Kyowa Kirin Co., Ltd.

2025 Sustainability Meeting

October 9, 2025

Event Summary

[Event Name]	2025 Sustainability Meeting	
[Date]	October 9, 2025	
[Number of Speakers]	3	
	Masashi Miyamoto	Representative Director, Chairman and Chief Executive Officer
	Toshiyuki Kurata	Managing Executive Officer and Chief Supply Chain Officer
	Yoshihisa Suzuki	Independent Executive Director of the Board

Presentation

Moderator: Thank you very much for joining us today for the Kyowa Kirin Co., Ltd. 2025 Sustainability Meeting.

Miyamoto: Good morning, everyone. I am Miyamoto. Thank you for taking time out of your busy schedule today to attend our sustainability meeting.

Let me begin by explaining Kyowa Kirin's approach to sustainability.

The sustainability of the Kyowa Kirin means to co-create life-changing value with social stakeholders to make people, who are facing illness, smile. In other words, this is the very concept of CSV management or Creating Shared Value, that we stand for.

Kyowa Kirin's social value is to solve social issues by providing life-changing value to make people smile who are facing diseases. Our economic value is to gain profits which can be the source of investment in human and intellectual capital to realize life-changing value.

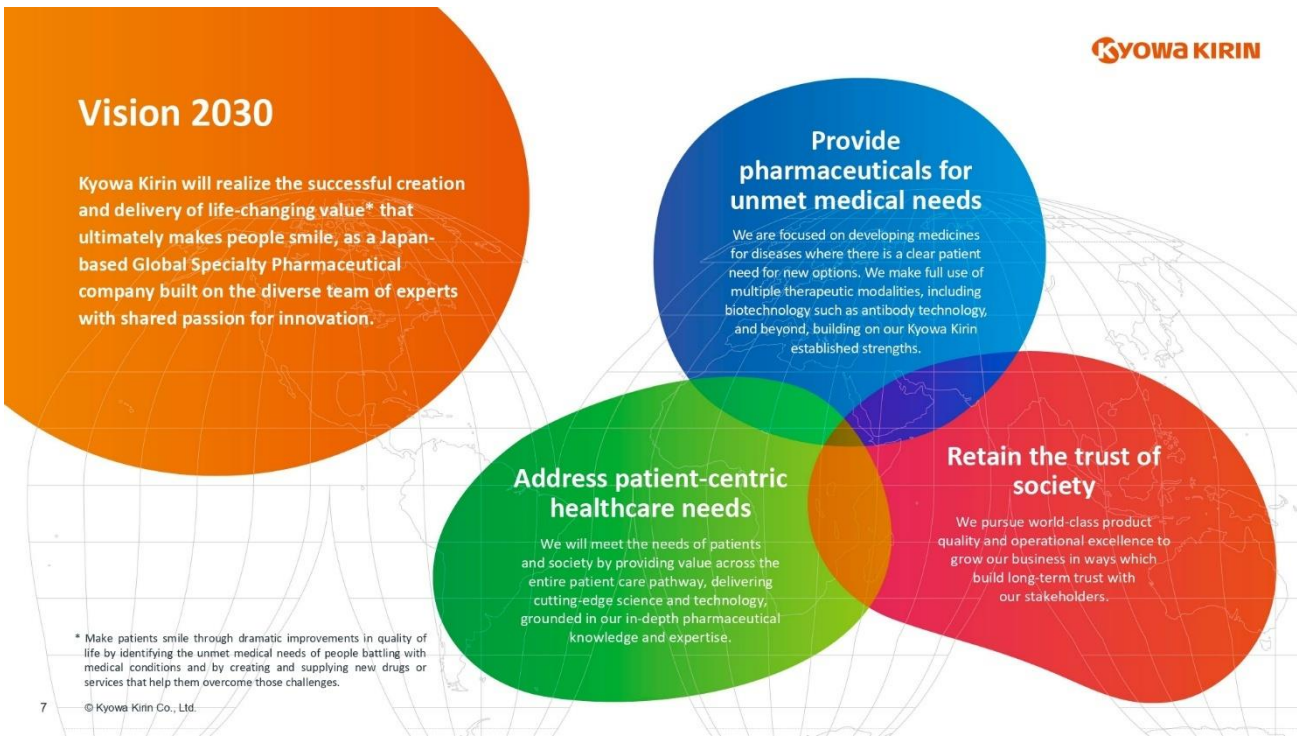
We consider it sustainable business activities to provide social value, gain profits to create further social value, and continue to be needed by patients around the world.

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. This information is also included at the beginning of the sustainability policy and initiatives section of the Annual Securities Report.

Today, I would like to explain Kyowa Kirin's value creation efforts in line with this sustainability concept.

From here, we will explain our vision for sustainable business activities, the Story for Vision 2030 and the KABEGOE Principles that we formulated to realize this vision, as well as the value creation story that incorporates these principles.

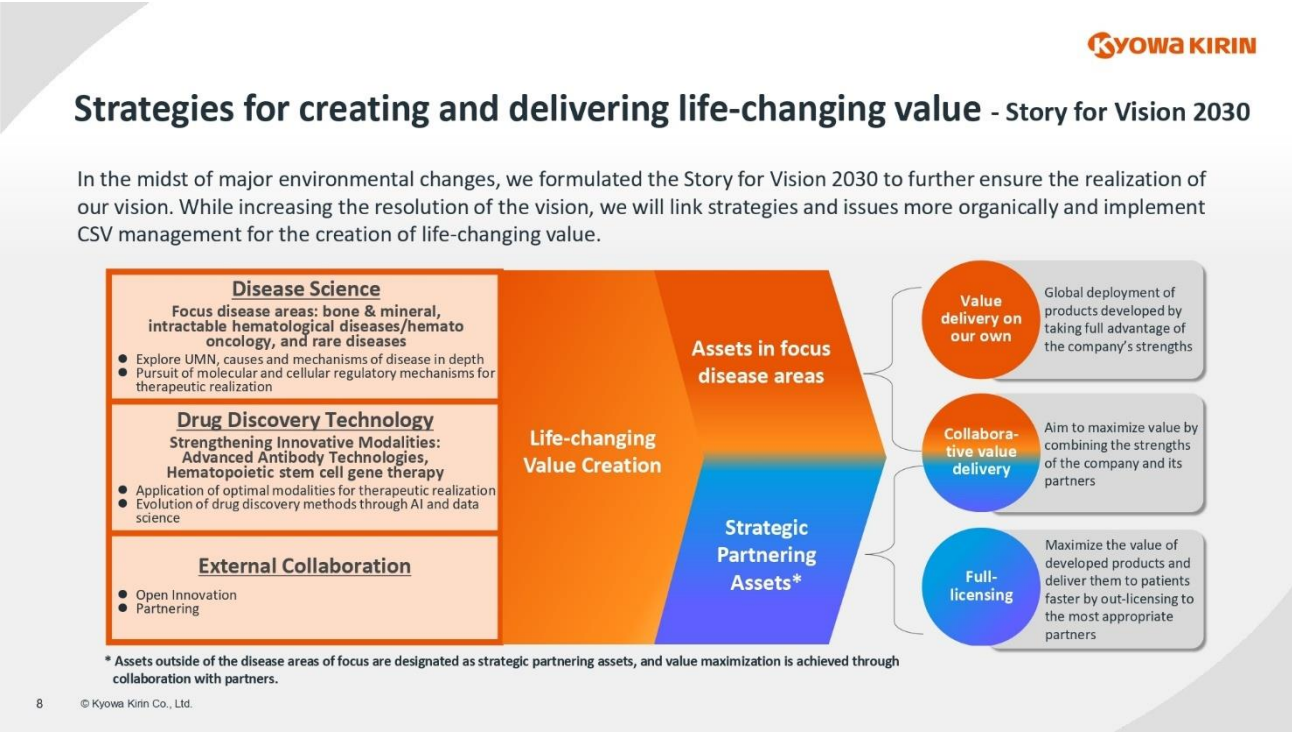
The Kyowa Kirin Group companies's philosophy and core value is to strive to contribute to the health and wellbeing of people around the world by creating new value through the pursuit of advances in life sciences and technologies. We carry out our activities based on this philosophy and on the core values of Innovation, Integrity, and Teamwork/Wa, with a focus on our concept of Commitment to Life.



Here is our vision for 2030.

We thoroughly considered and discussed what values we should create and deliver to society and finally defined life-changing value. By creating and delivering this, we aim to bring smiles to the faces of patients, their families and healthcare professionals, as well as all relevant stakeholders, including our employees.

In addition, we have positioned the provision of pharmaceuticals for unmet medical needs, Addressing patient-centric healthcare needs, and Retaining the trust of society, which are shown on the right side of this vision, as the pillars of our strategy.



Since 2021, we have been promoting activities to realize our vision, and amidst major environmental changes, we have launched the Story for Vision 2030 as a strategy to achieve it. We announced it last February in 2024 and explained it at the sustainability briefing.

This strategy is designed to create and deliver the life-changing value we have set forth in our vision. The strategies for drug discovery are shown on the left-hand side. We have clearly defined our focus disease areas, and the shift in modality toward advanced antibody technologies and hematopoietic stem cell gene therapy is a key part of our drug discovery strategy. At the same time, we will continue to focus on collaboration with external parties, which we have done in the past.

In terms of maximizing the life-changing value created by these activities, the business model must be appropriately selected.

In disease areas that the company focuses on, Kyowa Kirin will handle everything from development to marketing on a global basis, while Strategic Partnering Assets will leverage external capabilities to maximize value. In particular, it will be important to amplify our own strengths in the disease areas we focus on, while delivering the value created in our own disease areas to patients.

We expect that strategic partnering assets can maximize their value, including the fastest possible delivery to patients, by building the best possible business model with the right partners. Rocatinlimab is one of these strategic partnering assets and is being co-developed with Amgen.

For example, in January last year, we announced that we had entered into a licensing agreement with Boehringer Ingelheim for the development of a new first-in-class therapeutic candidate for fibrosis-associated inflammatory diseases, which Boehringer Ingelheim has been researching and developing. Boehringer Ingelheim's expertise and experience in this therapeutic area may lead to a life-changing value that can be delivered to a large number of patients more quickly.

