

Astellas ESG Report 2026



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On Publishing the ESG Report

In recent years, dramatic changes to the environment and economy have led to a growing expectation from stakeholders for the sustainability of society.

Under our Corporate Strategic Plan 2026, Astellas aims to create and deliver greater VALUE faster for patients and drive sustainable growth with sustainability integrated into the foundation of its management.

Achieving this objective requires stakeholders to gain a deeper understanding of Astellas' approach to sustainability and related initiatives. To this end, Astellas is advancing sustainability-related disclosures by enhancing the content and transparency of its disclosures, while preparing for the future application of SSBJ^{*1} Standards and compliance with CSRD^{*2}.

In addition to disclosing environmental information through publications such as its EHS^{*3} Report, Astellas has significantly expanded disclosures relating to Social and Governance matters in this Report by actively leveraging the framework of the ESRS^{*4}. Through this comprehensive disclosure of information, we will further strengthen the foundation for dialogue with stakeholders and contribute to improving the sustainability of both society and Astellas.

^{*1} Sustainability Standards Board of Japan

^{*2} Corporate Sustainability Reporting Directive

^{*3} Environment, Health and Safety

^{*4} European Sustainability Reporting Standards

A Positive Cycle of Astellas’ Sustainability Initiatives and VALUE Creation.

In the healthcare field, societal expectations are shifting to therapeutic areas with high unmet medical needs, and innovative healthcare solutions based on next generation modalities and digital technology are eagerly anticipated.

Under our VISION of being “Turning innovative science into VALUE for patients by leading healthcare change”, Astellas creates innovative new drugs and healthcare solutions that drive the improvement of patient access to healthcare and better outcomes.

Astellas will gain trust from our stakeholders by our effort to address societal issues through our business.

It will, then, improve sustainability of Astellas’ own business and create a positive cycle of further contribution to sustainability of society.

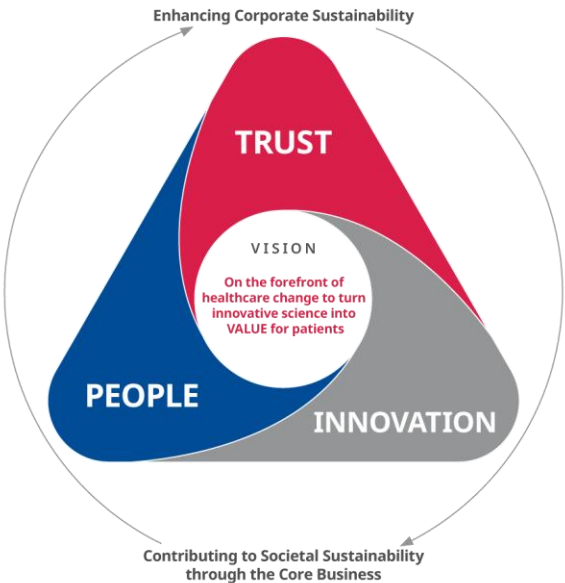
Our approach to sustainability is to contribute to society through our core business and create a positive cycle that improves the sustainability of both society and Astellas.

Embedding Sustainability into the Foundation of Management.

Astellas embeds sustainability into the foundation of its management.

In alignment with Corporate Strategic Plan 2026, Astellas maintains its strong, organization-wide commitment to sustainability that supports long-term corporate value.

Astellas identified 9 material issues (Materiality) and developed the Sustainability Diagram. These material issues are categorized into three pillars: Trust, Innovation and People, and aim to create a positive cycle that improves sustainability for both society and Astellas, supporting the realization of its VISION.



TRUST

- Compliance and Governance
- Resilient and Sustainable Business
- Environmental Sustainability

INNOVATION

- Innovative Healthcare Solutions
- Access to Health
- Ecosystem

PEOPLE

- Patient Hope
- Employee Well-being
- Human Rights

Enhancing Transparency and Commitment to the Future

Astellas believes that enhancing transparency in its corporate activities, including sustainability-related disclosures, is fundamental to fulfilling its accountability to stakeholders and building trust with them. Through clear, accurate and timely disclosure of information, Astellas seeks to deepen constructive dialogue with stakeholders and gain a better understanding of societal issues, risks and evolving stakeholder expectations surrounding the business environment.

Going forward, Astellas will continue to incorporate valuable insights gained through such dialogue into its management strategy and day-to-day business activities, thereby contributing to the sustainability of society and achieving Astellas' sustainable growth.

