

Sustainability Direction Performance Indicators; SDPIs

Creation of new therapies and modalities for the treatment of diseases with high unmet medical needs

Providing solutions that produce better outcomes improves the lives of patients and caregivers around the world and contributes to reducing the overall load on the healthcare system.

	Unit	FY2023	FY2024	FY2025
Number of projects with PoC ^{*1}	project	0	1	3
Number of IND ^{*2} filed new drug candidates	project	4	1	4
Number of new drugs launched	- (Cumulative total since 2023)	5 (New: VEOZAH, IZERVAY, VYLOY Additional Indication: XTANDI (M0 CSPC), PADCEV (1L mUC))	5	5
Number of projects having any of Breakthrough Therapy ^{*3} , Fast Track ^{*4} , PRIME ^{*5} , Priority Review ^{*6} and SAKIGAKE Designation System ^{*7}	cases	3	3	4
Number of new Rx+ programs	programs	1	1	0

*1 PoC: Proof of Concept/To Confirm efficacy with key clinical data to decide progression to late-stage development

*2 IND : Investigational New Drug

*3 Breakthrough Therapy: Food and Drug Administration (FDA) program to facilitate the development and review of drugs for serious diseases.

*4 Fast Track: A system of Food and Drug Administration (FDA) that provides priority review of new drugs with high therapeutic potential for diseases for which a cure is difficult to achieve.

*5 PRIME: Priority Medicines / a system implemented by European Medicines Agency (EMA) to strengthen support for the development of medicines for unmet medical needs.

*6 Priority Review: A system to give priority to medicinal products that meet certain requirements, in addition to medicinal products designated as orphan medicinal products.

*7 SAKIGAKE Designation System: Japanese system to facilitate the domestic development of innovative medicines for life-threatening diseases for which there is no effective treatment, to ensure the early commercialization of such medicines in Japan, ahead of the rest of the world.

Maximize patient access to Astellas' innovations and enable them to achieve better outcomes

[Access to Health](#) is one of the material issues for both society and Astellas. We provide the access to our products for as many patients as possible, and impact more than 36 million people (cumulatively) by 2025 by improving disease awareness, prevention, and access to healthcare services.

	Unit	FY2023	FY2024	FY2025
Core Business (Rx, Rx+)				
Number of patients treated with Astellas products* ⁸	patients (Cumulative total since 1994)	159.5 Million+	174 Million+	183.9 Million+
Number of countries to where Astellas products have been delivered	Countries	103	103	103
Number of commercialization of Rx+ programs	Programs	0	1	1
Enhancing the availability of Astellas products				
Number of patients treated through various access programs* ⁹	Patients	2,055+	11,000	15,858
Number of countries with various access programs	Countries	61+	58	82
Provide patients in countries where Astellas products are not sold with access to Astellas products with a partner* ¹⁰	patients (Cumulative total since 1994)	100	200+	200+
Supporting third-party Access to Health programs				
Lives impacted through access to healthcare programs by Astellas (Cumulative total since 2021, Excluding foundation support)	Patients (As of March 2024)	approx.31,500	228,000+	909,900+
Lives impacted through access to healthcare programs by the Astellas Global Health Foundation (AGHF)	patients (Cumulative total since 1998)	31.4 million	31.9 million	33.3 million
Total funding provided by the Astellas Global Health Foundation (AGHF)	Million US\$ (Cumulative total since 2018)	13.3+	13.3+	5.5+
Number of research and development activities to address access to health care issues that collaborate with partners	Activities	4	3	3

*8 Harnal, VESicare, Myrbetriq(mirabegron), Prograf, XTANDI,XOSPATA, EVRENZO, PADCEV

*9 For details, please visit the following website:

[Access to Medicines | Astellas Pharma Inc.](#)

*10 For details, please visit the following website:

[Initiatives in Tanzania | Astellas Pharma Inc.](#)

Contribute to maintaining a sustainable healthcare system through advocating value-based Pricing

Advocate for value-based pricing to maintain a sustainable healthcare system.

	Unit	FY2023	FY2024	FY2025
Value-based pricing (VBP) <Global>				
Number of implementations of value-based innovative pricing solutions to address value, affordability or access	Cases (Cumulative total since 2023)	5	5	5
Number of countries where Astellas product is launched with value-based innovative pricing solutions (Cumulative)	Countries	2	2	2
Number of product/brand employing value-based innovative pricing solutions	-	2	2	2
Value-based pricing (VBP) <Japan only>				
Number of lectures at study groups and events through KEIDANREN*10 activities that include VBP content	Cases	3	6	3
Number of advocacy activity for general public including VBP content	Cases	8	14	11

*11 KEIDANREN: [Japan Business Federation](#)

Creating an environment of talent and organizational culture that promotes innovation

Ensure talents with trusted capabilities to deliver innovation and create an organizational culture that fosters innovation.