By choosing an appropriate business model in this way, we are focused on bringing the value we create to as many people facing illness as possible as quickly as possible.

The KABEGOE Principles were formulated to describe the type of team needed to execute the strategy to achieve the vision.

We returned to our original aspiration “Commitment to Life”. It was articulated through the voices of about 1,000 employees shortly after Kyowa Kirin was founded in 2008, when they shared their thoughts about working for a pharmaceutical company.

Based on our aspirations and the Story for Vision 2030, we thoroughly discussed and created these Principles with the CXO at the center.

At the top of the list is the principle of Patient Centric. This is an approach that we will always keep in mind in order to create and provide life-changing value.

In addition, we have 11 Principles tied to our core values. The CXOs, the Human Resources Department, the Corporate Planning Department, and the Corporate Communications Department are playing a central role in disseminating the principles throughout the company, including efforts by global members who have voluntarily joined from various departments.

At Kyowa Kirin, we have initiated various measures to ensure that our daily operations are conducted in line with the KABEGOE Principles. We hope to report on this detail at another time.

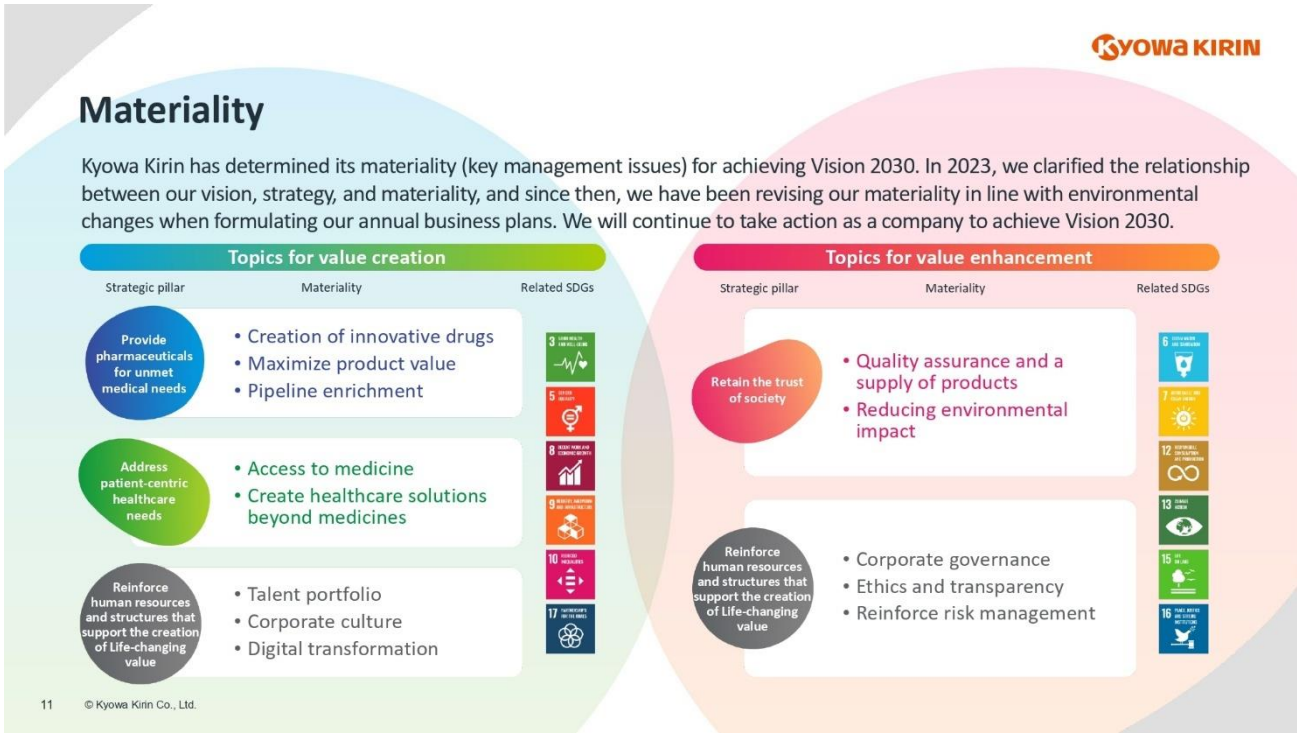
The diagram on this slide shows how our strategy and tactics, and the team that implements them, function as twin wheels to realize our vision.

We have adopted the Story for Vision 2030 as a strategy, and we have adopted the KABEGOE Principles as a team. We have the opportunity to dialogue with our employees, sharing this with them in various situations. We hope you will look forward to Kyowa Kirin's value creation.

This is the value creation story of Kyowa Kirin.

On the left side, human capital and intellectual capital are listed as sources of our competitiveness. The diagram at the center illustrates value creation through these capital investments. It represents our belief that each of us must engage in value creation not only in the process of addressing unmet medical needs through research and development, but also in the processes of product development, quality assurance, distribution, and delivery of pharmaceuticals to patients. It also shows that all parts of the value chain must work together to create even greater value.

The value that emerges from this process is expressed in outputs as social value and economic value from the CSV axis, and the outcome is positioned as the smiles of patients and employees. It is included in the Integrated Report and on our website, so we hope you will take a look when you have a chance.



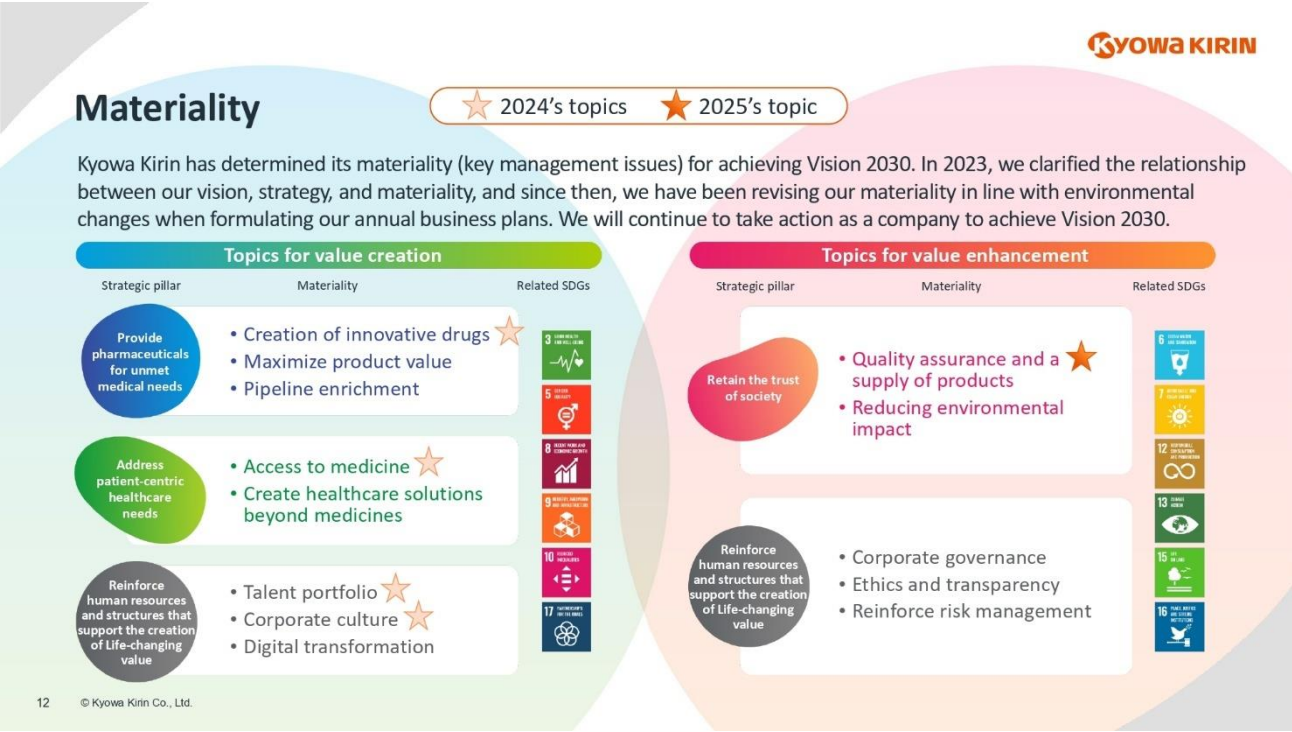
At the end of this part, I will explain Kyowa Kirin's materiality.

Kyowa Kirin's materiality is a key management issue for the realization of the 2030 Vision and has been selected with respect to the four strategic pillars I have just explained.

On the left are three value creation topics related to the provision of pharmaceuticals that address unmet medical needs, two related to addressing patient-centered medical needs, including improving access to medicines, and three related to the human resource foundation for creating life-changing value, including the human resource portfolio.

On the right-hand side are topics for value enhancement: two materialities are related to earning society’s trust, and three are related to the management foundation for creating life-changing value, including corporate governance. The related SDG icons are indicated.

Our efforts regarding these materialities are available in our Annual Securities Report, Integrated Report, and web pages. We would appreciate it if you could check this as well when you have time.



In this sustainability meeting last year, we discussed topics: innovative drug creation, improving access to medicines, talent portfolios, and corporate culture.

Later today, I will introduce our initiatives related to product quality and stable supply, again touching on both the strategy and team axis.

Now, Mr. Kurata, Chief Supply Chain Officer, please join.

Kurata: Yes. I will now introduce the acceleration of development and stable supply.