General Information



Chapter 1: Basis of Preparation and General Requirements

Scope of Consolidation

This report has been prepared on a consolidated basis and includes Astellas Pharma Inc., the parent company, and all of its subsidiaries (hereinafter “Astellas” or “the Group”). The reporting scope is aligned with the consolidation scope of Astellas’ consolidated financial statements.

The metrics disclosed follow the same consolidation principles as the financial statements unless otherwise specified.

● For details of the consolidated financial statements, please refer to the Financial Results Library available in the Investor Relations section of our website.

<https://www.astellas.com/en/>

Value Chain Coverage

The value chain relevant to Astellas’ business model includes research and development, procurement of raw materials, production, logistics, and the delivery of pharmaceutical products to healthcare professionals and patients. Our policies, actions, targets and metrics also extend to our value chain when relevant.

Chapter 2: Governance Disclosures

Governance Structure for Sustainability Matters



For sustainability matters, Astellas has established a company-wide framework under which the Board of Directors approves and oversees the Sustainability Policy and other material sustainability-related matters, the Executive Committee discusses matters related to business execution, the Sustainability Committee conducts cross-functional discussions, and the Environmental (E), Social (S), and Governance (G) Working Groups (E-S-G Working Groups) promote related activities.

The responsibilities and authorities of the Board of Directors and the Executive Committee are defined in the Corporate Decision Authority Policy. Sustainability-related matters are discussed, approved and reported by the relevant functions, the Sustainability Committee, the Executive Committee and the Board of Directors, depending on the nature and significance of the matter. In addition, annual sustainability activity results and plans for the following fiscal year are required to be reported to the Board of Directors once a year.

At present, Astellas is in the process of establishing and integrating a governance process for the centralized identification, assessment and management of material sustainability-related IROs*. Looking ahead to the future application of SSBJ Standards and compliance with disclosure requirements such as the European CSRD, Astellas is leveraging its existing sustainability management framework while further enhancing the management and oversight of material sustainability-related matters.

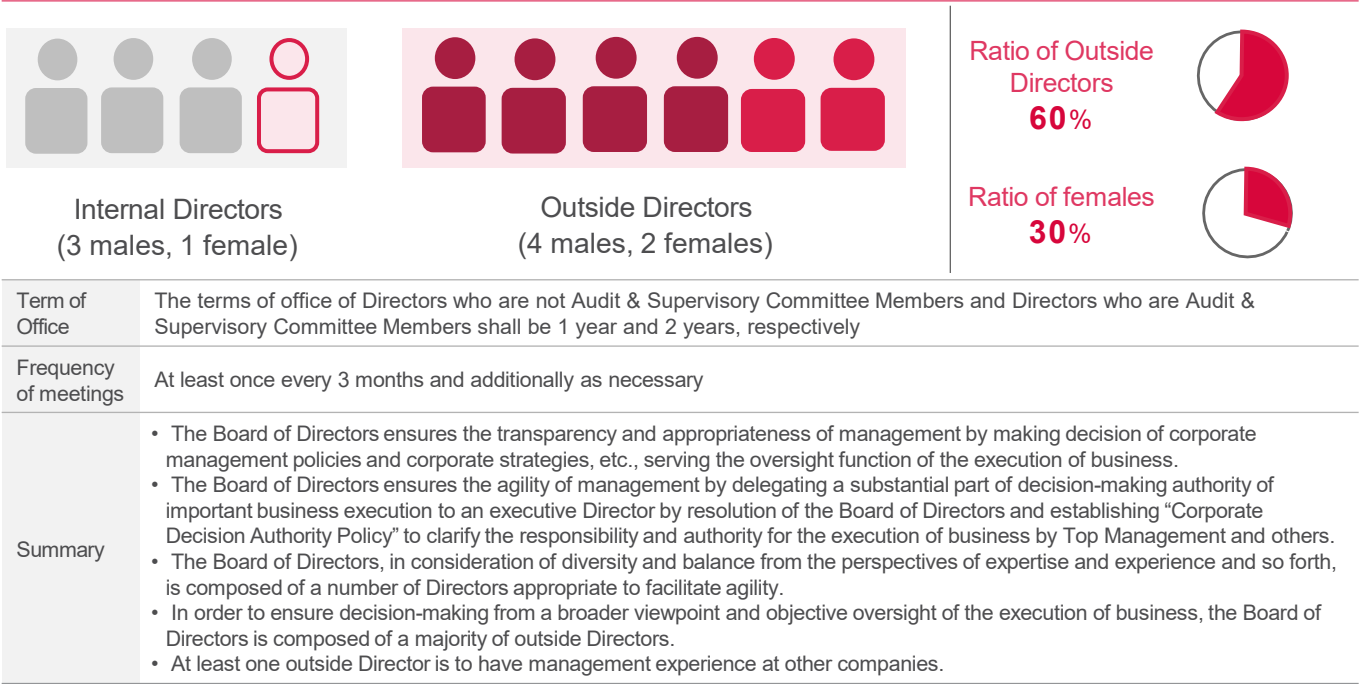
* Impacts, Risks and Opportunities (IROs), referring to sustainability-related impacts, risks and opportunities.