	Unit	FY2023	FY2024	FY2025
Number of media reports after Sustainability events	Cases	8	7	6
Percentage of organizations with six hierarchical levels or less from the CEO	%	83	79	71
Average span of control for all departments*12	-	5.9	6	6
Employee utilization rate of internal recognition program	%	87	92	94
Percentage of employees recognized	%	76	88	85

through internal recognition program				
Employee satisfaction rate of internal recognition program	%	Measured in the future	Measured in the future	Not feasible for measurement
Engagement score	-	71	69	73

*12 Span of Control: Number of subordinates managed by one manager

Establishment of more sustainable and resilient value chain

Ensuring the reliable production and supply of safe and effective products even in the case of unpredictable or emergency situations is extremely important. Building a more sustainable and flexible value chain by proactively preparing the manufacturing supply chain, and energy procurement.

	Unit	FY2023	FY2024	FY2025
Supply chain management				
Proportion of electricity derived from renewable energy sources over total electricity consumption	%	40	39	59
Progress of the emergency power supply reinforcement project	-	Implementing or considering installing backup emergency power supply at manufacturing and research sites in Japan	Implementing installing backup emergency power supply at manufacturing and research sites in Japan	Implementing installing backup emergency power supply at manufacturing in Japan (Toyama). Installation and test in Japan, Yaizu is Completed (100)
Progress rate of seismic retrofitting work in manufacturing sites of earthquake-prone areas	%	100	100	100
Key remarkable finding related to stable supply	-	Continued variable activities to strengthen partnerships with suppliers.	Continued variable activities to strengthen partnerships with suppliers.	Continued variable activities to strengthen partnerships with suppliers.
Progress for alternative sourcing preparation in terms of geopolitical issues	-	- Completed risk assessments of historical key products and ready-to-use alternative resources except for a couple of products. - Completed identification of alternative resources for a couple of products undergoing risk assessments.	Xtandi: Mitigation actions for impacted materials completed and regulatory approvals received. Veozah: Alternate source qualification completed, regulatory approvals in progress. Padcev: Alternate sources identified for both impacted materials.	VEOZAH: Alternate source of key regulatory starting material qualification completed, obtained approval in US and EU. Regulatory submission and approvals in progress for other countries. Qualification of alternative source of another key starting material planned in

		Initiated risk assessment for a new key product, Izervay.	Qualification for one material completed, qualification for second material ongoing for completion in FY2025. Izervay: Assessment completed and no risks identified.	FY2026. PADCEV: Alternate sources identified for both impacted materials (starting material of drug linker). Qualification for both materials completed.
Sustainable Procurement				
Progress of uniform administration across all affiliates for the TPLM ^{*12} program	-	Completed adoption of globalized TPLM process for all affiliates and manufacturing locations	- Successfully onboarded Iveric Bio and Propella Therapeutics acquisitions onto the TPLM program. - Updated the Labour Rights questionnaire accordingly based on CSRD^{*14} requirements. - Incorporated refreshed Commodity Codes and Contract Request Workspace Intake Questions into TPLM process. - Introduced new ABAC^{*15} and Data Security due diligence tools. - Realigned the outsourced TPLM Help Desk Support model. - Completed TPRM^{*16} benchmark analysis and developed 3rd party risk management roadmap and action plan to institute risk-taking approach, education & training framework, and holistic 3rd party risk oversight.	- Completed adjustments to risk assessment questionnaires related to EHS, ABAC, and data privacy, and have implemented them into the questionnaires. - Progress is being made on the implementation of new monitoring solutions targeting solvency, workers' rights, and EHS risk domains. - Initiated efforts to improve and evolve TPLM into more comprehensive and company-wide third-party risk management (TPRM) program. The main success indicators: - Confirm whether all third parties are included in or excluded from the new TPRM, and segment them based on risk (low, medium, high). - Conduct risk assessments for 100% of high-risk third parties within 3 months of segmentation. - Reduce manual work by 50% (baseline to be set in the future based on the number of actions and processing time) and improve user experience by 50% (baseline to be set in the future based on the

