Sustainability Meeting 2024

Astellas Pharma Inc.

February 21, 2025

Cautionary Statement Regarding Forward-Looking Information

In this material, statements made with respect to current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Astellas Pharma. These statements are based on management's current assumptions and beliefs in light of the information currently available to it and involve known and unknown risks and uncertainties. A number of factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such factors include, but are not limited to: (i) changes in general economic conditions and in laws and regulations, relating to pharmaceutical markets, (ii) currency exchange rate fluctuations, (iii) delays in new product launches, (iv) the inability of Astellas to market existing and new products effectively, (v) the inability of Astellas to continue to effectively research and develop products accepted by customers in highly competitive markets, and (vi) infringements of Astellas' intellectual property rights by third parties.

Information about pharmaceutical products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice. Information about investigational compounds in development does not imply established safety or efficacy of the compounds; there is no guarantee investigational compounds will receive regulatory approval or become commercially available for the uses being investigated.

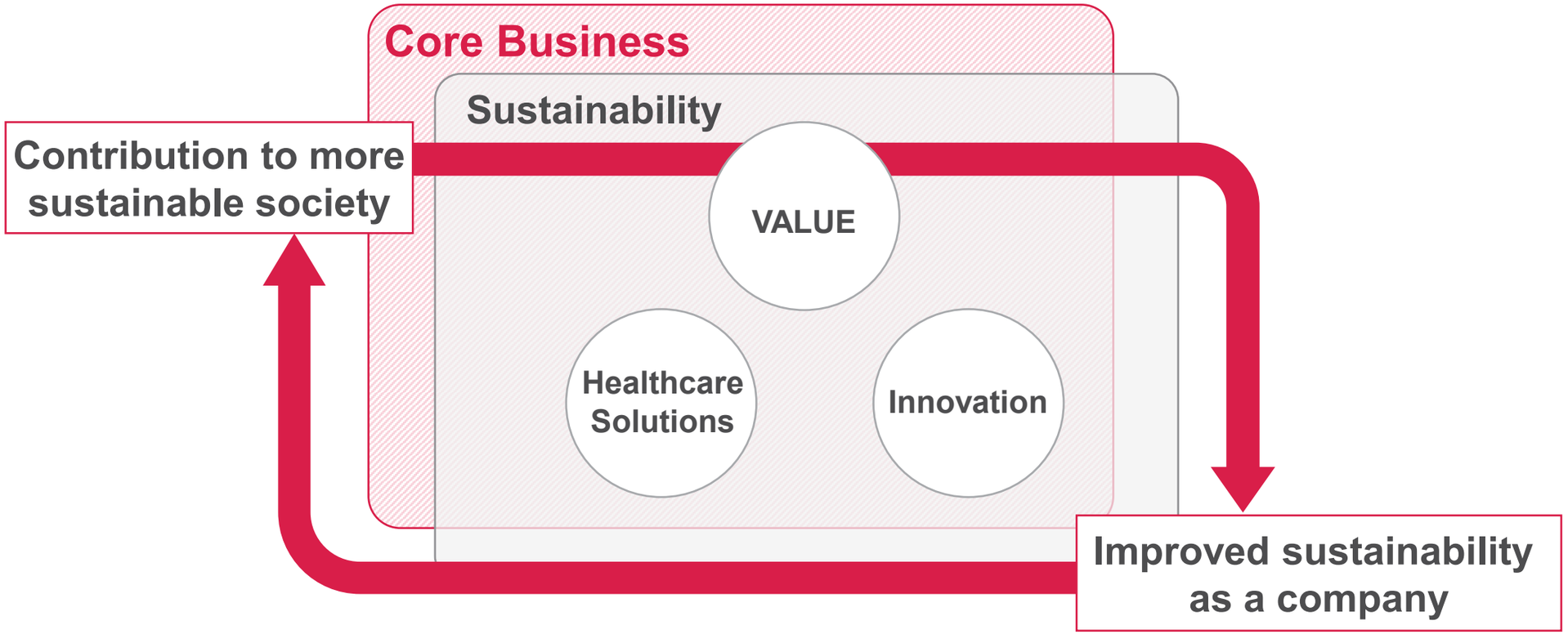
Relationship between Sustainability and Enhancement of Enterprise Value

Naoki Okamura
President and CEO

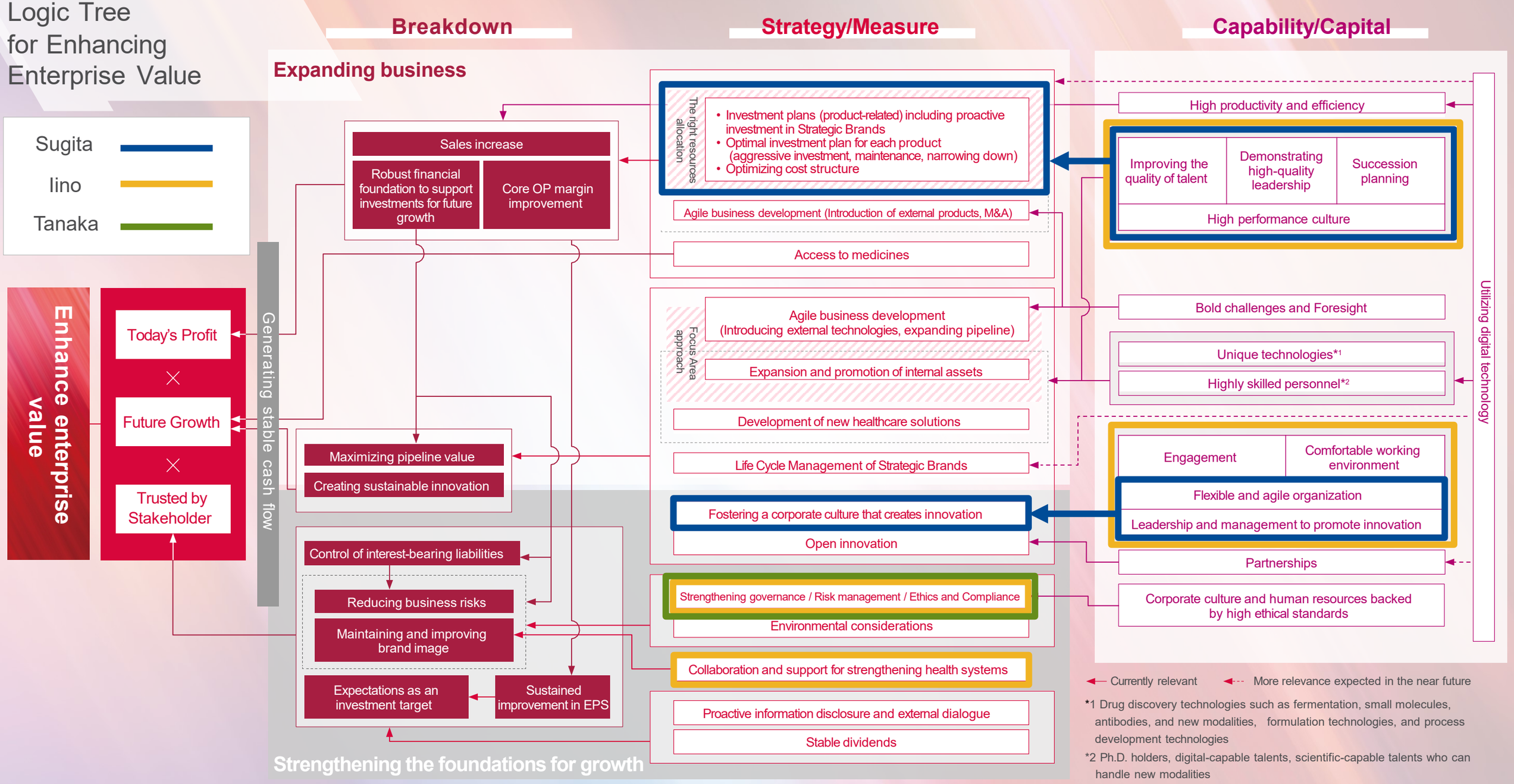
astellas

Astellas' Sustainability

Our approach to sustainability is to contribute to society through our core business first and to create a positive cycle that improves the sustainability of both society and Astellas



