

**#RARE
DISEASE
DAY****28 FEB
2026**

Masashi Miyamoto, Ph.D.
Representative Director, Chairman & CEO



Abdul Mullick, Ph.D.
Representative Director, President & COO

CEO & COO Message

In Recognition of Rare Disease Month 2026

February is global Rare Disease Month—an important opportunity to deepen our understanding of the experiences of those living with rare diseases. More than 300 million people worldwide are affected by rare diseases, and many face years of uncertainty, delayed diagnoses, limited treatment options, and significant emotional and physical challenges. For these patients and their families, simply being seen, understood, and supported can make a meaningful difference. That's why embracing a Patient Centric mindset is one of our most important KABEGOE principles. Guided by this mindset, we are committed to standing beside every patient, hearing their voices, and elevating insights in all that we do.

The phrase “successful creation and delivery of life-changing value” was inspired by one patient’s voice. When asked to describe treatment with a medicine, the patient simply said, “Life change.” Combined with the patient’s life journey and the atmosphere of the moment, those words had the power to deeply move our hearts. They helped shape our vision, and now, guide how we think about our purpose, our science, and the impact we strive to make for patients and their families.

Delivering life-changing value means more than simply providing new medicines—it means creating value that transforms patients’ lives. This year, we once again wholeheartedly embrace Rare Disease Month’s purpose and will engage in activities around the world to show our solidarity and reaffirm our shared commitment to the rare disease community. We recognize Rare Disease Month 2026 as an opportunity to renew our commitment to this mission.

Masashi Miyamoto, Ph. D.
Representative Director, Chairman and CEO

Walking Together, Always

Our KABEGOE principle of Patient Centricity is fundamental to realizing our vision. Making people smile — these words are central to our purpose of bringing life-changing value to people suffering from rare and serious unmet medical needs.

Throughout this month, and especially on Rare Disease Day (28 Feb), we'll have opportunities to learn more about rare diseases, hear patient stories, and engage in activities that highlight the real-world impact of our work.

North America: lunch & learn event with patient ambassador and NORD

EMEA: internal educational programs on rare diseases

JAPAC: dialogue session with the RDD Japan at our research facility

No matter which region we are in or what function we serve, we will each reflect on what we can do, through these initiatives, to contribute to the lives of patients and caregivers. The fact that rare diseases affect fewer patients does not diminish the significance of their voices or their struggles.

The time is now to raise awareness, learn from patient voices, and commit to improving care and outcomes for people living with rare diseases.

Abdul Mullick, Ph.D.
Representative Director, President and COO