Chapter 2: Governance Disclosures

Roles, Composition and Skills of the Board of Directors

As a company with an Audit and Supervisory Committee under the Companies Act of Japan, Astellas’ Board of Directors is responsible for determining the Company’s basic management policies and business strategies, as well as overseeing business execution. The approval and oversight of the Sustainability Policy and other material sustainability-related matters also fall within the responsibilities of the Board of Directors.

As of the end of June 2026, Astellas’ Board of Directors consisted of 10 Directors, of whom 6 (60.0%) were independent Outside Directors. In addition, women accounted for 30.0% of the Board members. Employee representatives and representatives of other workers are not included among the members of the Board of Directors.



The Board of Directors is composed of members with diverse knowledge, experience and expertise necessary for the Company’s business and the sustainable enhancement of enterprise value. The skills and competencies required of the Board as a whole are visualized through a Skills Matrix, and Astellas strives to ensure that the Board possesses the knowledge and expertise required to approve and oversee the Sustainability Policy and other material sustainability-related matters, taking into account the composition of the Board and the experience and expertise of individual Directors. In addition, with respect to sustainability-related skills and expertise, the Board of Directors and management leverage their own knowledge and experience while drawing on relevant functions and external expertise as necessary.

Chapter 2: Governance Disclosures

Skills Matrix and Composition of Advisory Committees

											Advisory Committees	
	Name	Gender	Outside Director	Independent* Director	Company Management	Global Business	Science & Technology	Legal / Risk Management	Finance / Accounting	Academia	Nomination Committee	Compensation Committee
Director	Kenji Yasukawa (Chairman of the Board)	M			●	●	●					—
	Naoki Okamura	M			●	●	●		●		—	—
	Katsuyoshi Sugita	M			●	●		●			—	—
	Masahiro Miyazaki	M	○	○	● (Precision Instruments / Trading)	●					Chair	Chair
	Yoichi Ohno	M	○	○			●			● (Medicine)	Member of the Committee	Member of the Committee
	Mark Enyedy	M	○	○	● (Pharma)	●	●	●			Member of the Committee	Member of the Committee
Director Audit & Supervisory Committee Member	Rika Hirota	F					●	●			—	—
	Rie Akiyama (Chair of the Audit & Supervisory Committee)	F	○	○				● (Lawyer)			—	—
	Tomoko Aramaki	F	○	○					● (Accountant)		—	—
	Shigeki Takahara	M	○	○	● (Pharma / Chemicals (coatings))	●			●		—	—

* Persons who satisfy the required conditions for independent directors stipulated by Tokyo Stock Exchange, Inc., as well as the Company's independence standards for outside Directors, and have been registered as independent directors with the stock exchange.

Chapter 2: Governance Disclosures

Company-wide Sustainability Promotion Framework

■Executive Committee

The Executive Committee is a body responsible for discussing important matters relating to management strategy, product strategy, corporate management, human resources and other key matters concerning Astellas Pharma Inc. and its Group companies and is composed of Top Management* responsible for business execution. Sustainability-related matters are also discussed by the Executive Committee, as necessary, in accordance with the Corporate Decision Authority Policy.

Sustainability targets incorporated into the bonus (short-term incentive compensation) of Directors who are not members of the Audit and Supervisory Committee (excluding Outside Directors) are proposed to the Executive Committee and, following deliberation by the Compensation Committee, are approved by the Board of Directors together with other performance targets. As a result, the establishment of sustainability-related targets and the monitoring of progress are linked to the Company's key management objectives and compensation system.

* The President and Chief Executive Officer, together with the Officers who are responsible for managing the overall operations of the Company, are collectively referred to as "Top Management".

