 1999.

The CKD-JAC study is a prospective observational study investigating treatment methods for chronic kidney disease before the introduction of dialysis and the prognosis of patients. Kyowa Kirin started the study in 2007, and has been conducting it in collaboration with the Japanese Society of Nephrology since 2013.
We have signed a partnership agreement with the Japan Kidney Disease Association (NPO) and are actively conducting disease awareness activities for kidney disease in various locations across Japan as the "DIAMOND Project"

Positioned "Address patient-centric healthcare needs" as one of the strategic pillars of the Medium Term Business Plan

We will promote disease awareness activities and apply the insights gained from these activities into our R&D

Disease awareness Activities aiMed at Overcoming (Diabetic) kidney Disease
To clarify the pathogenesis and disease burden of XLH and to propose the optimal treatment for patients worldwide, we will continue our study globally.

Consider activities to bring life-changing value to more patients.

Global Evidence Generation Project

- **Medical Insights**
- **Generating Real World Evidence**

**Number of patients treated**
- 2018: 700
- 2019: 2,000
- 2020: 3,000

**Number of launch countries**
- 2020: 26 countries
- 2025: >50 countries

*1 Excludes EAP patients and patients who have not entered the reimbursement process
*2 Excludes South America
*3 Disease Monitoring Program

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Challenges in creating life-changing value by utilizing our unique bispecific antibody technology

Limitations of conventional antibody format

Insufficient
- Systemic Effects (Safety)
- Tissue Selectivity
- Cell Selectivity

It is difficult to administer doses that will provide adequate therapeutic effects, due to concerns about systemic effects

Solution by new technologies

Ideas Based on Research in Biology × Unique Bispecific Antibody Technology = First-in-Class Drugs that Achieve both Efficacy and Safety

Adding uniqueness Improving safety

Conventional Antibody Format
- Side effects (Effect on normal tissue)
- Therapeutic effect (Action on the target)

Kyowa Kirin’s New Antibody Format
- No side effects (Normal tissue)
- Therapeutic effect (Action on the target)
Make people smile

Our challenges for value creation toward 2030

- Increase the value of existing and new drugs by viewing patients as consumers: Solve issues in areas surrounding our pharmaceutical products
- "Using group synergies to solve issues" by leveraging opportunities created by contact with the health science domain of the Kirin Group

- Solve issues in areas surrounding our pharmaceutical products
  - Use accumulated data and insights from patients
  - Establish project teams to create new value and harness DX

- Use Group synergies to solve issues
  - In the pharmaceutical business, harness opportunities from contact points with Kirin Group's work in the health science field
  - Convert to internal Group projects based on standalone contracts

- Maximize value of existing products, develop innovative solutions

- Create new value that improves patient QOL

Create life-changing value beyond pharmaceuticals
Create a unified team brimming with diversity
Create a unified team brimming with diversity

- Recognizing that human resources are the source of innovation, we will draw out the full potential of each employee and create people and organizations that continue to create new value by striving for change.
- We will globally work on "Diversity and Inclusion" and "Employee development and opportunities for employees to grow," which are materialities related to "Organizational culture and talent."
Create a unified team brimming with diversity

Incorporate into strategy as a key driver of employee engagement and implement globally

### Diversity & Inclusion
- D&I declaration as a GSP
- Deployment of specific D&I measures tailored to the challenges of each region

### Employee development and provide opportunities for employees to grow
- Human resource development and deployment necessary for sustainable growth as a GSP
- Global optimization

#### Developing initiatives from both global and local perspectives

**LGBTQ initiatives**
- Development of policies tailored to the issues in each region
- Initiatives to address unconscious biases
- Revision of the Employee Code of Conduct in Japan

**Women's participation and advancement**
- By 2025, the ratio of female managers in Japan is to increase from 12% to 18%
- Leadership training programs to develop female managers
- "Return to Work Support Forum" for employees on parental leave

**Global management structure (OKK*1 Structure)**
- Achieving diversity and the right person in the right position
- Global leadership positions as of 2020: Non-Japanese 52% Female 30%

**Human Resource Development Committee**
- Directors not in charge of human resources are also appointed as committee members
- The committee discusses human resources and organization, which are important factors in realizing business strategies, from a variety of perspectives