Logic Tree for Enhancing Enterprise Value



*1 Drug discovery technologies such as fermentation, small molecules, antibodies, and new modalities, formulation technologies, and process development technologies

*2 Ph.D. holders, digital-capable talents, scientific-capable talents who can handle new modalities

VISION: On the forefront of healthcare change to turn innovative science into VALUE for patients

Agenda

I Examples of Innovations and Outcomes generated from OHG*

Katsuyoshi Sugita
Chief People Officer and Chief Ethics & Compliance Officer (CPO & CECO)

II
1. Visualizing the Social Impact of Access to Health Initiatives
2. Impact of Non-Financial Activities on Enterprise Value

Shingo Iino
Head of Sustainability

III Updates on Astellas' Corporate Governance

Takashi Tanaka
Outside Director

*OHG: Organizational Health Goal

Examples of Innovations and Outcomes Generated from OHG*

Katsuyoshi Sugita
Chief People Officer and Chief Ethics & Compliance Officer (CPO & CECO)

*OHG: Organizational Health Goal

astellas

HR Strategy in line with Corporate Strategy (Organizational Health Goal: OHG)

Linkage between Corporate Strategy and HR Strategy

Linkage between HR Strategy and KPIs

VISION → Identify Issues → Develop OHG → Implement Priorities → Outcome → Accelerate the Realization of VISION

Business Impact of Efforts to Achieve OHG

Creating Innovation	Talent Acquisition and Development based on Corporate Strategy	Unleashing Talent Potential and Retention

*OHG1：Brave ideas pursue ambitious outcomes
OHG2：Talent and leadership thrives
OHG3：We excel as One Astellas

Creation of innovation through efforts to achieve Organizational Health Goals

Simultaneous global regulatory submissions of VYLOY

- Setting Bold and Ambitious Goal, Intelligent Risk-Taking and accelerating the handoff as One Astellas lead to simultaneous global regulatory submissions of VYLOY

Bold and Ambitious Goal

- More than 10 applications in 12 months

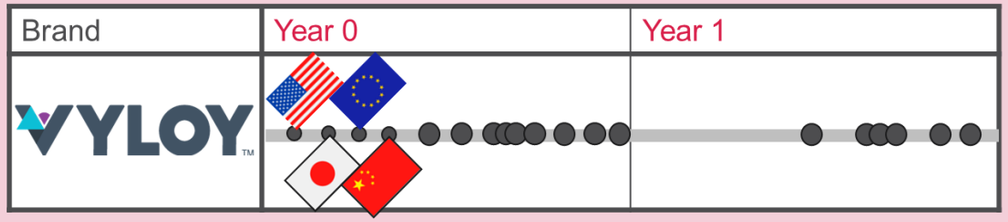
Intelligent risk-taking

- Potential risk is simultaneous submission becomes challenging with inquiries from multiple regions at the same time
  - ✓ Efficient resource planning for each submission and proactive response preparation for written responses for anticipated inquiries
  - ✓ Reproducible core BLA dossier structure created for the first application was easy to adapt to other regions' submissions

One Astellas

Accelerating the handoff through detailed coordination within and across departments.

Outcome

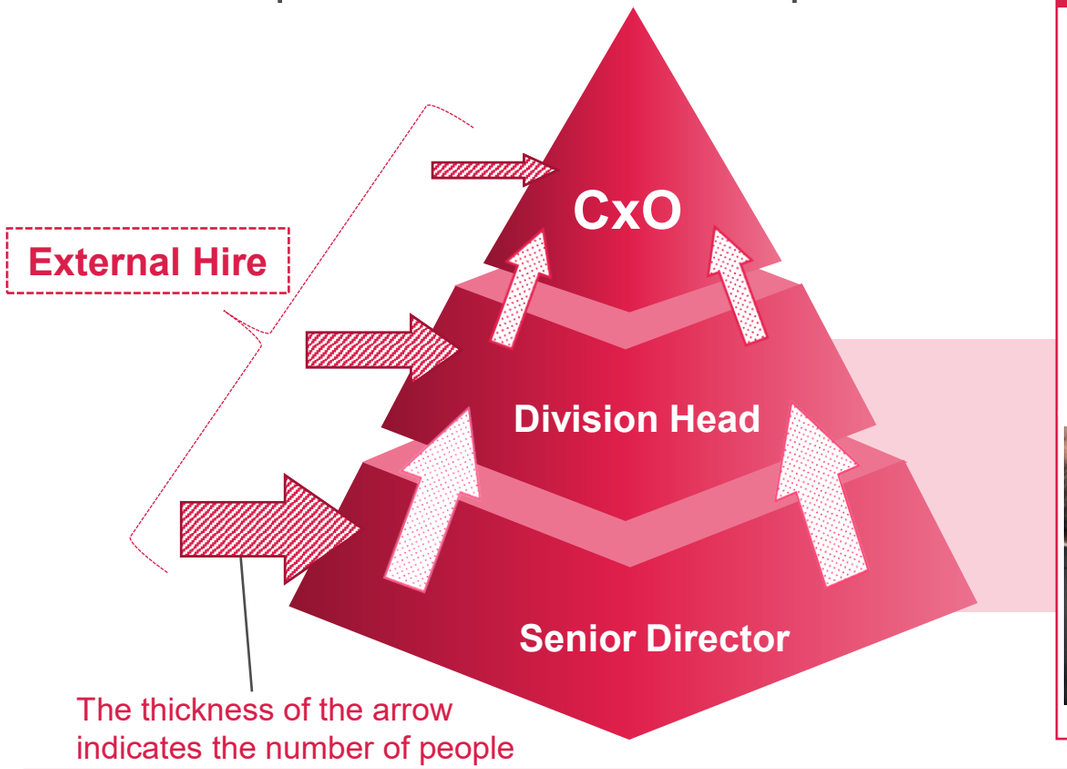


- Submissions are planned for a total of 13 regions (42 countries/areas) by the end of FY2023
  - ✓ Submitted to 4 regions (US, Japan, EU, and China) within 3 months
- Approved in 38 countries, launched in 9 countries (as of end of Dec 2024)

Talent acquisition and development based on Corporate Strategy

Astellas Talent Acquisition and Development Policy

- Appoint and hire internal and external talents at the earliest possible stage, train internally, and then promote to more senior positions