■Sustainability Function, Sustainability Committee, E-S-G Working Groups

To promote sustainability improvement activities from a long-term, strategic and company-wide perspective, Astellas has established the Sustainability Committee and the E-S-G Working Groups.

The Sustainability Function serves as the Functional Unit* responsible for the Sustainability Committee and manages sustainability activities across the Group, including acting as the secretariat for the E-S-G Working Groups and addressing Group-wide sustainability issues. In addition, the Sustainability Function works closely with the communication function to promote Astellas' sustainability initiatives both internally and externally.

* An organization established to conduct business operations and reporting directly to each member of Top Management.

The Sustainability Committee is chaired by the Head of Sustainability and is primarily composed of cross-functional members at the Functional Unit Head level. The Committee serves as a forum for professional and effective discussions on important sustainability matters and will, as appropriate, also discuss matters related to material IROs identified in the future. Where the outcomes of such discussions require management decisions or approvals, the relevant matters are reported or submitted to the Executive Committee or the Board of Directors in accordance with the Corporate Decision Authority Policy.

The Environmental, Social and Governance Working Groups (E-S-G Working Groups) are composed of cross-functional members for each ESG area. They identify environmental, social and governance-related issues and opportunities, formulate improvement plans, set targets and monitor progress in light of changes in the external environment and relevant principles and guidelines.

Target Setting, Progress Monitoring, and Integration into Strategy and Risk Management

The Board of Directors approves the Sustainability Policy. In addition, sustainability targets incorporated into the bonus (short-term incentive compensation) of Directors who are not members of the Audit and Supervisory Committee (excluding Outside Directors) are established and approved through a process involving the Executive Committee, the Compensation Committee and the Board of Directors.

For individual sustainability-related topics, the relevant functions establish targets and monitor progress. The Sustainability Committee reviews these topics and, as necessary, facilitates the consideration of improvement measures and reporting to management.

Sustainability-related considerations are incorporated into business strategy, important decision-making, risk management processes and related policies, as appropriate to the nature of each matter. For example, in initiatives such as the adoption of renewable energy and Access to Health (ATH), considerations are made from social, environmental and business perspectives.

For the systematic evaluation of trade-offs related to material IROs, the relevant functions, the Sustainability Committee, the Executive Committee and the Board of Directors are involved as appropriate for each matter and conduct deliberations and make decisions based on the necessary perspectives.

Chapter 2: Governance Disclosures

Incorporation of Sustainability Metrics into Executive Compensation

Astellas is working to strengthen sustainability through initiatives focused on its materiality and other key issues. Beginning with the 19th fiscal term (fiscal year ended March 31, 2024), sustainability performance was newly incorporated into the performance evaluation metrics for the bonus (short-term incentive compensation) of Directors who are not members of the Audit and Supervisory Committee (excluding Outside Directors). By linking management strategy with incentive compensation, Astellas aims to steadily advance its sustainability initiatives.

Details of the Incorporation of Sustainability Targets into Executive Compensation Performance Metrics are as follows.

Sustainability performance under the bonus (short-term incentive compensation) program is evaluated based on the degree of achievement of the following four targets derived from Astellas' materiality, in order to assess initiatives that contribute to the realization of a sustainable society.

1. Sustainability-related Disclosure Initiatives: Targets related to preparedness for the new sustainability-related disclosure requirements under CSRD and SSBJ Standards.
2. People and Organization Initiatives: Targets related to employee engagement survey results.
3. Initiatives to Ensure a Stable Supply of Products: Targets related to achieving the timely supply of Astellas products to patients.
4. Environmental Initiatives: Targets^{*2} related to the execution of detailed plans for achieving SBTi^{*1} approved targets and the implementation status of annual action plans.

^{*1} Science Based Targets initiative

^{*2} Greenhouse Gas Emissions Reduction Targets approved by the SBTi in 2022.

Reduce Scope 1 and Scope 2 emissions by 63% by FY2030 (base year: FY2015) and reduce Scope 3 emissions by 37.5% by FY2030 (base year: FY2015).

(Scope: The boundary used for calculating greenhouse gas emissions. Scope 1: Direct greenhouse gas emissions resulting from fuels used by the Company. Scope 2: Indirect greenhouse gas emissions associated with the use of purchased electricity. Scope 3: Greenhouse gas emissions generated throughout the value chain, including raw material procurement and product use.)

These key performance indicators (KPIs) and environmental action plan are managed by the Sustainability Committee, which is chaired by the Head of Sustainability Department and reporting to the Chief Strategy Officer (CStO). The Committee reviews environmental action plans every five years to ensure its continued relevance and to suggest improvements as needed.