**Strengthening the Global Succession Plan**
- Clarifying global leadership positions and their requirements
- Reinforcing the human resources pipeline and developing next-generation leaders

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Identify issues and improvement progress through awareness survey of all employees → Set KPIs on engagement for department heads globally
Create a unified team brimming with diversity

- By creating an environment in which people with diverse personalities can play an active role, we will maximize the strengths of individuals, which are the source of innovation

<table>
<thead>
<tr>
<th>Diverse Ways of Working</th>
<th>Corporate Culture Reform</th>
<th>Various Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Formulation of the “Hybrid-Working Model” as our new way of working post-pandemic</strong></td>
<td><strong>Toward a corporate culture suited to a Global Specialty Pharmaceutical Company (GSP)</strong></td>
<td><strong>Responding to D&amp;I issues in each region by creating an environment in which diverse human resources can play an active role</strong></td>
</tr>
</tbody>
</table>
| - We will continue to actively utilize the form of remote work promoted by COVID-19 as a new way of working to create an environment in which people with diverse personalities can play an active role. | - Launch of "OKK Culture Workshop" to explore, discuss and build a new corporate culture | **Asia and Oceania**
  - Addressing D&I issues that differs by country
  - Women’s participation and advancement
  - Raising awareness of gender-neutral language | **Japan**
  - LGBTQ training, sexual orientation/identification counseling services and internal systems for same-sex marriage
  - Unconscious bias training
  - Human rights training | **EMEA**
  - Launching a project with a business leader responsible for each D&I issue
  - Unconscious Bias Training
  - Held the "World Day for Cultural Diversity" | **North America**
  - Launched an employee-led resource group (ERG)
  - Established "LGBTQ Ally Week"
  - Providing trainings on D&I, human rights, and racial discrimination issues |
| - In order to achieve this, we have adopted the Hybrid-Working Model globally, which allows employees to choose a flexible work style that matches their work schedule. We will create a better way of working that takes into consideration productivity and health. | - Starting with global executives, the program will be rolled out in each region and implemented worldwide over a two-year period | **By creating an environment in which people with diverse personalities can play an active role, we will maximize the strengths of individuals, which are the source of innovation** |
| - The physical office will be utilized with a stronger awareness of its purpose as a "collaboration space" for a collaborative space for connection, innovation and teamwork. | | **We will continue to actively utilize the form of remote work promoted by COVID-19 as a new way of working to create an environment in which people with diverse personalities can play an active role.**
**In order to achieve this, we have adopted the Hybrid-Working Model globally, which allows employees to choose a flexible work style that matches their work schedule. We will create a better way of working that takes into consideration productivity and health.**
**The physical office will be utilized with a stronger awareness of its purpose as a "collaboration space" for a collaborative space for connection, innovation and teamwork.** |
Kyowa Kirin’s initiatives for realizing a sustainable society and its business

Foster even greater trust in Kyowa Kirin - Sound governance structure -
Initiatives to strengthen the functions of the board of directors to enhance corporate governance

A Transparent Governance Structure That Leverages the Strengths of Outside Officers

- Independent outside directors account for 50% of the board (from March 2021)
- Independent outside director appointed as Chairperson of the board (from March 2020) and appointed as Chairperson of the Nomination & Remuneration Consultative Committee
- All independent outside officers participate in the Nomination & Remuneration Consultative Committee

Board Members with a Wide Array of Skills

- Internal officers with expertise in the pharmaceutical business
- Outside officers with a wide array of skills and experience
- Two female independent officers

Strengthening the Effectiveness of the Board of Directors

- Conducting an effectiveness evaluation and improvement management cycle with external advisors
- Individual interviews + opinion exchange by independent officers
- Dialogue between investors and independent outside directors
- Opinion exchange on ESG

Strengthening the Link between Executive Remuneration and Performance

- Introduced the Performance Share Unit, which links KPIs in the Medium Term Management Plan with executive remuneration (from March 2021)
- Increased the ratio of medium- to long-term performance-linked remuneration
Continuous efforts to strengthen governance as a listed subsidiary