				results of internal and external interviews). 4. Visualize third-party risks across all categories and countries in real time, linked to key strategic products. 5. Reduce current operating costs by 30% and streamline the platform. 6. Establish third-party risk profiles linked to key strategic products within 4 months of implementation.
Status of embedding the Business Partner Code of Conduct (BPCOC) into supplier engagement activities	-	• Posted the BPCOC on the corporate website. • Included the BPCOC as one of the pillars of Astellas' Sustainable Procurement Pledge. • Referenced the BPCOC within our contract and Purchase Order terms & conditions.	- Identified and corrected instances (by country) whereby Purchase Order Terms & Conditions were missing active links to access BPCOC. - Verified that BPCOC has been widely posted publicly, as well as included in our Supplier Onboarding forms. - Translated BPCOC document into Russian language. - Included a link to the BPCOC within the Labour Rights TPQ^{*17} as part of the TPLM process	- Completed the revision of our Business Partner Code of Conduct in conjunction with the update of our internal Code of Conduct. - Translation of this Code of Conduct is currently in progress and will be published sequentially as it is completed. This revision updates the content to align with the latest important themes and industry standards. Specifically, new descriptions were added regarding biodiversity, added a section on climate-related risks (hazards), and revised the wording regarding conflicts of interest and ethical communication.
Status of annual spending with small and diverse suppliers in order to expand the footprint to non-US regions	-	• 2024 US Small Business Plan was accepted by the Veterans Affairs targeting nearly \$130MM USD in Small Business in the US • Secured access to SME^{*18} database to reconcile against existing suppliers, as well as identify	-Submitted 2025 Small Business (SB) Plan with the VA that is targeting nearly \$155M in annual SB spend. We plan to leverage partnerships with the National Minority Supplier Development Council (NMSDC), National Veteran-Owned Business Association	In fiscal year 2025, VA small business performance in the U.S. significantly exceeded the target of 10.6% (\$154,121,402), achieving 13.2% (\$205,414,077). - In Established Markets, we collaborated with relevant departments and implemented

		potential small and medium-sized enterprises to leverage globally	(NaVOBA) and Dun & Bradstreet to identify viable and qualified small business alternatives. - Reconciled SME database against our existing global suppliers/spend; currently collaborating with Master Data and SAP Reporting teams to operationalize visibility into our global Small & Diverse footprint going forward.	initiatives to instill the principles of supplier diversity within the organization as a D&I Council member.
Progress of interweaving the Sustainable Procurement Pledge into the Astellas culture	-	• Posted Astellas' Sustainable Procurement Pledge on the corporate website • Included Astellas' Sustainable Procurement Pledge as part of internal training of Astellas Global Procurement and Vendor Management	- Conducted Sustainable Business Partner Summit with our top 350 suppliers (in terms of spend), including those deemed Strategic & Preferred, whereby Astellas executives outlined our commitments and associated expectations of external partners to assist us in reaching the goals set forth within the Sustainable Procurement Pledge. - Facilitated an organization-wide poster session as part of internal Astellas' Sustainability Week to convey the key pillars of Sustainable Procurement Pledge and our long-term ambition to internal stakeholders.	As part of the Astellas internal Sustainability event, a poster session was held across the organization to communicate the key points and long-term goals of the "Sustainable Procurement Declaration" to internal stakeholders. - The goals and content of the declaration are planned to be updated in fiscal year 2026.
Progress of factoring sustainability criteria into decision-making process when awarding business to a supplier	-	• Drafted an ESG Request for Proposal Question Set & Guidance • Embedded sustainability criteria	- Exploring the use of specific ESG focused language in our supplier agreements - Continue to train employees,	- Provide ongoing training to employees. - Continuously raise awareness about the importance of incorporating

		within Procurement's official toolkit for use in competitive bid environments	Communicate the importance of incorporating sustainability criteria when awarding business.	sustainability standards when outsourcing business operations.
Progress of incorporating sustainability into the SRM ^{*19} governance model for our Strategic and Preferred suppliers	-	- Preparing to launch new Decarbonization as a Service (DaaS) module within our existing SRM platform - Wave 1 to include key suppliers (Strategic & Preferred)	- Post the Sustainable Business Partner Summit, we issued a survey to ensure alignment with Astellas objectives, understanding of each supplier's level of sustainability maturity, and potential solicitation of primary GHG data. - Additionally, we completed the assessment of our top 350+ suppliers (100% Strategic & Preferred included) representing over 1.4 million tons of emissions annually to determine which of them have set environmental targets. - Discovered that 32% publicly disclose on CDP, and 28% have either committed to or set targets through SBT^{*20} certification.	- Based on the results of a survey conducted last year targeting the top 350 major external business partners, each company's sustainability maturity and their understanding of and alignment with Astellas' sustainability goals were visualized. - Based on the evaluation results, 208 external business partners were selected and began engagement with them to obtain detailed GHG primary data to achieve Scope 3 CO₂ reduction. As a result, responses received from 128 suppliers. The verified primary data acquisition rate was 59%, significantly exceeding the annual target of 30%, and achieving 196% of the target.