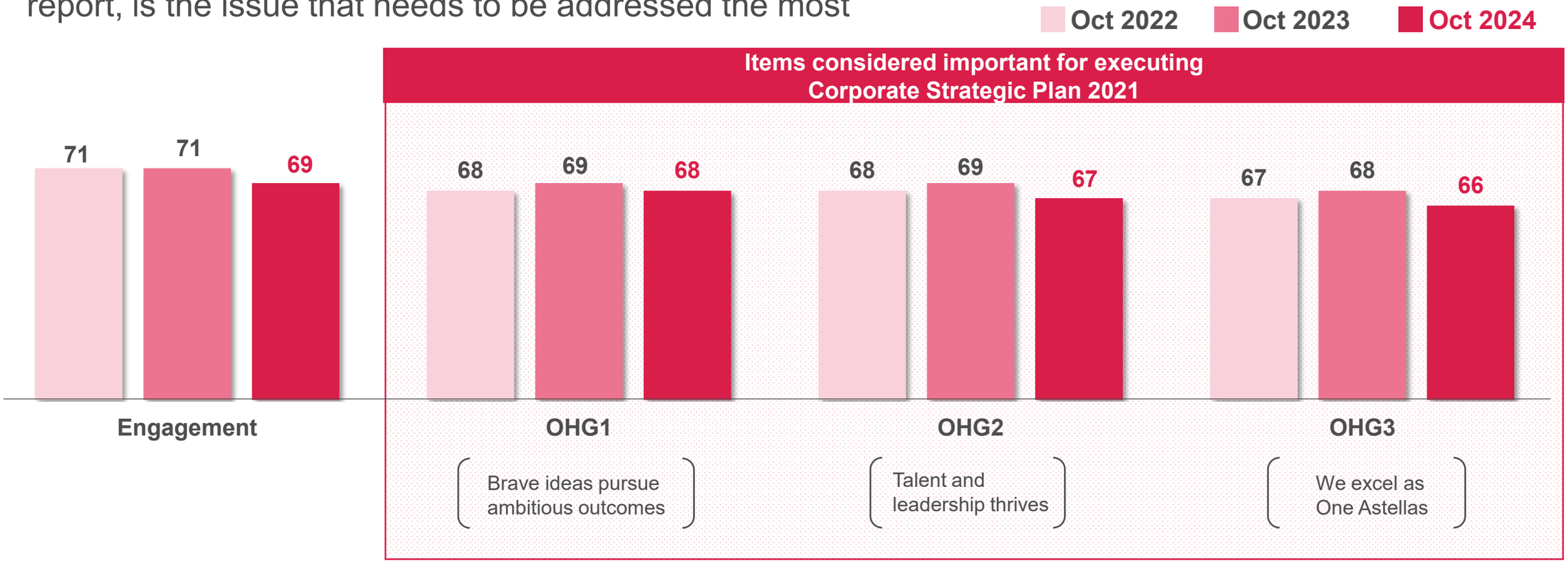


Next Gen Leadership

- 6 months of training was conducted for 50 selected high-potential leaders to develop solutions for real issues in Astellas
- Proposals were then presented to CxOs and senior leaders, and 4 approved proposals will be considered as projects (proposers can also participate)

Talent potential and retention challenges in numbers

- There has been a recent decline in engagement scores for 2024, due in part to a series of major organizational and institutional changes, despite some improvement in 2023
- The score for “Change Communication (communication about transformation)”, newly established in this report, is the issue that needs to be addressed the most



*OHG1：Brave ideas pursue ambitious outcomes
OHG2：Talent and leadership thrives
OHG3：We excel as One Astellas

HR Strategy in line with Corporate Strategy (Organizational Health Goal: OHG)

Linkage between Corporate Strategy and HR Strategy

Linkage between HR Strategy and KPIs

VISION → Identify Issues → Develop OHG → Implement Priorities → Outcome → Accelerate the Realization of VISION

Business Impact of Efforts to Achieve OHG

Creating Innovation	Talent Acquisition and Development based on Corporate Strategy	Unleashing Talent Potential and Retention

*OHG1：Brave ideas pursue ambitious outcomes
OHG2：Talent and leadership thrives
OHG3：We excel as One Astellas

1. Visualizing the Social Impact of Access to Health Initiatives
2. Impact of Non-Financial Activities on Enterprise Value

Shingo Iino
Head of Sustainability

astellas

Monetary valuation of the social impact created by Access to Health initiatives in Malaysia

Patient Journey for Cancer Patients

- Information on cancer[1] (screening, treatment, prevention) Cancer Patient Registry
- Cancer Screening Referrals to cancer specialists
- Definitive Diagnosis of Cancer Identification of cancer stage
- Treatment Options by Cancer Stage Treatment Initiation
- Healing

BEAUTY & Health Program

National Cancer Society Malaysia — Giving Hope Celebrating Life

Asia Cancer Forum

Input

astellas **1.0M USD (1.5 oku-yen)**

Output

- Early cancer detection
- Improvement of treatment success rate
- Improved prognosis

Outcome

Social Impact

- Medical Value
- Psychological Value
- Economic Value
- Scientific Value
- Environmental Value

Colorectal cancer[2]
Lung cancer[2]
Prostate cancer[2]
Breast cancer[2]
Cervical cancer[2]

Exchange rate: 150 yen/USD

1) Community participation sessions for cancer disease awareness (colorectal, lung, prostate, breast, and cervical cancer) at barbershops, beauty salons, etc.
2) The BEAUTY & Health program targets five cancer diseases, but this time the conversion was focused on colorectal cancer, for which publicly available data from Malaysia is available.

Estimated social impact of the BEAUTY & Health Program (Colorectal Cancer)

- Through cancer awareness activities, early detection, and early treatment of colorectal cancer, a social impact of $4.6 million was generated for 150 colorectal cancer patients
- This extends beyond medical benefits for patients, such as reduced social security burden for families and medical institutions in Malaysia

Classification			Target benefited from impact				Total (%)
			Primary Impact (Direct (medical) impact on patients)	Secondary Impact (Indirect impact on patients)	Tertiary Impact (Impact on families and healthcare providers)	Quaternary Impact (Social, Industrial, and environmental impact)	
Areas of impact	Medical Value		$2.8 M	—	$32 K	—	$2.8 M (61.4%)
Areas of impact	Psychological Value		—	$1.3 M	—	—	$1.3 M (29.1%)
Areas of impact	Economic Value	Income impact	—	$0.3 M	$0.2 K	$61 K	$0.4 M (7.9%)
Areas of impact	Economic Value	Expenditure impact	—	$31 K	—	$43 K	$75 K (1.6%)
Total (%)			$2.8 M (60.7%)	$1.7 M (36.3%)	$32 K (0.7%)	$105 K (2.3%)	**$4.6 M [6.8 oku-yen]**

(Assumptions) The BEAUTY & Health program's education and literacy initiative reached 1 million Malaysian residents. As a result, 150 colorectal cancer patients were diagnosed and treated early, and the impact was calculated based on a change in the number of cancer patients detected in stages 3 and 4, from 75% to 55%.

astellas

The connection between Astellas' non-financial initiatives and enterprise value

Figure Description

Indicators that were more relevant from the analysis
Upward arrow: positive correlation
Downward arrow: negative correlation

To identify non-financial initiatives (such as human resources and organization, and strengthening corporate governance) that impact the enhancement of enterprise value, non-financial indicators correlated with market capitalization were extracted using data from TSE Prime companies through four analytical methods:

Enterprise Value (Market Capitalization)

Non-financial initiatives

Human Resources and Organization
Strengthening Corporate Governance

Analysis Results

Human Resources and Organization

- Percentage of female managers
- Ratio of managers
- Employee job satisfaction
- Employees' evaluation of the company's business conditions