Initiatives to date

Securing management independence
- Securing management independence and reasonable cooperation to maintain listing are clearly stated in the Strategic Alliance Agreement
- Decisions on M&A are made on our own, with no need for prior consultation with the parent company
- The Company’s investment policy is followed for fund lending transactions with the parent company, and the interest rate for loans is determined based on a reasonable judgment, considering market interest rates for the loan period. The loan period is shortened (one month in principle)

Decision-making process based on the premise of protecting minority shareholders
- Directors from the parent company do not participate in voting when they are specially interested parties
- A third-party committee was established to make a fair decision at the time of the transfer of Kyowa Hakko Bio

Issues to be considered in the future

- Establishing the necessary structure under the revised CG Code and new market requirements
- Strengthen dialogue with stock market stakeholders, including dialogue by independent directors, to deepen understanding of sound governance
Group governance in accordance with the progress of globalization

General Shareholder’s Meeting

- Audit & Supervisory Board
- Board of Directors
- Nomination and Remuneration Consultative Committee

- Audit & Supervisory Board Members
- President
- In-House Committees
  - Group CSR
  - Global Quality Assurance
  - Group Information Disclosure
  - Group Financial Management

Business Execution Organization (including group companies)

- Global Executive Committee
- Executive Committee

Initiatives to date

- The governance of the executive organization, which is rapidly becoming globalized, is undergoing a trial of matrix management (One Kyowa Kirin) that combines the four regional axes and the functional axes
- Key positions in region functions are appointed by the KKC Nomination and Remuneration Consultative Committee
- To strengthen the executive oversight function of each region, a board of directors has been established in each region, and outside directors with experience in the global pharmaceutical business are appointed by the KKC Nomination and Remuneration Consultative Committee
Ensure a thriving global environment for future generations
Ensure a thriving global environment for future generations

- Among the environmental materiality issues, we have positioned "climate change mitigation" and "water resources management" as our core challenges.
- The Group CSR Committee deliberates and decides on important matters related to environmental management.
- Matters discussed and decided by the Group CSR Committee are reported to the Board of Directors.

Environmental Policy

- Responding to climate change mitigation
- Water Resources Management

Achieve both "creation of social value" and "economic sustainability" through environmental activities.

Governance structure for environmental management

- Board of Directors
  - Held: Annually
  - Held: Quarterly
- Group CSR Committee
- Regional CSR Committee Japan *
- Regional CSR Committee North America
- Regional CSR Committee EMEA
- Regional CSR Committee Asia/Oceania
- CSR Committee Secretariat

* Other regions’ reports collated and presented in Japan.
Ensure a thriving global environment for future generations

- Contribute to reductions in CO₂ emissions as a global issue and disclose information in line with the TCFD Pledge
- Save energy, expand usage of renewable energy and take other steps to cut CO₂ emissions and reduce costs
- Work in conjunction with the Kirin Group Environmental Vision 2050

**By 2030**
Reduce CO₂ emissions by saving energy (including capex) and expanding the use of renewable energy

**Target for 2030**
Reduce CO₂ emission by 55% from 2019 level

**2030-2050**
Switch to new energy sources while continuing to save energy and expand renewable energy

![CO₂ emission reduction forecast scenario](image)
Ensure a thriving global environment for future generations

Focus on reducing CO₂ emissions from electricity

Trends in CO₂ emissions reduction (all production and research sites in Japan and overseas)

Total CO₂ emissions: 52,487t-CO₂ (2019)

Electricity 66%
City gas 26%
Natural gas 1%
Steam 1%
Kerosene 6%
Other 1%

Reduction of approximately 20%, or around 10,300 t-CO₂

41,105t-CO₂ (2020)
75% of purchased electricity at the Takasaki Plant has been replaced with renewable energy

Reduction of approximately 59%, or around 38,000 t-CO₂

26,900t-CO₂ (Forecast for 2025)
Expand introduction of renewable energy to major business sites

By 2030
• Introduction and expansion of renewable energy to all business sites, including overseas sites and domestic sales branches / offices
• Introduction of solar power generation at production and research sites using an on-site PPA* model