Chapter 2: Governance Disclosures

Proportion of Variable Compensation Linked to Sustainability Metrics

The overall performance evaluation factor applied to the bonus payout rate (ranging from 0% to 200%) for Directors who are not members of the Audit and Supervisory Committee (excluding Outside Directors) is calculated by adding or subtracting a Sustainability Performance Evaluation Factor based on progress against the sustainability targets described above to the score calculated from the achievement levels of performance indicators, including revenue, core operating profit margin, core EPS, EPS, and R&D performance. The Sustainability Performance Evaluation Factor is designed to vary within a range of -10% to +10% depending on the level of achievement. The sustainability performance evaluation result for FY2025 was 2.5%, and after reflecting this result, the final bonus payout rate (performance evaluation factor) was 190%.

Performance Evaluation Indicator (Adjustment Item)	Adjustment Range of the Performance Evaluation Factor	Target	Result	Performance Evaluation Factor
Sustainability Performance*	-10% to +10%	① Initiatives for Sustainability-related Information Disclosure ② Initiatives for People and Organization ③ Initiatives for Ensuring a Stable Supply of Products ④ Environmental Initiatives	-	2.5%
* Sustainability performance targets, upper and lower limits, and performance evaluation factors are determined by the Board of Directors following deliberation by the Compensation Committee.			Performance Evaluation Factor (Bonus Payout Rate) 190.0%	

Basic Policy and Future Outlook for Sustainability Due Diligence

We recognize sustainability due diligence as a critical process for sustainable value creation, aimed at identifying, preventing, mitigating, and remediating actual or potential adverse impacts of our business activities and value chain on people and the environment.

Astellas is currently in the process of developing and integrating a comprehensive company-wide due diligence framework in line with international principles, including the United Nations Guiding Principles on Business and Human Rights (UNGPs). At present, Astellas conducts due diligence through supplier management using TPLM* in procurement and through individual compliance activities. Going forward, based on the results of the updated double materiality assessment, Astellas will further integrate due diligence into its company-wide governance and risk management processes and plans to gradually expand its response processes and disclosures in reports issued from the next fiscal year onward.

* Third Party Lifecycle Management (TPLM), a framework for managing third parties throughout their lifecycle.