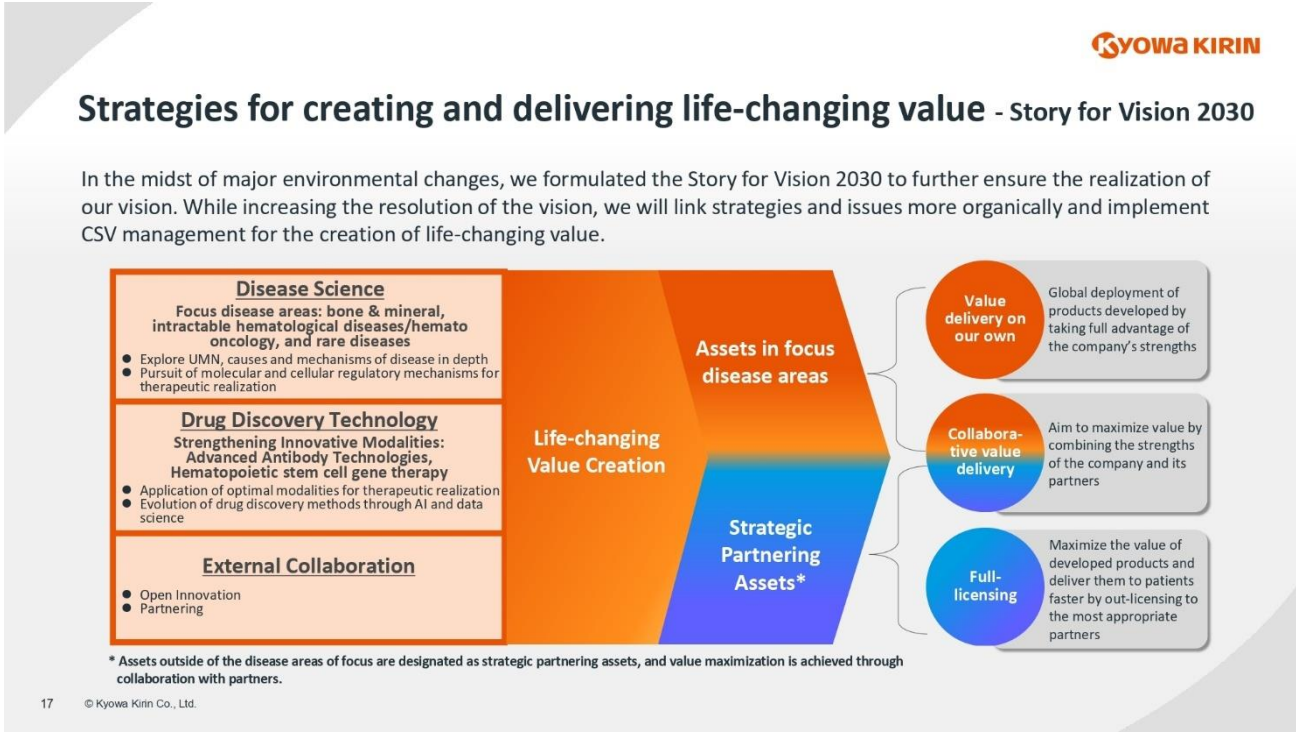
First, at the heart of what we do is a patient-centered, Patient Centric philosophy.

We put an importance on everyone involved in the development and manufacturing of pharmaceuticals will continue to place patients at the center, delivering life-changing value more quickly and reliably.

In the manufacturing division, starting in 2022, everyone in the plants, laboratories, and the head office has participated in activities such as attending patient lectures at least once a year, as well as in subsequent discussions and dialogues with medical professionals.

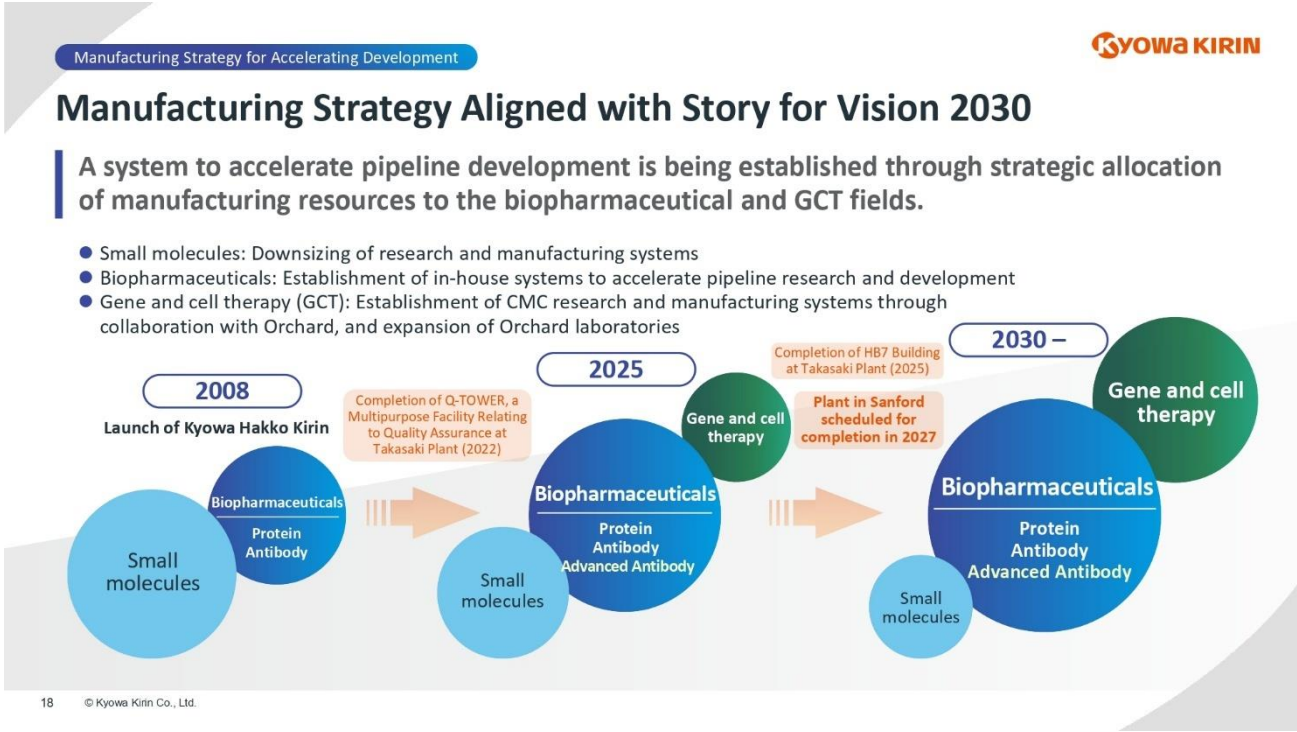
Most recently, in August, we welcomed psoriasis patients to the Ube Plant, where employees deepened their understanding of the disease through dialogue. Through these efforts, each and every employee becomes aware of how their work is connected to patients and the medical field, which in turn deepens their sense of contribution to those suffering from illnesses.

As you can see in the photo, at major milestones for the manufacturing division, such as the groundbreaking ceremony for the new plant in Sanford, North Carolina and the completion ceremony of the Takasaki Plant HB7 building, we invited patients to visit our sites and listened to their voices. Through these experiences, we were reminded once again of the importance of reflecting patients' thoughts and opinions in our value creation and of delivering value to patients as quickly and continuously as possible.



Next, I would like to introduce the manufacturing division's efforts to promote production strategies that accelerate development.

Currently, Kyowa Kirin is continuing its activities based on its management philosophy and its vision for the year 2030. To ensure the realization of our vision amid significant environmental changes, we have formulated the Story for Vision 2030 and are practicing CSV management by enhancing the clarity of our vision and organically linking our strategies and challenges.

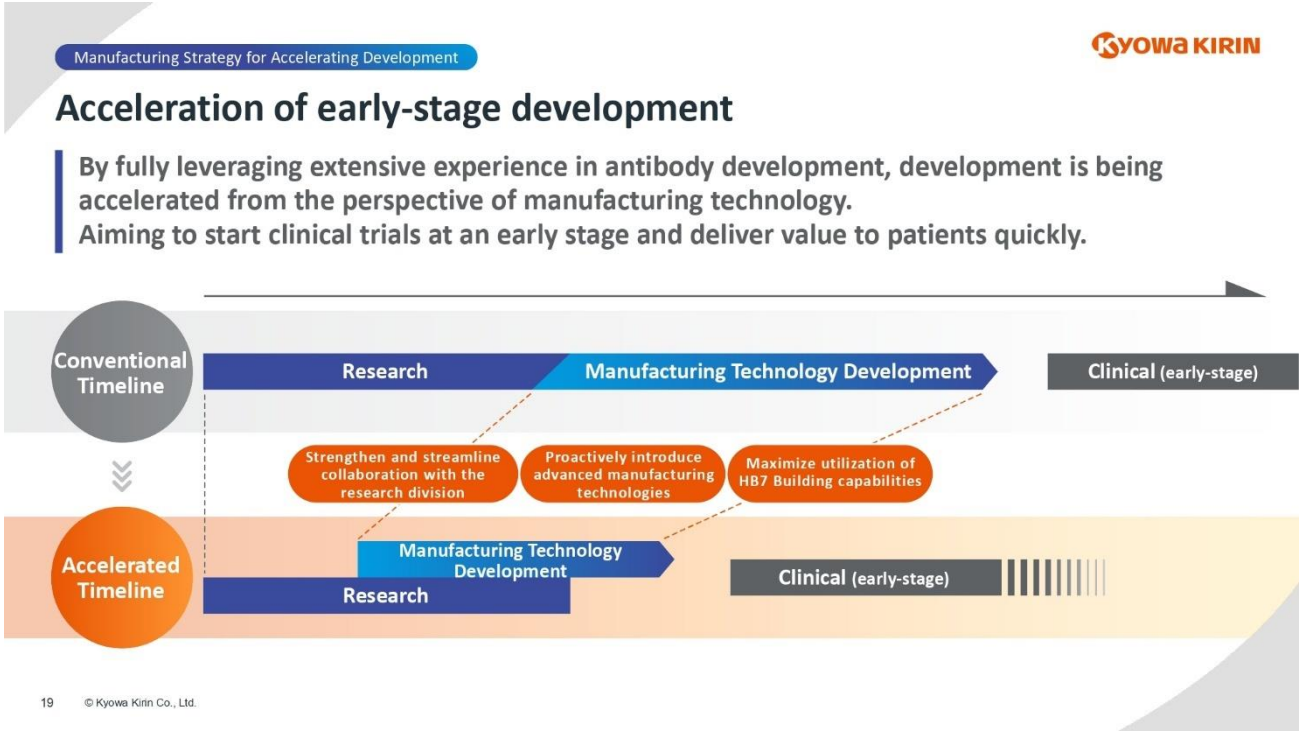


Based on this Story for Vision 2030, the manufacturing division is also strategically accelerating development and establishing a stable supply system.