Introduction and expansion of renewable energy

Implementation of energy conservation measures

Balancing with economic sustainability

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*PPA (Power Purchase Agreement)
Ensure a thriving global environment for future generations

Prepare for information disclosure based on TCFD

Prepare to disclose information on website in accordance with recommended disclosure guidance

Take actions based on the identified risks and opportunities

<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>Transition risks</td>
<td></td>
<td></td>
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<tr>
<td>Policies and regulations</td>
<td>Carbon pricing (decarbonization, emissions trading system)</td>
<td>Small</td>
<td>–</td>
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<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>
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<td>–</td>
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<tr>
<td>Society</td>
<td>Change in social values</td>
<td>Minimal</td>
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</tr>
<tr>
<td>Increase in average temperature</td>
<td>Extreme temperature rise</td>
<td>Small</td>
<td>Small</td>
</tr>
<tr>
<td>Change in rainfall pattern (Acute)</td>
<td>Increase in torrential rains, typhoons, and floods</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>Increase in energy consumption due to increased air conditioning load</td>
<td>Small</td>
<td>Small</td>
</tr>
</tbody>
</table>

Pink: Risk  Blue: Opportunity

Governance
Set CO2 reduction targets (2030: -55% from 2019 level, etc.)

Strategy
Develop the governance structure necessary to oversee environmental management

Risk Management
Implement necessary risk responses based on the results of scenario analysis and assessment

Metrics and Targets

Information disclosure on climate change

Reduce CO2 emissions by achieving the 2030 target as early as possible

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

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Summary
## External assessments

<table>
<thead>
<tr>
<th>Index/Rating</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
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<tr>
<td><strong>FTSE 4Good Index Series</strong></td>
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<tr>
<td><strong>FTSE Blossom Japan Index</strong></td>
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<td><strong>MSCI Japan ESG Select Leaders Index</strong></td>
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<td><strong>MSCI Japan Empowering Women Index (WIN)</strong></td>
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<tr>
<td>MSCI JAPAN ESG SELECT LEADERS INDEX</td>
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<tr>
<td><strong>S&amp;P/JPX Carbon Efficient Index</strong></td>
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<td>S&amp;P/JPX CEREF</td>
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<tr>
<td><strong>SOMPO Sustainability Index</strong></td>
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<td><strong>Toyo Keizai CSR Ranking</strong></td>
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<tr>
<td>CSR Ranking</td>
<td>165th/1165 companies</td>
<td>168th/1221 companies</td>
<td>147th/1284 companies</td>
<td>103rd/1348 companies</td>
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<td><strong>Certified Health and Productivity Management Organization Recognition Program (White 500)</strong></td>
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<td>CHP</td>
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</table>

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that "Kyowa Kirin Co., Ltd. has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

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

Delivering life-changing value

- Our New Vision toward 2030/CSV Management/Materiality

Create a unified team brimming with diversity

- Diversity & Inclusion
- Employee development and provide opportunities for employees to grow

Make people smile

- Address patient-centric healthcare needs
- Access to medicine
  - Clinical researches and disease awareness activities in the fields of nephrology and XLH
  - Bringing smiles to the faces of XLH patients in even more countries and regions
- Continuous innovation
  - Challenges in creating Life-changing value by utilizing our unique bispecific antibody technology
  - Solve issues in areas surrounding our pharmaceutical products and use group synergies to solve issues

Foster even greater trust in Kyowa Kirin Sound governance structure

- Initiatives to strengthen the functions of the board of directors to enhance corporate governance
- Continuous efforts to strengthen governance as a listed subsidiary
- Group governance in accordance with the progress of globalization

Ensure a thriving global environment for future generations

- Initiatives for climate change
Agenda

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Q&A

Jun Arai
Independent Outside Director of the Board

Takeyoshi Yamashita, Ph.D.
Managing Executive Officer, Director, Corporate Strategy & Planning Department

Koichiro Ishimaru
Executive Officer, Director, Corporate Social Responsibility Management Department
Appendix
Kyowa Kirin’s Hybrid-Working Model

Kyowa Kirin Group advocates integrating the “Hybrid-Working Model” as our new way of working post-pandemic, which assumes:

- To the extent 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.