

## **Kyowa Kirin CEO Miyamoto's New Year Message: Accelerate Our Reforms with Determination for Delivering Life-changing Value to Patients**

The external environment surrounding pharmaceutical business is changing more rapidly than ever. Instability continues to prevail in various parts of the world, with geopolitical risks not only increasing but also becoming more protracted. This is particularly evident in the Russian invasion of Ukraine, the Middle East crisis, the destabilized situation in policies and economic trends. We need to proactively address such changes and respond swiftly.

In 2024, we established the "Story for Vision 2030." This is the path we will take to realize Vision 2030 by overcoming the intense changes we face internally and externally while maximizing our strengths as a group. In line with this Story, we have indeed made investments to maximize our strengths, such as the acquisition of Orchard Therapeutics which has hematopoietic stem cell gene therapy technology platform, the construction of the HB7 Building, a new biopharmaceutical active pharmaceutical ingredients (API) manufacturing building at the Takasaki Plant, and the start of construction of a biologics API manufacturing plant in North Carolina, USA. Furthermore, we could keep steady growth of global strategic products. Furthermore, Kyowa Kirin made some important management decisions on restructuring our APAC region business and R&D structure. We remain committed to moving forward with a resolute determination to ensure tangible results.



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

Looking at the progress of our development pipeline, both our assets in focus disease areas and our strategic partnering assets show great promise. In November, we reached a license agreement with Kura Oncology for development and commercialization, with the aim of strengthening our focused disease areas. The management team will continue to remain actively engaged in identifying strategic investments to expand our portfolio. To continue to grow as a Japan-based Global Specialty Pharmaceutical company (J-GSP) and make patients smile, it is essential for Kyowa Kirin to focus on creating attractive in-house assets. The research organization began a fresh chapter with a new structure in January this year. This change was made to enhance the integration of expertise and resources through collaboration among the drug discovery engines in Japan, the United States, and the United Kingdom.

We will further accelerate our reforms with determination and make significant progress toward realizing Vision 2030. Kyowa Kirin may not be a large enterprise, but we have the unique capability to develop drugs that only we can create. And patients are waiting for these drugs. To continue to create life-changing value for patients, we must execute cross-regional and cross-functional initiatives, foster a corporate culture where everyone can continue to take on challenges in all activities, and demonstrate advanced teamwork leveraging diverse talents. We will also advance reforms in organizational structures and personnel systems to support these efforts.

As we accelerate company-wide reforms, Kyowa Kirin must evolve into a stronger and more agile team at a global level. To support this transformation, we will restructure our management framework to introduce a new CEO & COO position following the general shareholders' meeting in March 2025. Next President and COO, Abdul Mullick, who is our current Chief International Business Officer has demonstrated exceptional management skills in all aspects of business, organization, and employee relations, while showing genuine compassion for his team members. I have every confidence that Mr Mullick will be an outstanding leader for all of us. Under this new management structure, we will continue to move forward as one united company, striving towards the realization of our vision. I look forward to your continued support and cooperation throughout this year!

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