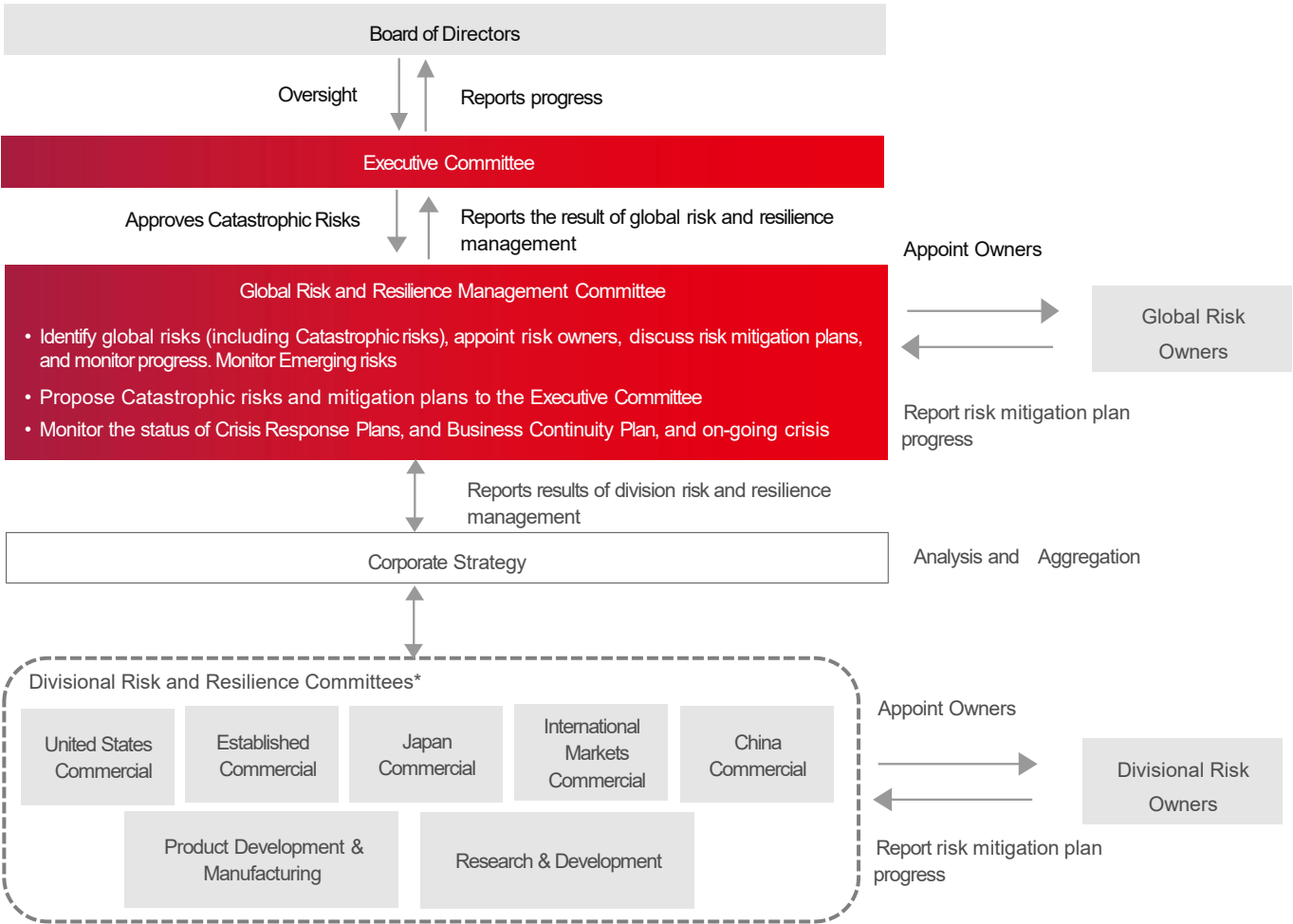
Chapter 2: Governance Disclosures

Risk Management and Internal Controls Related to Sustainability Reporting

The Risk Management Team in Corporate Strategy facilitates the Enterprise Risk Management (ERM) process with the internal stakeholders annually. Our risk assessment process is both top-down and bottom-up. To enable prioritization, we assess the impact and likelihood of each risk, considering the mitigations currently in place.

Risk owners develop action plans to reduce the level of risk exposure and enhance the resilience. Global Risks (risks that require enterprise-level attention due to their nature and impact) are discussed and endorsed at the GRRC*. GRRC also monitors Emerging Risks, which we define as uncertainties arising from trends that are on the company’s radar but whose full extent and associated implications are not yet clear. Sometimes, an Emerging risk is subsequently included in the risk register as a Global or Divisional risk following the discussion at the GRRC.

* Global Risk and Resilience Management Committee (GRRC).



*Some divisions hold these meetings as part of the wider Leadership Team meeting.

Chapter 2: Governance Disclosures

Sustainability-related risks are reviewed by the Sustainability Committee and, as necessary, shared with the GRRC. Risks that are discussed and endorsed by the GRRC as Global Risks at the enterprise level are ultimately reported to the Board of Directors to ensure effective oversight. In addition, risk owners develop action plans to enhance resilience, as necessary, and incorporate them into business operations.

To mitigate risks related to the integration and reporting of sustainability data, Astellas continues to strengthen internal controls and data management procedures. Key risks related to sustainability reporting include non-compliance with applicable disclosure frameworks, such as the CSRD, as well as inappropriate disclosures resulting from inaccurate, incomplete or inconsistent data, including differences in definitions and calculation methodologies. To manage these risks, Astellas is promoting the standardization of internal business processes and the integration of sustainability data into global IT systems to ensure data reliability and traceability. These internal controls support compliance with applicable regulatory requirements by preventing errors in data collection, aggregation, verification and approval processes while ensuring consistency and timeliness.

The Sustainability Committee serves as the framework for internal controls and risk management related to the disclosure of sustainability-related information and regularly reviews the assessment and management processes for sustainability-related risks and opportunities. In addition, the Audit and Supervisory Committee and the Internal Audit function independently oversee and audit the development and operation of the internal control system and risk management framework.

Chapter 3: Interaction with Strategy and Business Model

Strategy and Business Model

Under our management philosophy of “Contributing toward improving the health of people around the world through the provision of innovative and reliable pharmaceutical products,” we continuously create innovation and consistently strive to deliver innovative healthcare solutions that meet the needs of patients.