Corporate Governance

- Average amount of remuneration paid to directors
- Number and ration of outside directors

Analysis

Analysis Item

Tokyo Stock Exchange Prime Market companies 1,700 company data
Objective variable: Market capitalization
Explanatory variables:
・Human capital 22 indicators
・Corporate governance 24 indicators

Analysis Method (Astellas Model)

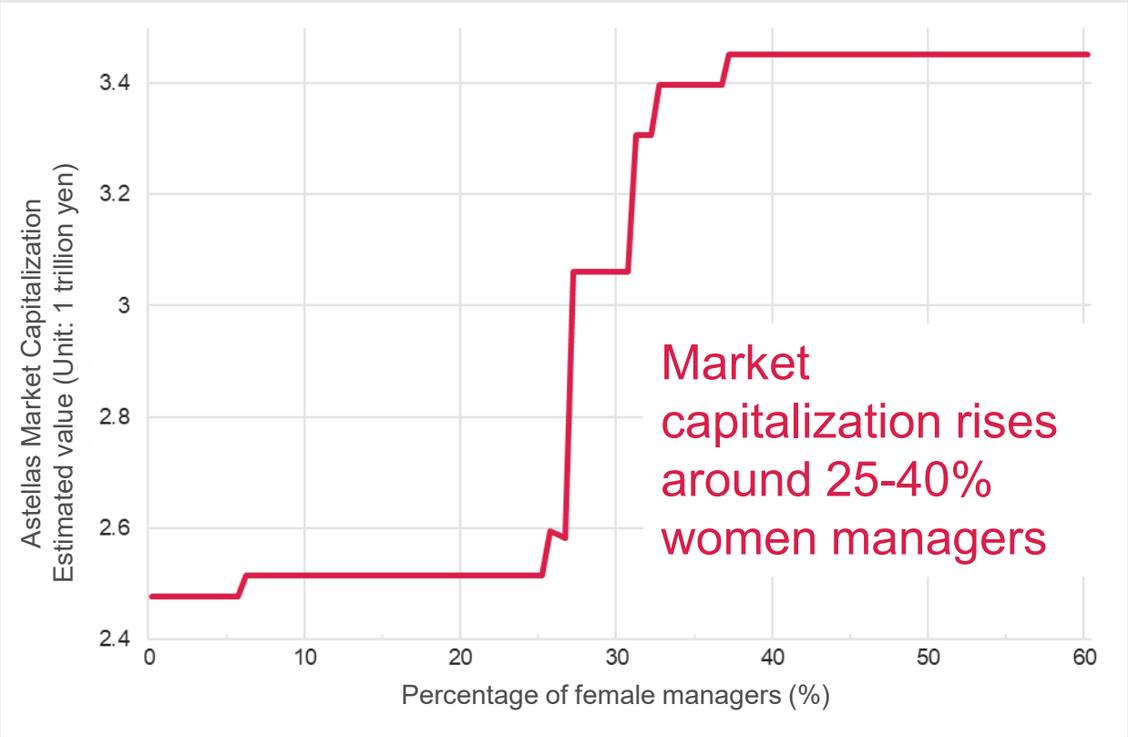
1. Correlation Analysis
2. Simulation Analysis
3. Contribution Analysis
4. Causal Inference

Analysis Result 1

Simulation Analysis and Contribution Analysis（Representative Results）

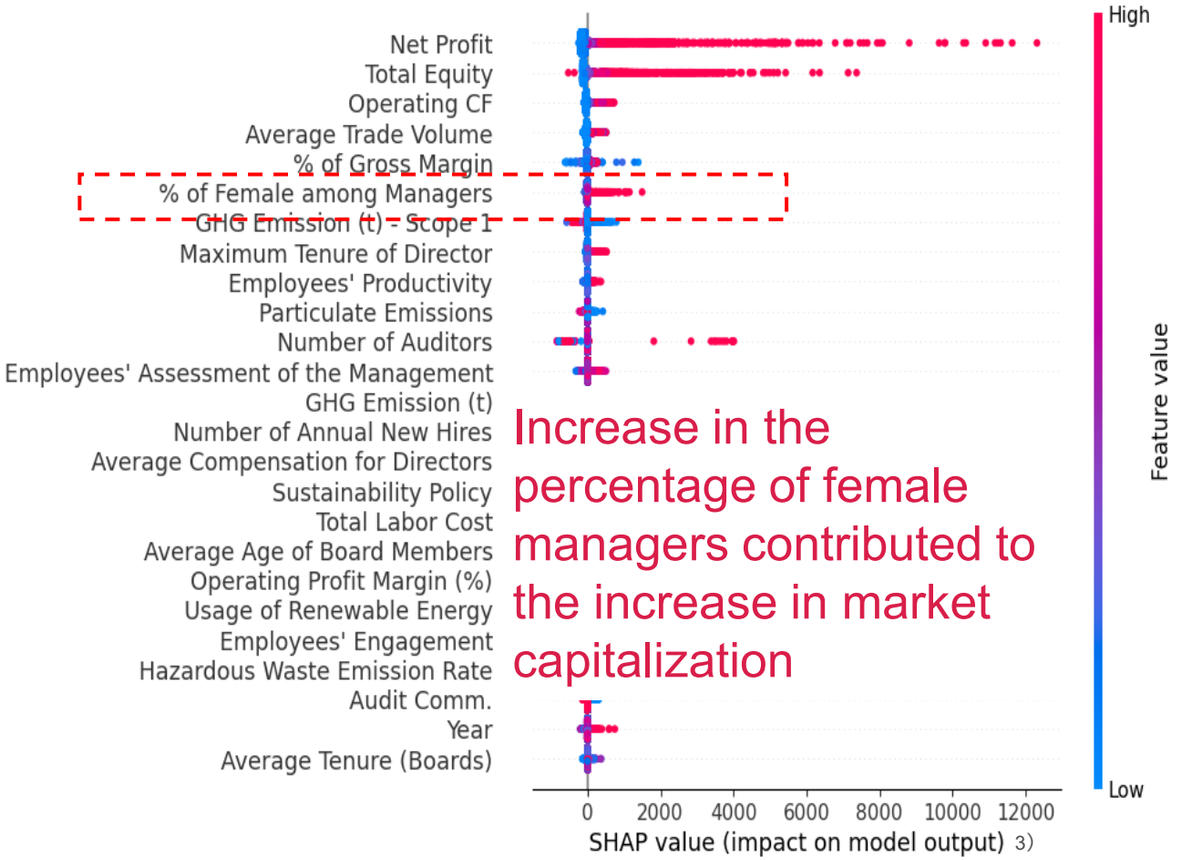
Percentage of female managers

Simulation Analysis [1)]



Percentage of female managers

Contribution Analysis [2)]



