

FY	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
History	● Integration of Nycomed			● Christophe Weber appointed as President				● Listed to NYSE ● Integration of Shire				
Organization Form	Company with Audit and Supervisory Board					▼ June 2016	Company with Audit and 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					● 73% of the Board members are external Directors (11 out of 15)
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)			● 33% of TET members are Female (6 out of 18)

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