To transform advances in cutting-edge science into VALUE for patients, Astellas places its Focus Area Approach at the center of its R&D strategy, combining three elements: biology, modality/technology, and disease. Currently, we concentrate our resources on areas with high unmet medical needs where we can leverage our expertise, namely our four Primary Focuses: Cancer Immunology, Targeted Protein Degradation and Proximity Regulation, Gene Therapy, and Regenerative Medicine and Vision. Through these efforts, we provide innovative healthcare solutions, including innovative new medicines, to patients around the world.

For an overview of how our strategy and business model interact with sustainability-related impacts, risks and opportunities (IROs) and create a positive cycle of value creation, please refer to “Message on the Publication of the ESG Report” at the beginning of this report.

● For details of our strategy and business model, please refer to “Corporate Strategic Plan 2026” in the Corporate Information section of our website.

<https://www.astellas.com/en/>

In parallel with Corporate Strategic Plan 2026, we will continue to pursue sustainability initiatives across the Company to support the long-term enhancement of corporate value. Our approach to sustainability is to contribute to society through our core business and create a positive cycle that enhances the sustainability of both society and Astellas.

Chapter 3: Interaction with Strategy and Business Model

Stakeholder Communications

Astellas operates within a diverse network of stakeholders, including patients, healthcare providers, employees, shareholders, investors, business partners, and governments, all of whom are significantly impacted by our activities. Understanding and addressing their needs is crucial for maintaining trust and sustainably enhancing our enterprise value. We engage with stakeholders through various channels, such as town halls, shareholder meetings, and clinical trial updates, ensuring timely and impartial information disclosure. By fostering constructive dialogue and transparency, we aim to sustainably increase Astellas' enterprise value while contributing to the overall sustainability of society.

The table below presents Astellas' key stakeholders and the principal opportunities for communication with them.

Stakeholders	Major Opportunities for Communication
Patients	- Respond to inquiries through the Medical Information Center - Provide clinical trial information to patients - Coordinate events and provide training to patient support groups
Healthcare professionals	- Provide pharmaceutical information services through MRs* - Respond to inquiries through the Medical Information Center - Provide clinical trial information to healthcare professionals
Employees	- Hold town-hall style meetings with senior management, organize meetings for appraisal/career development and continue open dialogue with labor union - Provide information through internal publications and SharePoint Online - Provide advice through helplines/hotlines
Shareholders and Investors	- Hold general Shareholders Meeting and IR Meetings such as R&D Meeting and Sustainability Meeting - Respond to surveys and inquiries from rating agencies
Business partners	- Invite open dialogue throughout transaction process - Conduct supplier surveys based on the Astellas Business Partner Code of Conduct
Governments/NGOs/NPOs	- Ensure timely engagement with regulatory authorities - Participate in economic organizations, industry organizations and external initiatives - Collaborate through initiatives to improve "Access to Health" in developing countries
Academia/Researchers	- Collaborate through joint R&D activities - Hold and participate in professional and academic conferences
Communities	- Promote employee volunteer activities (Changing Tomorrow Day) - Hold public town hall meetings

* Medical Representative

Stakeholder engagement and feedback remain critical to Astellas strategy and operations. Therefore, Astellas will continue to prioritize stakeholder dialogue.

Chapter 3: Interaction with Strategy and Business Model

Interactions between Impacts, Risks and Opportunities (IROs) and the Strategy and Business Model

At present, Astellas is conducting a Double Materiality Assessment (DMA) in accordance with the ESRS to identify, assess and manage material impacts, risks and opportunities (IROs) across its business activities and value chain. Our overall sustainability strategy and a positive cycle of value creation are described in “Message on the Publication of the ESG Report” at the beginning of this report. Detailed interactions between individually identified material IROs and our strategy, business model and financial effects will be disclosed in future reports following the completion of the DMA process.

Resilience of the Strategy and Business Model

As part of our resilience assessment of significant sustainability-related risks, we have established analysis time horizons of short term (1 year), medium term (1-5 years) and long term (over 5 years), consistent with the assumptions used for the climate-related assessment. Since fiscal year 2021, we have conducted annual assessments of climate-related risks and opportunities. In fiscal year 2024, we conducted physical risk assessments covering our major sites and value chain. The results of these analyses have been reviewed by the Sustainability Committee, the climate resilience assessment indicates that Astellas’ strategy is generally resilient under the climate scenarios assessed, while recognizing the inherent uncertainty of future climate conditions, regulatory developments and technology pathways.

