

(As of July 1st 2025)

| FY | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|------------------------------------|--|--|------|---|--|--|--|---|------|--|------|------|--|--|------|
| History | ● Integration of Nycomed | | | ● Christophe Weber appointed as President | | | | ● Listed to NYSE ● Integration of Shire | | | | | | | |
| Organization Form | Company with Audit & Supervisory Board | | | | | ▼ June 2016 | Company with Audit & Supervisory Committee | | | | | | | | |
| Board of Directors | ● First external Directors (2 out of 9) ● First non-Japanese Director | ● First Female Director | | | | ● Majority of the Board members are external Directors (9 out of 15) | ● First external Directors Chair | | | | | | | ● 78% of the Board members are external Directors (11 out of 14) | |
| Nomination/ Compensation Committee | | ● Establish voluntary Nomination/ Compensation Committee | | | | | | ● All the members are external Directors | | | | | | | |
| Audit & Supervisory Committee | | | | | | ● First external Directors Chair ● 75% of the members are external Directors (3 out of 4) | | | | ● All the members are external Directors | | | | | |
| Management | | | | | ● Establish 3 management committees (BSC, PRC, RECC) | | | ● 30% of TET members are Female (6 out of 19) | | | | | ● 58% of TET members are Female (10 out of 17) | | |

* Current name since Apr. 2022 for BSC, Apr. 2016 for PRC, May. 2019 for RECC.