*13 TPLM: Third Party Lifecycle Management

*14 CSRD : Corporate Sustainability Reporting Directive

*15 ABAC : Anti-Bribery Anti-Corruption/Bribery Anti-Corruption. For details, please visit the following website: [Ethics & Compliance Focus Areas | Astellas](#)

*16 TPRM : Third Party Risk Management

*17 TPQ:Third Party Questionnaire

*18 SME : Small and Medium-sized Enterprises

*19 SRM : Supplier Relationship Management

*20 For details, please visit the following website: [Astellas Receives SBTi Approval for Revised Science-Based Climate Goals to Reduce Greenhouse Gas Emissions](#)

Further improve product quality

Ensure product quality assurance and safety for patients by fostering a "Culture of Quality" and enhancing the customer experience.

	Unit	FY2023	FY2024	FY2025
Product Quality Assurance				
Culture of Quality awareness material shared through various internal communications channels	-	Delivered messages by top and senior management including CEO, about the importance of quality.	Delivered messages by top and senior management about the importance of quality from various functions (DigitalX, Technology & Manufacturing, Research & Development)	Delivered consistent messages from senior leadership across functions, with quality awareness embedded into routine communications. This has supported ongoing awareness, engagement, and organisational alignment around a strong Culture of Quality.
Completed Culture of Quality scorecard for commercial manufacturing facilities	-	Completed Culture of Quality scorecard assessment for commercial manufacturing facilities (Takaoka, Toyama, Takahagi, Yaizu, Dublin, Kerry, Shenyang) and identified target challenges to focus on for FY24.	Completed the design of a common quality culture questionnaire construct and identified target challenges to focus on for FY25.	Aligned on a single common questionnaire framework for Quality and Manufacturing to evaluate quality culture and metrics. Implementation plan is under development.
Lean Six Sigma ^{*21} materials and tools shared across communication platforms	-	- Lean Six Sigma Community of Practice has grown to 970 members from 48 countries. - Approximately 100 Astellas employees obtained Lean Six Sigma certification. - Nine live sessions were conducted for employees to share real-life examples of continuous improvement in quality and efficiency.	- Enhanced the Lean Six Sigma White Belt course based on feedback received and incorporated material on Agile. - Conducted two live sessions for employees to discuss Lean Six Sigma, Agile mindsets, and Operational Excellence within Astellas. - Approximately 120 Astellas employees obtained Lean Six Sigma certification through program.	300+ Lean Six Sigma trainees certified across Astellas, spanning multiple belt levels (White, Yellow, Green, and Black Belt). Lean & Operational Excellence Community of Practice maintained, with centralized tools and materials readily accessible.

*21 Lean Six Sigma: Lean Six Sigma Program is a pillar of the Culture of Quality Program and a leadership approach to maximize efficiency, create

whitespace (resources needed to explore new ideas) and reduce cost within Astellas

Achievement of the amount of reasonable reduction of greenhouse gas (GHG) emissions

Astellas has set GHG emission targets consistent with The Paris Agreement and has received the SBT certification. Aim to achieve by FY2025 the amount of reasonable reduction of GHG emissions target.

[GHG emission reduction targets by FY2030]*²²

Scope 1+2

63% reduction (base year: FY2015)

Scope 3

37.5% reduction (base year: FY2015)

	Unit	FY2023	FY2024	FY2025
GHG emission reduction ratio (Scope1+2)	%	39.8	46	60
GHG emission reduction ratio (Scope3)	%	18.7	7	19
Energy consumption	MWh	558,039	494,739	450,265
Percentage of electricity derived from renewable energy sources	%	40	49	59
Water resource productivity	billions of yen/1,000 m3	0.25	0.28	0.34
Waste generated per unit of revenue	Tons/billions of yen	8.1	6	5.3
Biodiversity index	-	4.9	6.7	8.7
Percentage of low emission vehicles in sales fleet	%	59	60	64
Number of CMOs* ²³ to be assessed via TPLM program	Cases	25	20	

*22 For details, please visit the following pages: [ESG Data - Environment | Astellas](#)

*23 CMO: Contracted Manufacturing Organizations