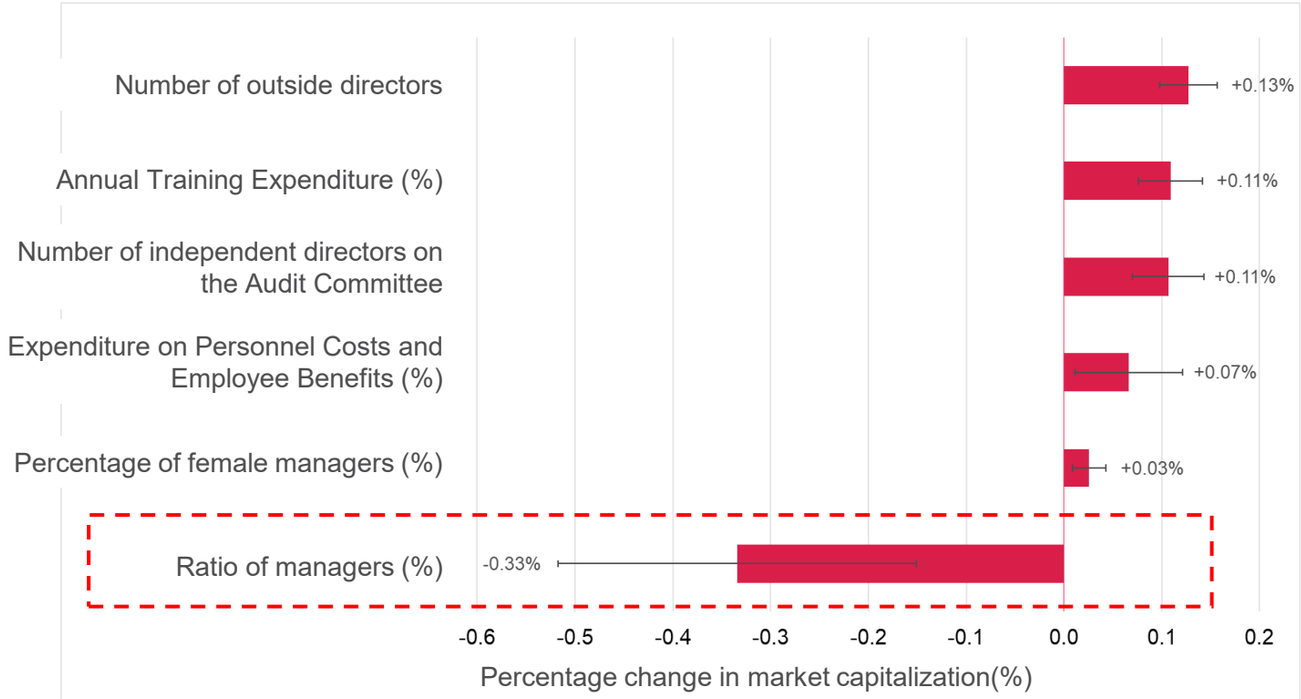
1) Astellas market capitalization forecast using data on approximately 1,700 companies listed on the Tokyo Stock Exchange‘s Prime Market 2) Analysis using data from approximately 1,700 companies listed on the Tokyo Stock Exchange's Prime Market. 3) The impact of each factor, indicating how much each factor raised or lowered the forecasted results from the average.

astellas

Analysis Result 2
Causal Inference (Representative Results)

Ratio of managers

Causal Inference [1)]



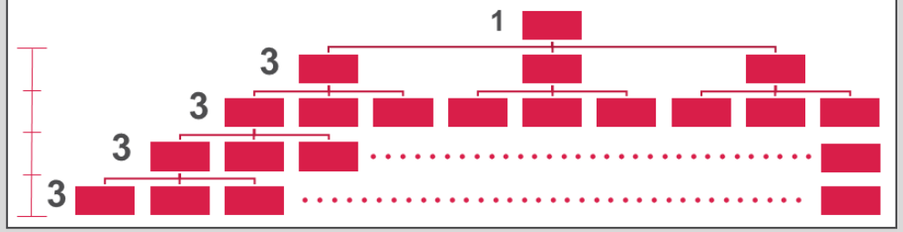
A 1% increase in the ratio of managers leads to a 0.33% decrease in market capitalization (equivalent to about ¥9.2 billion) in the following year.

HR initiatives

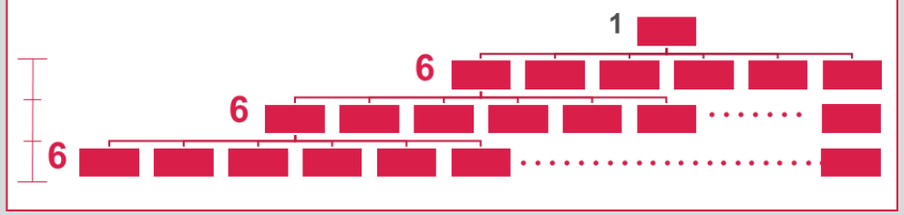
《Ref.》Flattening of the organization

Reduce the number of layers from CEO to flatten the organization, promoting faster decision-making and fostering an environment that generates innovation.

Example: Organization with SPOC[2)]＝3



To Be：Organization with SPOC[2)]≧6



1) Analysis using data from approximately 1,700 companies listed on the Tokyo Stock Exchange's Prime Market
2) SPOC (Span of Control): Number of members that one people manager manages

Results of data-based analysis and Astellas Initiatives

― The connection between market capitalization and non-financial indicators ―

Indicators suggested to be related to market capitalization		1. Correlation Analysis	2. Simulation Analysis	3. Contribution Analysis	4. Causal Inference	Initiatives strengthened in Astellas
Human capital	% of Female Managers	↑	↑	↑	↑	Diversity
	Ratio of managers		↓		↓	Span of Control[2)]
	Employee Job Satisfaction		↑	↑		Employee Engagement
	Employee Evaluation of Corporate Management		↑	↑		Employee Engagement
Corporate Governance	Average remuneration paid to directors		↑	↑		Incentive for Top Management
	Number and ration of outside directors[1)]	↑			↑	Corporate Governance Guideline Independence Criteria for External Directors

↑: Positive correlation ↓: Negative correlation

1) Outside director: Non-executive officers in other companies' published data are read as outside directors in Astellas
2) Span of Control: Number of members that one people manager manages

Summary of “Quantification” and ”Connectivity” of non-financial initiatives

Logic Tree for Enhancing Enterprise Value Enhancement (Adapted from Integrated Report 2024)

Connectivity

Quantification

Strengthening Corporate Governance

Average amount of remuneration paid to directors

Incentive for Top Management

Number and ration of outside directors

Independence Criteria for External Directors

Corporate Governance Guideline

Initiatives for Human Resources and Organization

% of Female Managers

Diversity

Ratio of managers

Span of Control

Employee Job Satisfaction

Employee Engagement

Employee Evaluation of Corporate Management

Employee Engagement

Collaboration and support for strengthening health systems

BEAUTY & Health Program (Malaysia)

Social impact >4.6M USD (6.8 oku-yen) (Colorectal Cancer)

Updates on Astellas' Corporate Governance

Takashi Tanaka
Outside Director

astellas

Career History

Takashi Tanaka

Outside Director

Chair of the Nomination Committee
Chair of the Compensation Committee

Resume, position and responsibilities at the Company

April 1981	Joined Kokusai Denshin Denwa Co., Ltd. (KDD)
April 2023	Executive Officer, General Manager, Solution Product Development Division, Solution Business Sector, KDDI CORPORATION
June 2007	Managing Executive Officer, Executive Director, Solution Business Sector, KDDI CORPORATION
August 2007	President, Wireless Broadband Planning Inc. (current UQ Communications Inc.)
April 2009	Managing Executive Officer, Solution Business Sector, KDDI CORPORATION
April 2010	Managing Executive Officer, Solution Business Sector, Consumer Business Sector, and Product Development Sector, KDDI CORPORATION
June 2010	Senior Managing Executive Officer, Solution Business Sector, Consumer Business Sector, and Product Development Sector, KDDI CORPORATION; Chairman, UQ Communications Inc.
December 2010	Representative Director, President, KDDI CORPORATION
April 2018	Representative Director, Chairman of the Board, KDDI CORPORATION
June 2018	Director, Okinawa Cellular Telephone Company (present post)
June 2021	Director, the Company (Present post)
June 2024	Director, Chairman of the Board, KDDI CORPORATION (present post)