In the area of small molecule drugs, we are downsizing R&D as announced last year. In contrast, in biopharmaceuticals, we are expanding our in-house production system to accelerate pipeline R&D.

Specifically, construction of Q-TOWER, a complex facility related to quality assurance at the Takasaki Plant, was completed in 2022, and construction of the HB7 building at the Takasaki Plant was completed in 2025. In addition, construction of the plant in Sanford, North Carolina, US, is scheduled for completion in 2027.

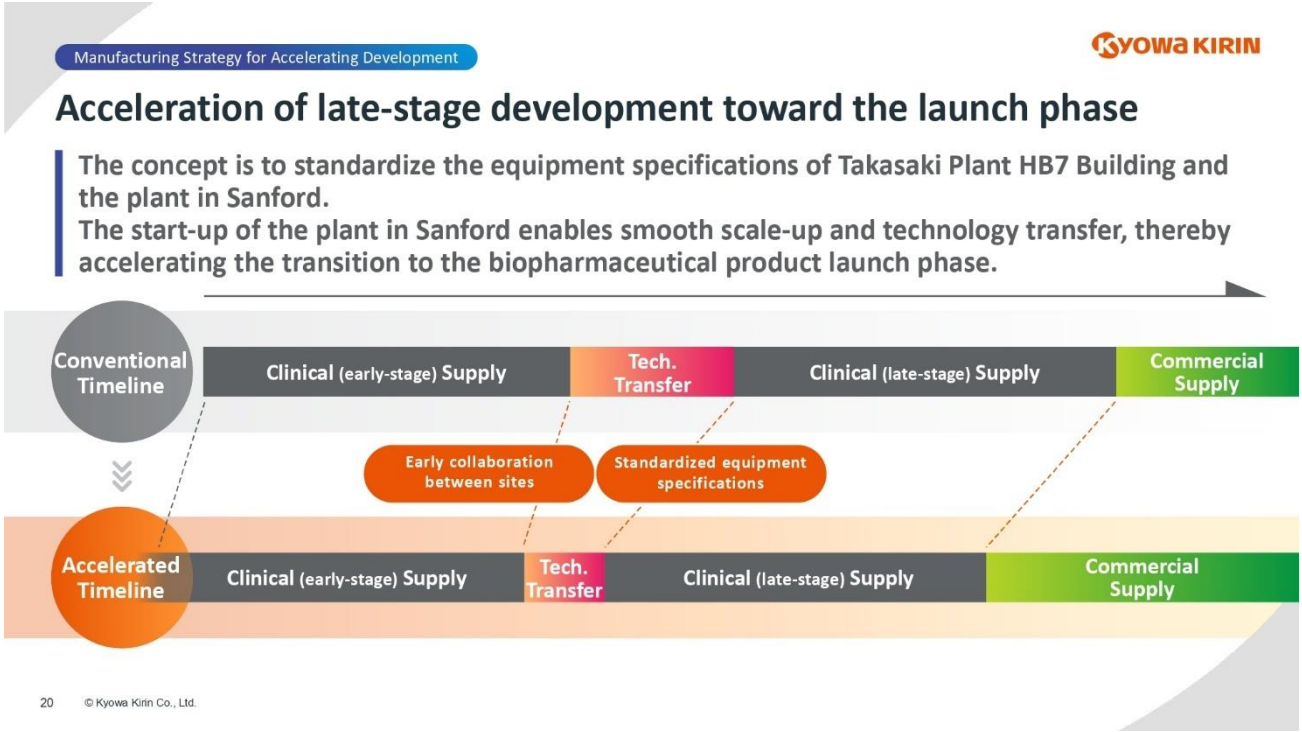
For gene therapy (GCT), which is one of our key future modalities, we are building a CMC research and production system in collaboration with Orchard and expanding our laboratory research functions.



There are many antibody products currently in the development stage and it is important to accelerate the development of these products. We are working on every stage of development, from early and late development to market launch. Our goal is to start clinical trials as early as possible and deliver value to patients quickly.

First, to accelerate the initial development, we established an acceleration program last year in collaboration with our research department. This program shortens the overall timeline by accelerating the start of production technology development and overlapping it with research. It is now in the implementation phase.

We also aim to shorten the period of production technology development itself. To achieve this, we will make full use of the many antibodies developed by the manufacturing division and actively introduce advanced production technologies. By making maximum use of the capability of the HB7 building, which was completed in February 2025, we will achieve an early start of clinical development.



We are also working to accelerate the late-stage development and launch phases of products.

The Takasaki Plant HB7 building and the plant in Sanford will be key here. The ability to transfer technology from the HB7 building to the plant in Sanford will enable early information sharing and collaboration across group sites, helping accelerate the completion of technology transfers.

In addition, since the concept is to use the same equipment specifications for the HB7 building and the plant in Sanford, it is expected to reduce the number of manufacturing runs and the risk of manufacturing failures, thereby shortening the time required for technology transfer.

Even after the technology is transferred, improvements at each site can be deployed to both sites to further strengthen the production system. This will make it possible to accelerate the transition of biopharmaceuticals to the launch phase.

Manufacturing Strategy for Accelerating Development

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Progress of plant construction in Sanford, North Carolina

Construction is proceeding as planned with strict management of schedule and budget.

(Sept. 2025)

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This photo shows the construction of the plant in Sanford, North Carolina, which is progressing as planned with reliable schedule and budget management. These photos were taken in September of this year, last month.

Manufacturing Strategy for Accelerating Development

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Plant in Sanford: Toward a reliable start of operations.

Under focused efforts on equipment and system design, and talent acquisition—steady progress is being made toward operation in 2027

Global cross- functional collaboration system

Facility and system design optimized for accelerated development.

Penetration of KABEGOE Principles

Long-term talent acquisition in the US.

At the networking event between Kyowa Kirin North America region and Sanford members, the embodiment of the KABEGOE Principles was coupled with the widespread recognition of Kyowa Kirin's appeal.

Teamwork/Wa

Super Team with Shared Vision

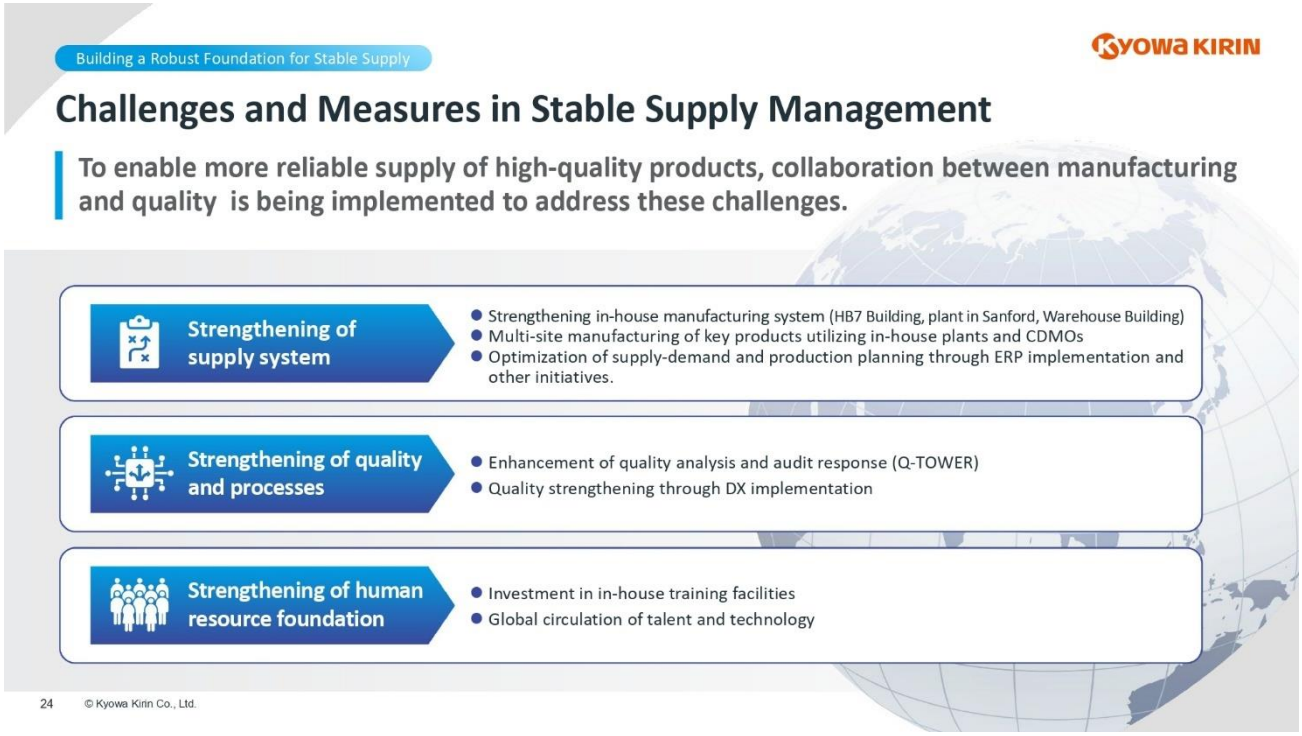
We believe in the united power of the OKK Team aligned behind a common goal - the power of all of us is greater than one of us. We listen well, speak well, know well, collaborate and co-create value across Regions and Functions.

22 © Kyowa Kirin Co., Ltd.

To ensure a reliable and effective start-up of the plant in Sanford, we are focusing on designing equipment and systems optimized for accelerated development. We are also working to secure long-term human resources in the US.

For equipment and system design, we have built a global team that brings together the product, manufacturing, quality, ITC, human resources, and engineering departments. The teams in Takasaki and Sanford are working closely in collaboration in this regard. In this specialized team, we are designing the best equipment and systems to ensure a seamless transfer of technology from the HB7 building to the plant in Sanford.

In the US, where human resources are in a state of flux, we are also working to secure excellent human resources for the long term. For example, we hold exchange meetings between the North American Region and Sanford to strengthen team dynamics through active discussions. Through these activities, we are promoting the appeal of Kyowa Kirin and putting the KABEGOE Principles into practice. We are steadily moving toward the start of operations in 2027.



