



Kyowa Kirin President & COO Abdul Mullick New Year's Greeting

**~ As a Japan-based Global Specialty Pharmaceutical company, Continuing to
Deliver Smiles to Patients Worldwide ~**

2025 was a year of unprecedented change—tightening drug pricing systems, mounting healthcare budget pressures, and policy shifts in the United States reshaped the external environment at a pace we've never seen before. And as we look ahead, 2026 will accelerate this transformation even further, bringing new challenges and opportunities.

Through all this, Kyowa Kirin's mission remains unwavering: guided by Story for Vision 2030, we are committed to delivering true life-changing value to patients. This is not just a statement—it is the essence of who we are and what we strive for every day.

In 2026, we will move forward boldly, driven by three key pillars of growth and transformation:

First, accelerating and strengthening the delivery of life-changing value. We will continue to drive growth in our focus disease areas while maximizing product value. In addition, by reinforcing the business foundation of strategic partnering assets, we aim to build a resilient franchise.

Second, creating an innovative pipeline to realize life-changing value. By combining patient-driven needs with cutting-edge science, we will advance drug discovery. The flexibility that allows in-house development and strategic partnerships will enable continuous creation of life-changing value.

Third, pursuing operational excellence through One Global Super Team. Leveraging digital, organizational evolution, the enterprise operating model, and enhancements in manufacturing and SCM, we will transform into a more agile and productive business model.



Abdul Mullick, Ph.D.
Representative Director,
President and Chief Operating Officer

Kyowa Kirin is not the largest company, but we have unique strengths built over decades: innovative technologies and a proven track record of delivering smiles to patients worldwide as Japan-based Global Specialty Pharmaceutical company. Going forward, strengthening cross-functional and cross-regional collaboration, fostering unity through dialogue between the front line and management, and listening to patients' voices to reflect them in every activity we do will further amplify these strengths. We will continue to strive to make this year one in which we bring smiles to patients, their families, employees, and all stakeholders.

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