Mika Nakayama

Outside director

Chair of the Audit & Supervisory Committee

Resume, position and responsibilities at the Company

August 1984	Joined Nippon Synthetic Rubber Co., Ltd. (current JSR Corporation)
April 2015	Officer, General Manager of Corporate Planning Department and General Manager of Diversity Promotion Office, JSR Corporation
April 2017	Executive Officer, General Manager of Intellectual Property Department, JSR Corporation
June 2020	Director, Senior Officer, General Manager of Sustainability Promotion Dept., JSR Corporation
June 2022	Director (Audit & Supervisory Committee Member), the Company (present post)
June 2024	Outside Director, Mitsubishi Kakoki Kaisha, Ltd. (present post)

Updates on Astellas' Corporate Governance

Ratio of Females on the Board of Directors

- Astellas agrees with the "Challenge for 30% by 2030" proposed by Keidanren and promotes the diversity of Board of Directors
- The Board of Directors for FY2024 is composed to meet the numerical target* set by the Japanese government

The Board of Directors

Internal Directors (3 males and 1 female)

Outside Directors (3 males and 4 females)

Ratio of Outside Directors

Ratio of Females

Appointment of an Independent Outside Director as Chair of the Audit and Supervisory Committee

- With the enhancement of support from the Audit and Supervisory Committee Office, a foundation has been established for independent outside directors to serve as the chair of the committee
- This fiscal year, an independent outside director was appointed as the chair, making the independence of the Audit and Supervisory Committee even clearer

The Audit and Supervisory Committee

Internal Director (1 female)

Outside Directors (3 females)

Ratio of Outside Directors

Mika Nakayama
Chair of the Audit and Supervisory Committee

(Outside Director (Audit & Supervisory Committee Member))

Further enhance outside Directors' objective oversight of the execution of the Company's enterprise priorities

- The Outside Directors' Meeting is held as a regular meeting in which only independent outside directors participate
- In November 2024, a new initiative was launched within the Outside Directors' Meeting to further enhance outside Directors' objective oversight of the execution of the three enterprise priorities (EPs)

› Introduced on the next page

*To have at least 30% of female directors by 2030 at companies listed on the Tokyo Stock Exchange's Prime Market

astellas

New initiatives by independent outside Directors; Establishment of EPM

Objectives

With regard to the three enterprise priorities (EPs), the Enterprise Priority Monitoring group (EPM) will contribute to Astellas' sustainable growth and enhancement of enterprise value over the medium to long term by further strengthening the outside Directors' objective oversight through the following:

- Deepening the understanding of outside Directors regarding the current status and outlook of 3EPs
- Achieving enhanced monitoring of the progress of 3EPs by the Board of Directors
- Exchange and coordination of opinions for the outside Directors to provide oversight and advice at the Board of Directors regarding 3EPs

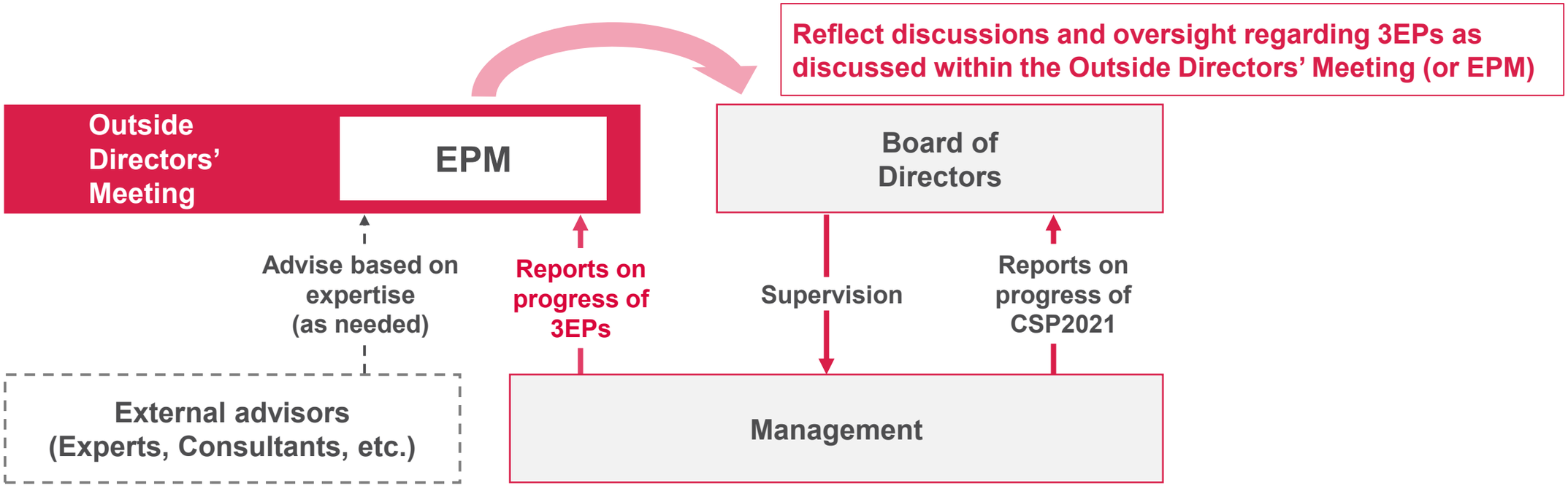
Name	Enterprise Priority Monitoring group (EPM)
Member	All independent outside Directors
Chair	Takashi Tanaka, Director
Co-chair	Mika Nakayama, Director
Period of Activity	From November 15, 2024 (Friday) to the end of FY2025 (To be discussed for the period after this)
Frequency	Generally held in conjunction with the Outside Directors' Meeting on a monthly basis

Enhancing outside Directors' objective oversight through EPM

Launching a new initiative within the existing outside Directors' Meeting to further **enhance outside Directors' objective oversight**

About the Outside Directors' Meeting (外役会: Soto Yaku Kai):

- Consists of independent outside Directors only
- Held regularly (usually monthly) and supports an open exchange of opinions
- Also serves as an opportunity for direct communication with the full-time Audit & Supervisory Committee Member and Financial Auditors



3EPs: 3 Enterprise Priorities
CSP2021: Corporate Strategic Plan 2021

Appendix

GLOBAL ENGAGEMENT SURVEY
- toward achievement of OHG1 – Brave Ideas Pursue Ambitious Outcomes

Many scores declined compared to October 2023

Item	Change from Oct 2023	Question
Risk Taking	-	I am encouraged to take informed risks in getting my work done.
Innovation	+1	My team demonstrates a high level of innovation.
White Space	-1	We have the resources (e.g., time, tools, expertise) we need to explore new ideas.
Speak My Mind	-1	I feel free to speak my mind without fear of negative consequences.
Lean from Mistake	-2	We learn from our mistakes.
Challenge Status Quo	-1	I feel free to challenge the way things are done here
Empowerment	-	I feel empowered to make decisions regarding my work.
Engagement	-2	How happy are you working at Astellas? I would recommend Astellas as a great place to work.
Accountability	+1	Where I work, employees held accountable for their work.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

OHG1

- Removed nearly 300,000 LMS* learning assignments
- Provided the voluntary white space creation training