Next, I would like to explain our efforts to build a strong and stable supply base, which are being promoted in cooperation between the manufacturing division and the quality division.

First, I will explain the issues and measures in stable supply.

Our production and quality divisions are working together to ensure a stable supply of high-quality products.

Regarding the supply system, we are expanding our in-house production capacity through capital investments in the HB7 building, the plant in Sanford, and a new warehouse. We believe it is especially important to build a resilient in-house production system that can respond to fluctuations in demand and other factors. This will help ensure a reliable supply of medicines to patients.

To address the risk of natural disasters, we are building a system that allows our mainstay globally supplied products to be manufactured at multiple sites, using CDMOs in addition to our own plants.

In addition, we plan to implement an ERP system next year. We will also utilize other digital tools to build an optimal production planning and execution system that can flexibly respond to changes in demand.

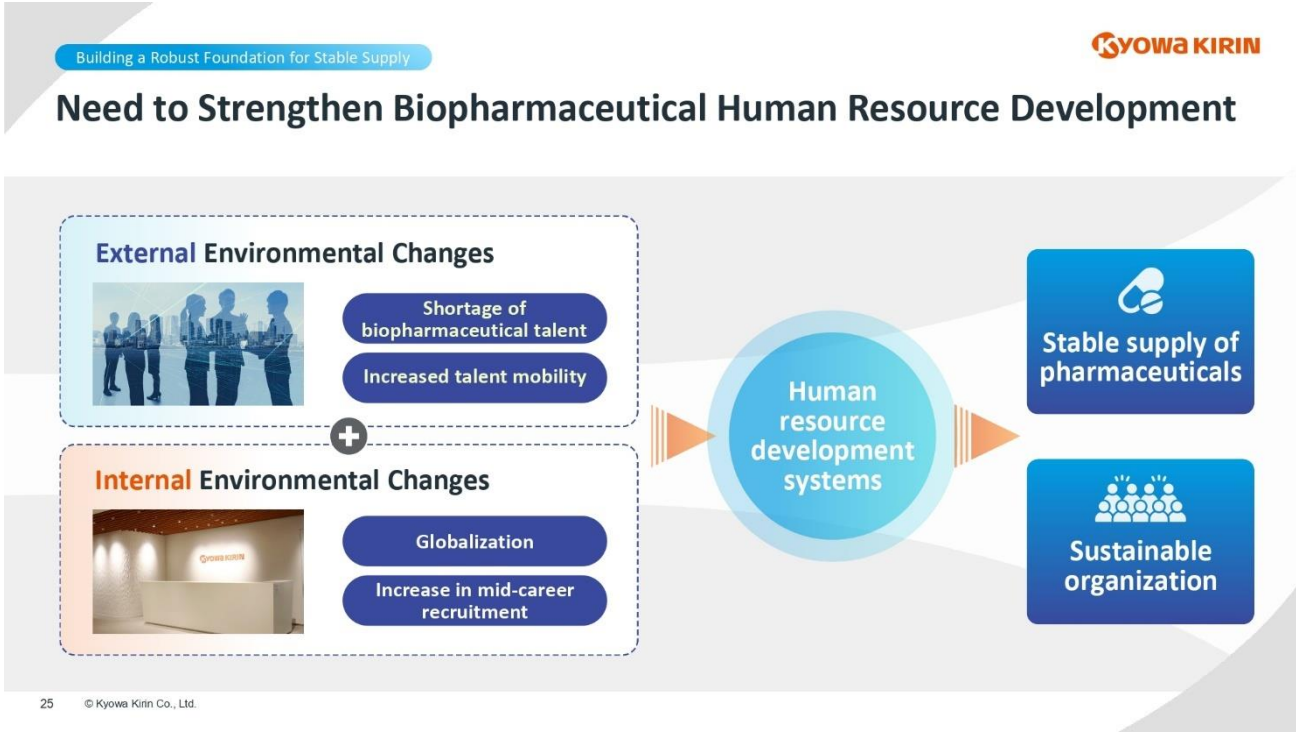
In terms of quality and processes, Q-TOWER is in operation to enhance quality analysis and audit response.

In addition, by introducing DX to manufacturing sites, we have established a system in which data is managed without relying on human operators. This will prevent human error and enhance data integrity.

In addition, we are focusing on strengthening our human resource base. As part of this effort, we have invested in equipment to conduct in-house training programs, a unique initiative rarely seen at other companies.

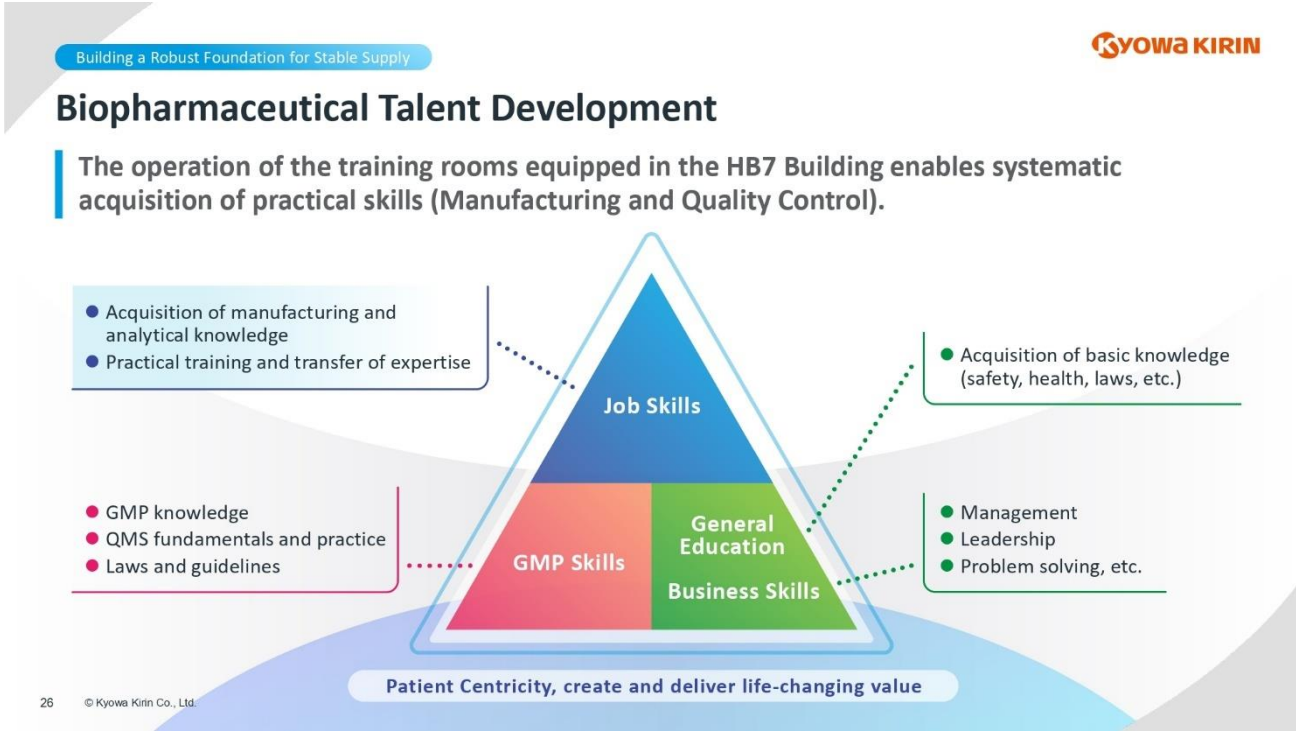
Furthermore, the operation of the plant in Sanford in the US will enable the global circulation of human resources and technology.

I will explain more about strengthening the human resource base on the next slide.



In recent years, the external environment has been marked by a nationwide shortage of biopharmaceuticals talent and increasing workforce mobility, making it difficult to continuously secure highly skilled biopharmaceuticals personnel. As for the internal environment, we are actively hiring experienced professionals at plants and expanding our workforce to ensure a stable global supply.

Strengthening human resource development is essential to respond to changes in the environment and achieve a stable supply of pharmaceuticals and a sustainable organization. We are building an organizational structure that will enable us to secure excellent biopharmaceuticals personnel on an ongoing basis and ensure a stable supply of pharmaceutical products by expanding our human resource development system.



I would like to continue by showing you the overall framework for systematic biopharmaceutical talent development at the Takasaki Plant.

This program systematically provides the skills required for biopharmaceutical manufacturing. It covers manufacturing and analytical knowledge, operational skills such as hands-on training and know-how transfer, GMP skills including GMP knowledge, QMS fundamentals and practices, and relevant laws and guidelines. It also includes general education such as health and safety, and business skills such as management, leadership, and problem-solving.

With the training room in the HB7 building now in operation, we have made it possible to systematically acquire practical skills in both production and quality control.

This is an example of the facilities provided in the HB7 building.

The laboratory in the HB7 building is equipped with a full range of manufacturing and analytical facilities. This allows trainees to gain hands-on experience in manufacturing, analysis, sampling, and changeover, understand basic theories such as work objectives and equipment structures, and practice troubleshooting.

As shown here, the HB7 laboratory is equipped with a wide range of facilities, including wave cell bioreactors and single-use bioreactors used in the drug substance cultivation process, vessels and mixers used for solution preparation and intermediate stirring, bio chromatography equipment used in the purification process, and a Restricted Access Barrier System (RABS) used in the filling process. Through practical training using these pieces of equipment, trainees can deepen their understanding of a series of operations and acquire skills.

We believe that our strength lies in our ability to train and constantly secure excellent biopharmaceutical personnel through a combination of practical training and on-the-job training using such a well-equipped facility.

Furthermore, we will further strengthen our human resource development and production system through collaboration between the production and quality divisions and between the Japan region and the US region.

With respect to the quality department of the Takasaki Plant, Q-TOWER was completed in 2022 in order to realize advanced quality assurance. Since then, the HB7 building has been in operation, and the production capacity and human resource development system have been strengthened. When the plant in Sanford in the US begins operation in 2027, the expansion of our in-house production system will strengthen our resilience to demand fluctuations and disaster risks, leading to a more stable supply system.

