

Dear Frédéric,

You have been nominated for your outstanding team contribution in the preparation and delivery of the Business Review Meeting. You demonstrated efficient cross-collaboration and a high level of strategic thinking, delivered with a positive team spirit and humour.

You have been nominated by Justine Foucault Serre and I am very pleased to be able to add my own special thanks to you.

Everyone in the Astellas EMEA Team has a role to play in ensuring that we can realise our ambition of delivering and creating value for patients. You have demonstrated that you are an exceptional member of our team and deserve to be recognised for this.

**“ THANK YOU FOR YOUR CONTRIBUTION TO
MAKING ASTELLAS A GREAT PLACE TO WORK ”**

**Wear your President's
Award badge with pride**

As part of your recognition, I will be sending you a special President's Award badge, which I hope you will wear with pride.

Thank you again for your hard work and commitment to Astellas and for being an outstanding team member.

A handwritten signature in black ink, appearing to read "D. Kosche".

Dr Dirk Kosche

President, EMEA Operations
Astellas Pharma Europe Ltd