*LMS：Learning Management System

GLOBAL ENGAGEMENT SURVEY
- toward achievement of OHG2 – Talent and Leadership Thrives

Many scores declined compared to October 2023

Item	Change from Oct 2023	Question
Promotion Policy	-5	I understand Astellas' promotion policies and practices for employees like me.
Manager	-	I would recommend my managers to other.
Career Path	-	My manager has meaningful discussions with me about my career development.
Role Model	-1	Senior leaders at Astellas lead by example.
Growth	-3	I have good opportunities to learn and grow at Astellas
Role	+1	My role is an excellent fit with my strengths.
Leadership	-2	I have confidence in the leadership team.
Career Goals	-1	My career goals can be met as Astellas.
Feedback	+1	My manager provides me with feedback that helps me improve my performance.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

OHG2

- Implemented new performance evaluations for clearer performance differentiation
- Hosted sessions for managers on the above evaluation system changes

GLOBAL ENGAGEMENT SURVEY
- toward achievement of OHG3 – We Excel as One Astellas

Many scores declined or remained the same compared to October 2023

Item	Change from Oct 2023	Question
Communication	-6	Astellas does a good job of communicating with employees.
Awareness	-	I know what the different parts of Astellas do.
Resources	-1	I have the resources I need to do my job well.
Procedures	-	Where I work, the work is well organized (smooth workflow, good methods and procedures, productive meetings, etc.)
Transparency (Communication)	-4	Astellas communicates openly and honestly.
Collaboration	-	Team at Astellas collaborate efficiently to get things done.
Contribution Success	-	I understand how my work contributes Astellas' success.
Strategy	-2	I understand how Astellas plans to achieve its goals.
Priorities - Manager	+1	My manager keeps our team to focus on clear priorities.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

OHG3

Measures to address the most important issues at the company-wide level described in OHG 1 and 2 have been formulated and are being implemented

Impact Valuation for the BEAUTY & Health Program

For impact valuation, eight non-financial value items from the long list were converted to monetary values and two were quantified

Impact of BEAUTY & Health program

Classification			Target benefited from impact			
			Primary Impact (Direct (medical) impact on patients)	**Secondary Impact** (Indirect impact on patients)	**Tertiary Impact** (Impact on families and healthcare providers)	**Quaternary Impact** (Social, Industrial, and environmental impact)
Areas of impact	Medical Value		#1 Increased access to optimal treatment*	–	#5 Reduction of medical institutions burden*	#9 Extension of life expectancy**
Areas of impact	Psychological Value		–	#4 Value of hope for healing*	#6 Reduction of phycological burden on family members (caregivers)**	#7 Increased population health literacy**
Areas of impact	Economic Value	Income impact	–	#2 Patient's work productivity*	#6 Reduction of physical burden on family members (caregivers)*	#10 Contribution to the local economy*
Areas of impact	Economic Value	Expenditure impact	–	#3 Reduction in costs associated with treatment*	–	#8 Social security contribution*
Areas of impact	Scientific Value		Not calculated since those are not applicable for this program			
Areas of impact	Environmental Value					

*: Items for monetary conversion, ** Items for quantitative/qualitative evaluation

Definition of impact evaluation items for BEAUTY & Health Program

#	Impact item	Definition
1	Increased access to optimal treatment	The state of having access to appropriate drugs and medical care for those who need it
2	Patient's work productivity	Loss of absence or quitting work (or study in children) due to illness (absenteeism) and loss of progress in work (presenteeism)
3	Reduction in costs associated with treatment	How much the program has reduced the total cost of treatment
4	Value of hope for healing	A treatment with even a small chance of cure or other significant improvement is worth more than what is expected
5	Reduction of medical institutions burden	The program treatment time is reduced, the work load of various staff including doctors in the medical field is reduced, and the working hours are reduced and the time for other necessary work is increased. Also, as a result of reducing the risk of work errors, etc., it will lead to improved productivity in medical work.
6	Reduction of burden on family members (caregivers)	Return to work faster (or avoid the burden of care due to illness through prevention) by reducing the burden of extra expenses and lost income due to various additional expenses, including medical expenses, and time constraints, thereby recouping some of the lost work productivity
7	Increased population health literacy	Disseminating the importance of preventive medicine to healthy people will improve their knowledge and awareness of preventive medicine.
8	Social security contribution	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases and improve symptoms, thereby reducing medical expenses such as hospitalization and nursing care, and reducing the burden of social security expenses.
9	Extension of life expectancy	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases and improve symptoms, thereby extending people's lives over the medium to long term.
10	Contribution to the local economy	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases, and improve symptoms. As a result, the healthy life expectancy of citizens is extended over the medium to long term, and the local economy develops as the working population increases.

Impact Estimates of BEAUTY & Health Program:
Increased access to optimal treatment

Increased access to optimal treatment	**Cancer can be detected and treated at an earlier stage, resulting in better treatment and longer survival**

The value of life in a year [$/ year person] * 1 × Survival time at each stage of cancer [year/patient] * 2 × Increase/decrease in the number of patients at each stage of cancer [person]* 3

*1: The willingness-to-pay threshold of $50,000 per LYG (Life Year Gained) referred to in the Ministry of Health Malaysia "COLORECTAL CANCER SCREENING USING COLONOSCOPY AND ECONOMIC EVALUATION"
*2: Reffered Overall Survival (OS) published by Malaysia's National Cancer Institute
*3: Based on the current number of patients by stage in Malaysia and the assumed number of patients by stage, the number of changes in the number of patients by stage due to early detection is calculated.

Objective and Explanatory Variables

Objective Variable

Market Capitalization
(Enterprise Value)

Explanatory Variables

TERRAST

Human Capital Indicators
22 indicators

Parental Leave Utilization Rate (Male)
Expenditure on Personnel Costs and Employee Benefits (%)
Gender Wage Gap
Retention Rate of New Graduates After 3 Years
Labor Union Membership Rate
% of Female Employees
% of Female Managers (%)
Compensation Level (JobTalk)
Average Employee Age
Employee Overall Rating of Growth Systems (JobTalk)
Employee Rating of Corporate Culture
Employee Job Satisfaction
% of Employees with Disabilities
% of Female New Hires
Parental Leave Utilization Rate (Female)
Non-Regular Employment Rate
Monthly Overtime Hours Per Employee
Employee Satisfaction Rate (%)
Employee Evaluation of Corporate Management
Management Position Ratio (%)
Percentage of New Hires (%)
Annual Training Expenditure

Corporate Governance Indicators
24 indicators

Attendance rate of independent directors at board meetings
Proportion of independent directors on the Nomination Committee
Number of advisors or consultants
Number and proportion of independent directors
Proportion of independent directors on the board
Number of auditors
Number of independent/external auditors
Number of directors on the Audit Committee
Number and proportion of independent directors on the Audit Committee
Number and proportion of independent directors on the Compensation Committee
Number and % of women on the board
CEO’s age, tenure, and total tenure duration
Average remuneration paid to directors
Number of directors on the board
Number and proportion of non-executive directors on the board
Age gap between the oldest and youngest directors
Average age and tenure of directors
Longest tenure of a director
Number of directors with 5 or 10+ years of tenure
Age and tenure of the Chairman of the Board
Number of board meetings held
% of foreign nationals on the board

Initiatives for enhancing Access to Health

1. Astellas core business (Rx, Rx+)

Innovative Drug Business

Patients prescribed Astellas products[1]

172+ million patients 103 countries

(Results by the first half of FY2024)

2. Enhancing availability of Astellas products

Early Access Requests

Cumulatively for XTANDI, XOSPATA, PADCEV, and VYLOY

7,465 requests approved cumulatively

1,614 patients continued to receive early access to therapy

43 countries

Post-trial Access[2]

696 oncology patients

39 countries

Patient Access Initiatives[3]

29 Programs

17 countries

International Pharmacy Program (IPP)[4]

153 patients

20 countries

have received PADCEV through IPP since the start of the program in May 2021

(Results by the first half of FY2024)

3. Supporting third-party ATH activities and foundations

Health System Strengthening Programs

Supporting **4 global charitable programs** to strengthen health systems for cancer through NGOs and NPOs

18,584 people directly benefited in most recent impact reports[5]

Health initiatives for the local community[6]
(collaboration with CNC Co., Ltd.)