Furthermore, by promoting personnel exchange between manufacturing and quality staff at the plant in Sanford and those at Takasaki, Kyowa Kirin will be able to continuously secure and strengthen a highly skilled workforce across the organization.

We will build a stable production and supply system on a global level based on a strong quality culture to ensure that we continue to provide value for our patients.

Next, to further contribute to patients, we are fostering a corporate culture in which all employees involved in manufacturing place patients at the center of everything they do.

As mentioned earlier, we regularly hold opportunities for dialogue at our plants, laboratories, and headquarters, and invite patients to share their voices at key milestones for the manufacturing division. Through these activities, all employees are reminded of the importance of reflecting patients' perspectives in value creation and delivering value to them quickly and continuously.

Ensuring a stable supply of high-quality pharmaceuticals is the most important mission for a pharmaceutical company. We believe that it is extremely important for each employee to have a sense of responsibility for continuing to create smiles for patients, with the thought that even if it is just one of 100,000 for us, for the patient, that one is everything.

We at Kyowa Kirin will continue to accelerate development and ensure a strong and stable supply in order to deliver life-changing value to patients.

Moderator: Thank you very much. We will continue with other ESG topics. Today, we have talked about creating life-changing value that will enhance Kyowa Kirin's economic value, as well as its corporate value, in order to achieve both social sustainability and Kyowa Kirin's sustainability.

As an appendix, our main topics from an ESG perspective are summarized, and each is outlined in the following pages.

Stakeholders

Creating value relies heavily on cooperation and collaboration with various stakeholders. Here we illustrate the connections between stakeholders who play a central role in value creation and the value chain as defined by our business model and value creation story. In particular, we believe that in order to continue creating life-changing value that makes people facing illness smile, it is necessary to listen carefully to their voices at various stages of the value chain. This idea is illustrated in the figure below. Under the concept of Patient Centricity, we will create value together with our stakeholders.

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We work with our stakeholders to co-create value based on the concept of Patient Centric. This page shows our stakeholders and their connection to our value chain.

Initiatives for a Sustainable Society

Establishment of the Kyowa Kirin Group Business Partner Management Policy

Clarification of the Policy for Business Partners in Kyowa Kirin Group

- Actions Kyowa Kirin Group encourages its business partners

  Actions in accordance with the sprit of the Kyowa Kirin Group Code of Conduct (including actions related to Human Rights, Environment, Compliance (including Information Security, Prevention of Bribery and Corruption), etc.

- How to Encourage

  Ongoing Due Diligence

  Clearly defining the organisations responsible for each process and striving to strengthen internal structure

Joining PSCI

PSCI membership in 2024

- Collaboration with Global Pharmaceutical Companies, etc.

  Creating greater impact in line with societal demands

PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
Building responsible supply chains

Compliance with various laws and regulations

- Compliance with the CSDDD (Corporate Sustainability Due Diligence Directive)

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The following page summarizes topics related to value co-creation with business partners, including the Business Partner Management Basic Policy formulated this year.

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Initiatives for a Sustainable Society

Revised Kyowa Kirin Group Environmental Policy

Clarifying the Positioning of Environmental Initiatives within the Kyowa Kirin Group

- Key Environmental Initiatives for Kyowa Kirin
  Addressing climate change (from the perspectives of impact materiality and financial materiality)
- Initiatives to Ensure Compliance with Environmental Laws and Regulations
  Preventing environmental pollution (including waste management, prevention of water, soil, and air pollution, and biodiversity conservation)
- Environmental Initiatives to be Undertaken as a Member of the Kirin Group
  contribution to the achievement of the "Kirin Group's Environmental Vision 2050"(addressing climate change, water resources, and biological resources)

To execute environmental initiatives more strategically, the ownership of strategy planning has been newly assigned to the CSO (Chief Strategy Officer).

Addressing Climate Change

Scope1+2: Promote renewable energy switching smoothly
CO_2 emissions: 68% reduction expected (from 2019)

- Completed the switch to 100% renewable energy for all major business sites in Japan.
- Installation rate of renewable electricity: 95% (actual in 2024)

Information Disclosure

- CSRD/ISSB Compliance Progress
- TNFD information disclosure
- California State Law
- Introduction of ono-financial information management system (KIRIN Group-wide)
- Third-party assurance obtained

Award Received

- Award from the Director of Chugoku Bureau of Economy, Trade and Industry (Ube Plant)
- Machida 3R Award (Tokyo Research Park)
- Takasaki Environmental Award (Takasaki Plant)

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It also introduces updates such as revisions to the Kyowa Kirin Group Environmental Policy. Updates following the publication of the Integrated Report issued in April are also included here.

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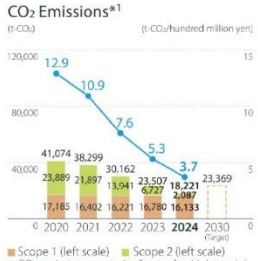
Environmental Preservation Highlights: From the 2024 Integrated Report

Addressing climate change

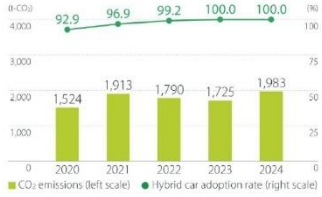
CO_2 Emissions*1



*1 Covers plants and research laboratories worldwide.

Ratio of emissions by energy type and CO_2 emission reduction effect from introducing renewable energy, etc. (all plants and research laboratories in Japan and overseas)

CO_2 emissions from sales vehicles and hybrid car adoption rate



Biodiversity

Satoyama Biotope Futamatase Conservation Activities

For Details; Integrated Report

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Then, here is a response to climate change. For more information, please see the Integrated Report.

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)
- **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.

Ensuring independence / Protecting minority shareholders

- **Fund lending to Kirin Holdings**
  -> Loan term: Within one month in principle / Loan rate: market rate plus a little extra (Safe and liquid "surplus fund management")
- **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)

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Next is the topic about governance.

As a governance topic unique to the Company, the report reiterates key points related to guaranteeing independence as a listed subsidiary and protecting minority shareholders.

Governance Highlights

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.

- For details; Corporate Governance Report

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

Corporate Governance Structure (As of October 1, 2025)

※Governance of the executive organization is structured as a matrix management system (One Kyowa Kirin) combines regional (region) axes, the functional (function) axes, and product (franchise) axes.

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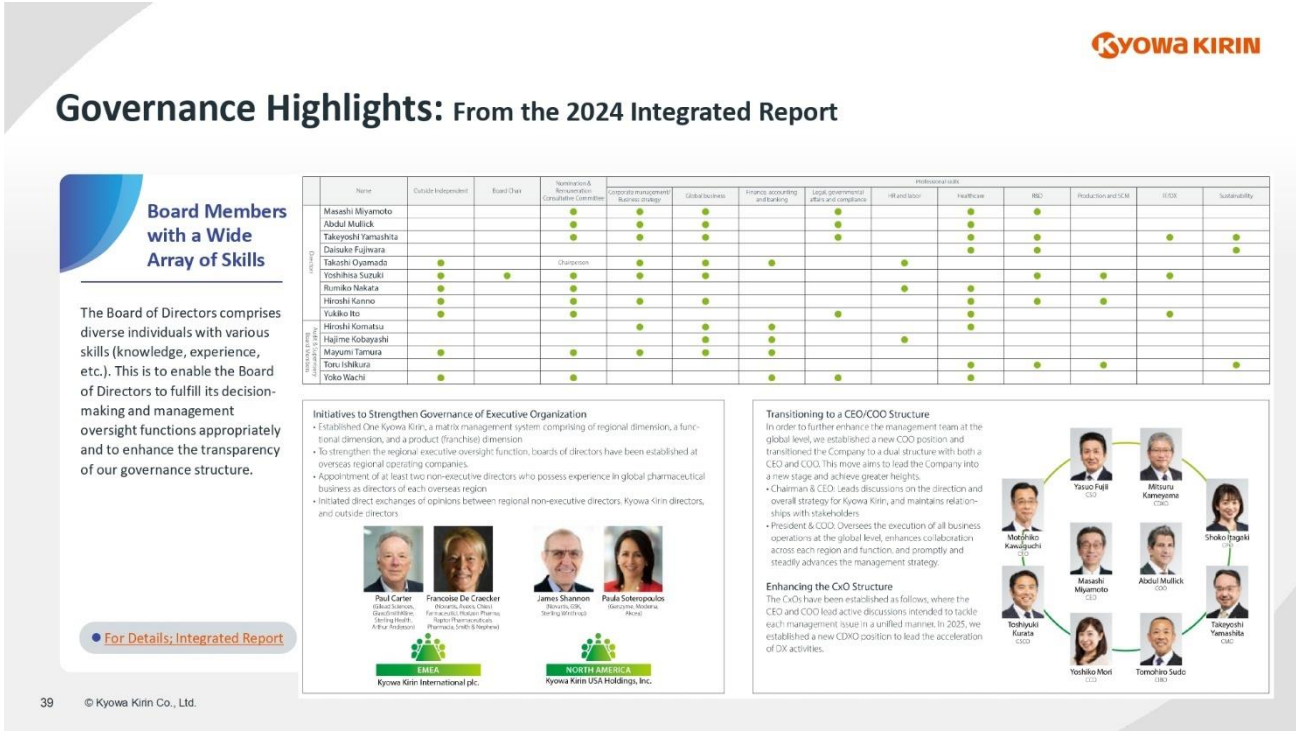
In addition, the basic concept and structure of corporate governance are shown here. The Corporate Governance Structure Chart has been updated in line with the change in the composition of the Committee from October of this year. For more information, please see the Corporate Governance Report.



In addition, the skills matrix and efforts to strengthen the governance of the executive organization are presented here.

Finally, we address the analysis and evaluation of effectiveness of the Board of Directors. Please see the Integrated Report for more details here as well. These are the ESG updates.

Next, Yoshihisa Suzuki, an Independent External Director of the Board of Kyowa Kirin, will talk about the content of today's presentation as well as the sustainability of Kyowa Kirin. Mr. Suzuki, please.

Suzuki: I am Suzuki, an independent outside director who was introduced to you. I was appointed in 2022 and am currently in my fourth year. I am also chairing the Board of Directors this year. I would like to briefly share some thoughts on Kyowa Kirin's management and governance from my perspective as an outside director.

