

Dear Merja,

You have been nominated for your willingness to always support colleagues and patients. You are extremely knowledgeable and very willing to share this for the benefit of the organisation.

You have been nominated by Pia Lindkvist 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 dark ink, appearing to read "D. Kosche".

Dr Dirk Kosche

President, EMEA Operations
Astellas Pharma Europe Ltd