10 projects implemented in collaboration, involving over **1,700 people** through collaborative projects

Efforts to improve health literacy by Astellas Healthcare E-city

152,580 people accessed the program within a year after launch

Patient Centricity Programs

100+ patient advocacy/ patient organization programs supported

Expected impact

20+ million individuals

Medical Education Programs

105 education grants

Providing learning opportunities for healthcare professionals through various educational programs supported by grants to organizations including medical/professional societies

158,000 learners

Contribution to Global Health

Provided Astellas' innovative formulation technology and know-how as a member of the Consortium

EMA adopted a positive scientific opinion

Development of new pediatric treatment option of schistosomiasis

Expected impact

By 2030, new treatment option will be available for treatment of up to **12 million preschool-aged children[7]**

Astellas Global Health Foundation[8]

Since 2018, the Foundation have supported **21 charitable initiatives** focused on improving Access to Health, building resilient communities, and providing disaster support

Expected impact

32+ million lives

1: HARNAL, VESICARE, mirabegron, PROGRAF, XTANDI, XOSPATA, EVRENZO, PADCEV, 2: Continued on treatment with post-trial access to XTANDI, XOSPATA, PADCEV and IZERVAY (continued course of therapy following the end of a clinical trial given the patient is showing continued benefit), 3:Provide access for certain products after regulatory approval through various affordability programs called patient access initiatives, 4: IPP: A program that facilitates access to certain therapies in countries where the therapy is not yet approved, 5: expected impact: 8M people, 6: Forecasted numbers for the end of FY2024, 7: https://www.pediatricpraziquantelconsortium.org/
8: AGHF is an independent organization separate from Astellas.

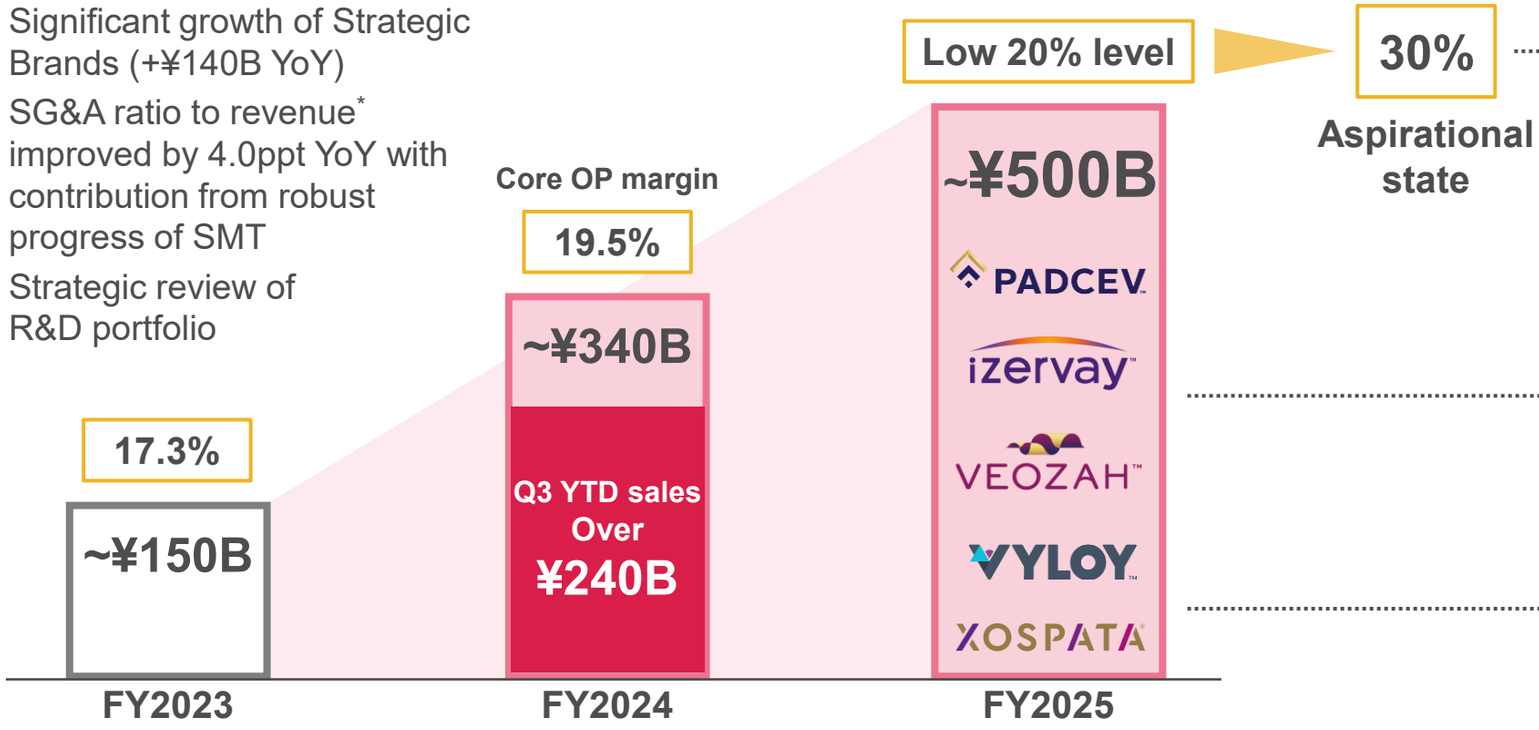
astellas

Progress in Q3 YTD/FY2024 and Latest Outlook

Entering a fundamental growth phase to overcome XTANDI LOE and pursue further growth

Q3 Progress

- Significant growth of Strategic Brands (+¥140B YoY)
- SG&A ratio to revenue* improved by 4.0ppt YoY with contribution from robust progress of SMT
- Strategic review of R&D portfolio



PoC judgment of PF flagship programs

TPD: ASP3082, IO: ASP2138, GR: AT845, BR: ASP7317

Three Enterprise Priorities

Sustainable Margin Transformation

- Company-wide cost optimization before XTANDI LOE
- Fund growth investment and profit improvement

Growth Strategy

- New operating model by brand level to maximize brand performance
- Agile ways of working to promote faster decision-making

Bold Ambition

- Agile R&D model to accelerate from discovery to PoC, acquiring new assets, etc.
- Strengthening in-house capabilities for clinical trial execution and data-driven decision making

*Excl. US XTANDI co-pro fee
LOE: Loss of exclusivity, SMT: Sustainable Margin Transformation, PoC: Proof of concept, PF: Primary Focus, TPD: Targeted Protein Degradation, IO: Immuno-Oncology, GR: Genetic Regulation, BR: Blindness & Regeneration

astellas