As CEO Miyamoto explained earlier, our current management guideline is "Story for Vision 2030," and our employees are working to realize it by following the KABEGOE Principles as our behavioral guidelines.

These guidelines served as an extremely clear and easy-to-understand management compass, which the Board of Directors highly valued at the time of the discussion.

As for the status of implementation, as part of our defensive measures, over the past year we have carried out major structural reforms, including a special retirement program, by restructuring certain parts of our European business and our Asian business that we do not expect to grow. It was a tough decision, but I would first like to commend the management team for their determination and their efforts to bring it to a conclusion without major disruption to all concerned.

Continuous cost reduction and productivity improvement are essential efforts that we must maintain in any environment. In the case of the Company, it was necessary to prepare for changes in the environment, such as the upcoming Crysvita patent cliff, by shrinking its size once and preparing for a jump in 2030 and beyond. Through a series of structural reforms, I believe we have now put such a framework in place.

On the offensive side, the key to profitable growth is to strengthen the pipeline. We would like you to accelerate early-stage development and promote the launch of late-stage products including rocatinlimab and ziftomenib. At the same time, it will be necessary to earn short-term revenues through in-licensing, out-licensing, and other external partnerships, and to buy time through aggressive investment in M&A and other activities.

The Board of Directors would like to continue to support aggressive investment.

In terms of both in-licensing and M&A, future growth investments will tend to be large-scale, but it will be important to collaborate with Kirin Holdings, which has a parent-subsidiary listing relationship, to make the necessary investments when necessary.

As described on page 37, the management independence of Kyowa Kirin is also ensured in its institutional design. There is no doubt that the ultimate mission of the Board of Directors is to make decisions that are in the best interests of Kyowa Kirin, and that the Board of Directors is structured to enable us to do so.

However, in the process of making this decision, it will be important to have a dialogue with Kirin Holdings, our major shareholder. In this regard, the executive team as well as outside directors have regularly exchanged opinions with former President Isozaki and current President Minakata, I would like to mention that we have a good communication base.

Last but not least, I would like to talk a little about the atmosphere in the Board of Directors and the Nominating and Compensation Committee.

In short, active and forward-looking discussions are already taking place on a broad scale. It is my honest and straightforward impression. We actively share information in advance on changes in the environment, such as the Trump tariffs, as well as new investment projects. In addition to regular meetings of the Board of Directors and its committees, we are able to hold highly forward-looking and wide-ranging discussions through advance briefings, opinion exchange meetings, and special management meetings.

As an outside director, my annual work hours are longer than those of other companies, and it is not uncommon for me to work from 9:00 AM to 7:00 PM on many days. Almost all directors and auditors speak

at each meeting, and I am always impressed by the patience with which CEO Miyamoto and COO Abdul listen to their comments. I feel that both of them exemplify the wise teaching from the Scriptures: “Everyone should be quick to listen, slow to speak,” and are outstanding leaders who embody this principle.

That's all from me for now, and I would be happy to comment in the Question & Answer session. Thank you very much.

Moderator: Thank you very much. Mr. Miyamoto, do you have any additional comments?

Miyamoto: Thank you, Mr. Suzuki. We are very pleased to know that Mr. Suzuki has given us such a positive evaluation. As for the longer annual hours compared to other companies, we will do our best to improve this while ensuring the effectiveness of the Board of Directors.

On the other hand, I would like to express my deep appreciation to the outside directors, who have a wealth of experience and deep insight, for spending such a long time seriously considering and passionately discussing our growth.

We will fully utilize the extremely valuable comments and advice we receive each time in our strategy and execution and will strive to make more patients smile so that we can respond to your referrals. Thank you very much.

Moderator: Thank you very much.

Question & Answer

Moderator [M]: I would now like to move on to the question & answer session.

Wakao [Q]: The first question is about manufacturing and production, which you have highlighted this time. I especially understood the part about clinical trials and clinical supply this time.

My question is about commercial supply. You mentioned the Trump tariffs a bit in the presentation. What I would like to know is, I think these US tariffs will change a lot in terms of stable supply, especially in the US.

Could you tell us how your company's strategy has changed before and after the Trump tariffs were announced, and to what extent your company has implemented countermeasures to deal with them? This is the first question.

Miyamoto [A]: This is a very hot topic, and I, Miyamoto, will answer in general, and if there are any details, Kurata will comment.

As the US is the largest market for biopharmaceuticals, we have to be very careful about tariffs. We have formed a special task force team with a local team in the US and a team in Japan. While there are many things that are still unclear, we are formulating a strategy while considering what is best to do, assuming a variety of options.

However, since not much has been decided yet, we would like to explore the possibility of transferring as much of our US sales as possible to production in the US.

Of course, it is not so easy to move a manufacturing site for the products centering biopharmaceuticals, so we will have to consider the time and cost involved. The basic idea is that if tariffs continue to be imposed, we should promote a partial shift of manufacturing to the US. Mr. Kurata, do you have anything to add?

Kurata [A]: Yes, thank you very much. Yes, as I explained earlier, the concept of the development is that the initial development will be done at the HB7 building in Takasaki, and the later stage development and commercial production will be done at the Sanford. Naturally, we are considering this plant in Sanford as one of the options for tariff measures, with an eye toward commercial production. That is all from me.

Wakao [Q]: Yes, thank you. I understand that it is not easy to change the production site of existing drugs, so as you mentioned, I believe the positioning of the plant in Sanford is becoming even more important for new drugs to be launched in the US.

In terms of capacity to begin with, can Sanford handle all the commercial production of new drugs that your company will be launching in the US in the future? Or are you considering further investment in the Sanford in the future? These are my additional questions.

Miyamoto [A]: Yes, as you said. As for the capacity, in fact, it will likely be difficult to cover all commercial supply with the buildings we are currently constructing, although this will depend on future circumstances.

On the other hand, we have acquired a fairly large area of land and have considerable room for expansion. So, if the need arises, we have sufficient capacity and space to expand the plant, although investment will be required.

Therefore, as for projects that are already on the horizon, as Mr. Wakao mentioned earlier, there may be various options, but looking ahead, if we decide to produce them at Sanford, I believe there is ample room to do so. Mr. Kurata, do you have anything to add?

Kurata [M]: Nothing in particular.

Wakao [Q]: Yes, thank you. My second question. Can you tell us in terms of communication with shareholders? The progress of the Story for Vision 2030, which is highlighted this time, is also very important for the achievement of your goals, and I believe that rocatinlimab is very important.

On the other hand, after the recent presentation on rocatinlimab, from what I have heard, investor and market satisfaction was not very high, and the share price has since declined slightly, reflecting that reaction.

Why did the last briefing go the way it did in the first place, and how do you evaluate it? While Mr. Suzuki explained that your company's current efforts are going very well, it still seems that communication with shareholders is not going very well, so I wonder if you could tell us about this point.

Miyamoto [A]: Yes, thank you. We will have to give serious consideration to the points you have raised. This product was jointly developed with Amgen, and we had many discussions with them about the timing and content of the announcement. I believe there were some points that shareholders were not fully satisfied with, but we proceeded with the announcement as planned.

We have been discussing the timing with Amgen, but Amgen is working under very strict regulations, such as reporting to the SEC. We are working to find the best balance between the two areas. We and Amgen have been discussing deeply about the contents of the announcement.

Unfortunately, we cannot make this decision on our own, and we would like to discuss this extremely important product, rocatinlimab, with you proactively. For Amgen, they had to make a last-minute decision on how to position the product in their portfolio and what kind of announcement to make, but we ended up making this announcement.

I would like to continue to work closely with Amgen on this point of view, and I have had several meetings with Mr. Bob Bradway before making this announcement.

We hope you will understand that we are making our utmost efforts, but we understand that we have not been able to meet your expectations and aim to improve it in future.

Wakao [M]: Yes, I understand very well. Thank you very much. That is all.

Hashiguchi [Q]: The first question is about the early and late-stage developments you mentioned on pages 19 and 20, and when these accelerations to market have taken place or are expected to take place.

For both the conventional and accelerated timelines, if possible, please give the names of specific products and explain which ones followed the conventional timeline and which ones have shifted to or are expected to shift to the accelerated timeline. This would help us better understand your explanation.

Kurata [A]: Yes, thank you for your question. First of all, I am afraid that I cannot state the names of the development items, but we have started to implement this accelerated timeline since last year.

Starting this year, we are considering shortening the development period for our pipeline by up to two years, and we believe this will significantly reduce the timeframe for pipelines to be developed in the future.

Hashiguchi [Q]: Would it be correct to understand that the acceleration from the later stages of development to launch will be future initiatives?

Kurata [A]: Yes, we are considering shortening the period from late-stage development to market launch, as the plant in Sanford, which I mentioned earlier, will begin operations in 2027, and we plan to gradually add development items thereafter.

Hashiguchi [Q]: Okay, thank you. Secondly, in your presentation, I think what Mr. Suzuki mentioned is meant that the scale of in-licensing and M&A activities is expected to expand further in the future, and that collaboration with Kirin Holdings will play an increasingly important role in that context.

I was a bit unclear about what challenges might arise without collaboration and what specific benefits could be gained through collaboration. Could you elaborate on how you view these issues and what kind of value you expect to create by placing greater emphasis on collaboration with Kirin Holdings going forward?

Suzuki [A]: I would like to answer to this question. Because of the parent-subsidiary listing relationship, Kyowa Kirin's investments and management performance have a substantial impact on the Kirin Group as a whole. Since Kyowa Kirin accounts for more than 50% of the Group's revenue (Kyowa Kirin note: Correctly, "44% of the Kirin Group's business profit in 2024" — figure calculated by Kyowa Kirin from slide 14 of the Kirin Group's FY2024 Financial Results presentation (February 14, 2025).), Kirin Holdings would like to ensure that Kyowa Kirin share their views and strategies with them in any measures it decides to implement. They are a major shareholder, of course, so we have to be sure to share this information properly.

At the same time, as it becomes very large in terms of numbers, the financial impact it has on a consolidated basis can also be significant. At that time, the entire Kirin Group will be affected financially to some extent, and how we manage that will be very important.

Since this could affect our credit rating, we will first have the executive team examine the potential impacts in detail, including on the rating. At the future Board meeting, we will decide, including the specifics of coordination with Kirin Holdings, whether we should proceed even if such impacts are anticipated.

I believe this will be the process to follow, and what I meant was that as projects become larger in scale, such discussions will likely need to be deepened further. It does not necessarily mean that any large-scale investment is currently on the horizon.

Hashiguchi [Q]: Thank you very much. I would like to understand the relationship between the important decision makings, such as M&A, shown on the middle-left side of page 37, where it states that decisions are made solely by the Company and that no prior resolution or approval is required.

Depending on the scale of the project, is there a certain threshold up to which it can be carried out independently, but beyond which approval is required? Or, as you just mentioned, does it mean that while it is not something to be done completely on your own without any communication and a certain level of coordination and information sharing is necessary, even though the final decision can be made independently?

In connection with this, could you please clarify whether your point is more about the scale rather than the specific content?

Suzuki [A]: As you just pointed out, it is the latter. There is no quantitative or numerical limitation on the quantity, and it is not at all the case that there is a fixed limit for the amount or scale. This means that Kyowa Kirin make decisions on its own investments as Kyowa Kirin.

On the other hand, as I mentioned, since we have a parent-subsidiary relationship with our major shareholder, it is reasonable to share information and discuss the potential impact on the entire group in advance. I hope you will be assured that there are no governance issues, problems, or restrictions being added there.

Hashiguchi [M]: Yes, I understand. Thank you very much. That is all.

Muraoka [Q]: I would like to ask Mr. Suzuki a quick question in line with the current Q&A session. I completely agree on the importance of information sharing, as decisions made by Kyowa Kirin will have a significant impact on Kirin Holdings and the Kirin Group.

On the other hand, I would not be happy to see such a disclosure in the Nikkei's "My Resume" in May stating that “I cancelled the sale of Kyowa Kirin to Fujifilm” without your company's consent.

As an outside director or as a board member, how did you think about the placement of such a disclosure and how did you discuss it, and how did you agree with each other? Could you please tell us about that?

Miyamoto [A]: Since there is a background history, I, Miyamoto, would like to answer. That one from Mr. Isozaki, I think it was in "My Resume". “Without consent” may be true, though.

In short, there was a time when the parent company made a decision that Kirin Holdings at the time thought was fine to proceed with. However, it later turned out not to be a good direction for the Kirin Group as a whole, which is why Mr. Isozaki took the actions he did. I believe it is not that they made the decision without telling us.

At the time, I was not familiar with the matter itself, but there was communication between the parent and its subsidiary about whether or not to proceed with the project. I was not on the Board of Directors at the time, so I do not know what was discussed, but that is what happened as a result.

If such a situation were to arise in the future, we would, of course, discuss it at our Board of Directors meeting. If there were to be a decision to sell or make the Company wholly owned, that would be at the discretion of Holdings. However, we do not believe it could possibly happen without our being informed.

Muraoka [Q]: Thank you very much. Sorry, I think the way asking that question was not right. I was wondering about the asymmetry in communication regarding the way of disclosure of the discussions. While Kyowa Kirin places great importance on sharing important decisions in advance, Kirin Holdings disclosed such important and sensitive information without prior sharing, even though it concerned past matters. I felt there was some imbalance in the way this information was communicated. That's part of it, that's what I was wondering and wanted to ask.

Miyamoto [A]: I would like to say a few words, and then, if Mr. Suzuki had any comments, I would like to hear from him. It is true that this is a very sensitive issue, and indeed, some of the employees were surprised to see the article. However, on the other hand, this was a story that happened more than 10 years ago.

We were not surprised, as we were already familiar with the Company’s history, and it did not represent any significant change. There are certainly times when we wish we had been consulted in advance, but we have determined that it has not become a major issue within the Company. Although it has been mentioned at board meetings, we do not consider it to have become a subject of debate. How about you, Mr. Suzuki?

Suzuki [A]: Yes, I understand that it is an old story and that there was such a thing. I have regular discussions with Mr. Isozaki and Mr. Minakata, so in that sense, I did not view it as any kind of management surprise, but it was merely a matter of sharing an old story about something that had happened in the past.

If such a situation were to occur in the future, it would be shared with us in a proper manner, and we are not at all worried about it and I hope you to understand without misunderstanding.

Muraoka [Q]: Understood, thank you. And one more thing. I think it was clear that Crysvita was mentioned earlier as an LOE issue from a long-term perspective, but for how long will you actually receive royalties from Fasenra? I am not quite sure. How much discussion is there about LOE measures for Fasenra as well as Crysvita, and how do you plan to fill in the gaps? It would be helpful if you could tell us a little more about that and the discussions currently taking place.

Miyamoto [A]: This is a very important point, and we are discussing Fasenra's LOE very closely within the Company. It is a very important item that has been discussed at our board meetings. I am not able to give you more details at this time, but I hope to be able to give you more details around February of next year.

Muraoka [Q]: Okay. In other words, you may be able to talk a bit more including the timing of the LOE, next year at the time of closing.

Miyamoto [A]: Yes, I think we need to touch a little more about this. I hope to provide more details on our current situation, future plans, and countermeasures when we announce this fiscal year's results in February next year or when we present our plans for the following year.

Muraoka [M]: Okay. Thank you very much. That is all.

Sakai [Q]: I would like to ask you one question. I think that what underlies all the questions from various people today is, in part, whether or not the relationship with the parent company is sustainable, which is the very subject of today's briefing.

Naturally, it is not only about the relationship between your company, that is, the parent and subsidiary, but there are also various requests and policies from regulators these days. Therefore, I will withdraw this question for now because I don't think you would answer it even if I asked it.

However, over the past year, your company's stock price has fluctuated depending on the parent company's policies and medium-term strategies, such as focusing more on healthcare or conversely strengthening its core business, based on how your company is positioned within the Group. I think Mr. Miyamoto is probably already interested in seeing this.

Therefore, I think it would be better if you could work more closely with the parent company, for example, by announcing your views in a unified manner. The same applies to Amgen, and I would appreciate it if you could show a bit more cooperation there as well. Since the fundamentals have not changed at all, the stock price keeps going up and down, up and down. Well, perhaps I should just say it keeps moving, and I think such cooperation could help prevent these kinds of fluctuations. What do you think of this suggestion?

Miyamoto [A]: Since you mentioned fundamentals, may I confirm that your question is about the relationship with the parent company, specifically whether we will continue under the current structure, and if so, what kind of management policy we will follow going forward? in other words, whether you are suggesting that we should handle these matters more carefully? Sorry.

Sakai [Q]: Yes, I think it is important for your company to clarify its position in relation to the parent company's policies. If there is a shift or a new direction in the parent company's strategy, or if something changes depending on the progress of rocatinlimab or your relationship with Amgen, I would like to point out that your company should take a more proactive and visible role in communicating with investors.

Miyamoto [A]: Okay. Thank you very much. I understand well what you said. In short, I understood that when we talked about the positioning of Kyowa Kirin in the overall strategy of Kirin Holdings, we were asked to participate or contribute a little more, to position ourselves more firmly, and to explain our position.

However, just one point I would like to clarify. I was not sure what you meant regarding the relationship with Amgen. As I mentioned earlier, we have been having very close discussions with Amgen regarding the joint development of rocatinlimab, and we have been communicating with all of you based on those discussions.

We understand that it is not easy to fully satisfy everyone, but we will continue close discussions with Amgen and make every effort to communicate with you in a way that meets your expectations as much as possible. Thank you very much.

Sakai [M]: Yes, I understand. Thank you very much.

Moderator [M]: Thank you very much. This meeting will continue, but CSCO Kurata will be leaving at this time. Thank you very much.

Kurata [M]: Thank you very much.

Muraoka [Q]: Sorry, this is the second time. This question is for Mr. Miyamoto. Since the topic of the Trump tariffs came up earlier, it is a little different from today's main subject, but I would like to ask about it.

Everyone already knows that Pfizer, the US, and the White House have reached an agreement, but there is not a single Japanese company among the 17 companies. I wonder if negotiations with Japanese companies are progressing on a company-by-company basis. Or is it more like Switzerland, where I heard they are negotiating as a group? Are they making progress as a group?

Is there any kind of consensus in the industry in that area? Sorry, I know this is not the topic of today's meeting, but I am curious and would appreciate if your comment if you have any.

Miyamoto [A]: Thank you. In particular, I think the issue is more about MFNs than tariffs, but I do not have a clear answer on how Japanese companies should respond. I also do not feel that the pharmaceutical industry as a whole is taking any strong collective action to negotiate on this matter.

However, I understand that organizations such as PhRMA, which is a group of US pharmaceutical companies, are working very closely and actively on this matter. In fact, our US subsidiary has been a member of PhRMA since this year, and we have been discussing how to move forward as Kyowa Kirin, while taking information from PhRMA.

So, of course, Pfizer is also a member of PhRMA, but for now, it is the only company that has made such a deal. However, I have heard that PhRMA has a strong intention to take action as an industry as a whole.

Muraoka [Q]: Thank you very much. Sorry, yes, I was talking about MFN, sorry. In other words, when and in what form does Kyowa Kirin expect the MFN issue to be settled or clarified?

Miyamoto [A]: It is very difficult to say, and the answer is I do not know. We have a representative in Washington, D.C., with whom we are working closely to obtain information, and we are also receiving various updates from PhRMA. However, I believe the situation remains quite unclear at this point.

In this context, there is only news that one company, Pfizer, has made a deal with the government, but we do not know the details of the deal, so this area is still very unclear.

Muraoka [Q]: Okay. So, your company has not yet reached the stage of sitting at the table for concrete negotiations with the White House, is that correct?

Miyamoto [A]: Yes, we have not yet reached the stage where we are bringing a concrete proposal to them and asking, “Would this be acceptable?”

Muraoka [Q]: Okay. That was very helpful. Thank you very much. That is all.

Moderator [M]: Thank you very much. We will now conclude today's sustainability meeting. Thank you very much for your participation today. Thank you for your continued support of Kyowa Kirin.

Miyamoto [M]: Thank you very much.

[END]