Environment



Chapter 4: Environment (Climate Change)

Transition Plan for Climate Change Mitigation

Astellas is committed to the sustainable enhancement of corporate value and aims to be a company that is selected and trusted by all stakeholders—including patients, shareholders, employees, and the environment and society—in order to achieve this goal. The Astellas Code of Conduct states: “We strive to minimize our environmental impact and address global challenges, such as climate change and resource recycling, by conducting business sustainably.”

Astellas conducts a materiality assessment to identify and prioritize the issues most important to society and its business, using the results as guidance for its sustainability initiatives. In the Astellas Materiality Matrix established for the fiscal year ended March 2022, “Climate Change and Energy” was recognized as “Very Important” from both societal and Astellas perspectives. In the updated materiality identified in 2026, environmental sustainability was designated as one of the material topics. As key KPIs to monitor progress on climate change measures, the company has set targets for GHG^{*1} emissions (Scope 1+2 and Scope 3).

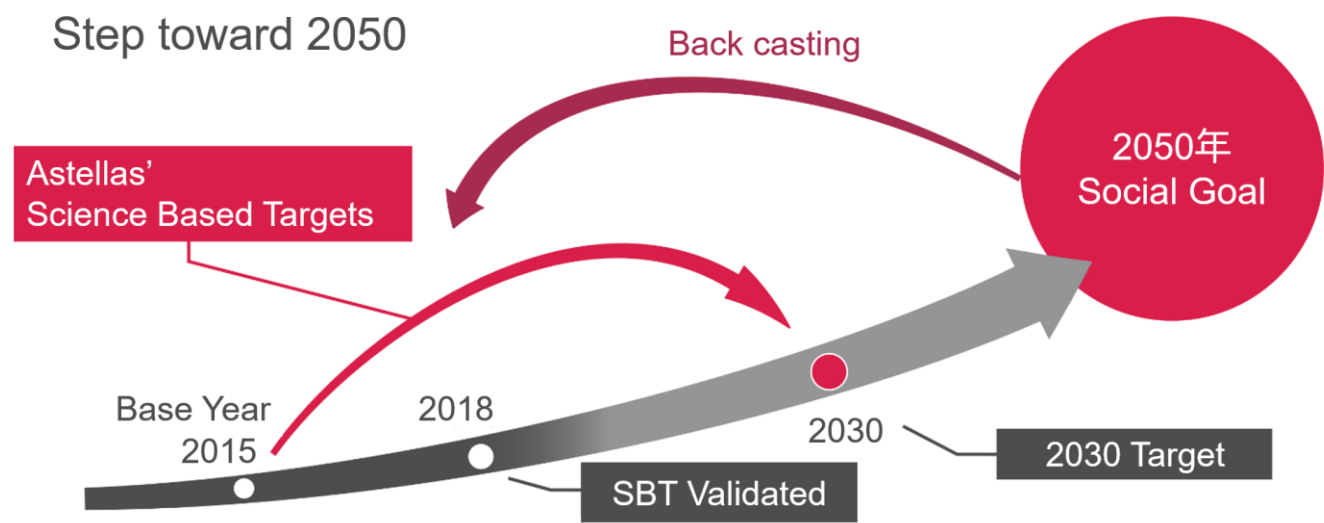
Recognizing net zero by 2050 as a societal goal, Astellas set its 2030 targets using a back casting approach. In January 2023, the Science Based Targets initiative (SBTi) validated and approved Astellas’ revised greenhouse gas emissions reduction targets towards achieving the 1.5°C and well-below 2°C goals of the Paris Agreement. Astellas commits to reduce absolute Scope 1 and Scope 2 GHG emissions by 63% by FY2030 from the FY2015 base year and to reduce absolute Scope 3 GHG emissions by 37.5% by FY2030 from the FY2015 base year. Astellas manages delivery of these targets through its Environmental Action Plan for climate change mitigation.

Targets are reviewed every five years, and the next review is scheduled to be finalized by January 2028. The emissions reduction targets apply to the entire Astellas Group with no exclusions by region or business.

To achieve these targets, we are promoting the use of renewable electricity, including the installation of solar panels at our sites and the utilization of off-site corporate PPAs^{*2}, adopting low-emission vehicles for our sales fleet, and enhancing engagement with value chain partners.

^{*1} Green House Gas. gases that contribute to global warming.

^{*2} Power Purchase Agreement. A long-term agreement for the purchase of electricity, typically from renewable energy sources.



Chapter 4: Environment (Climate Change)

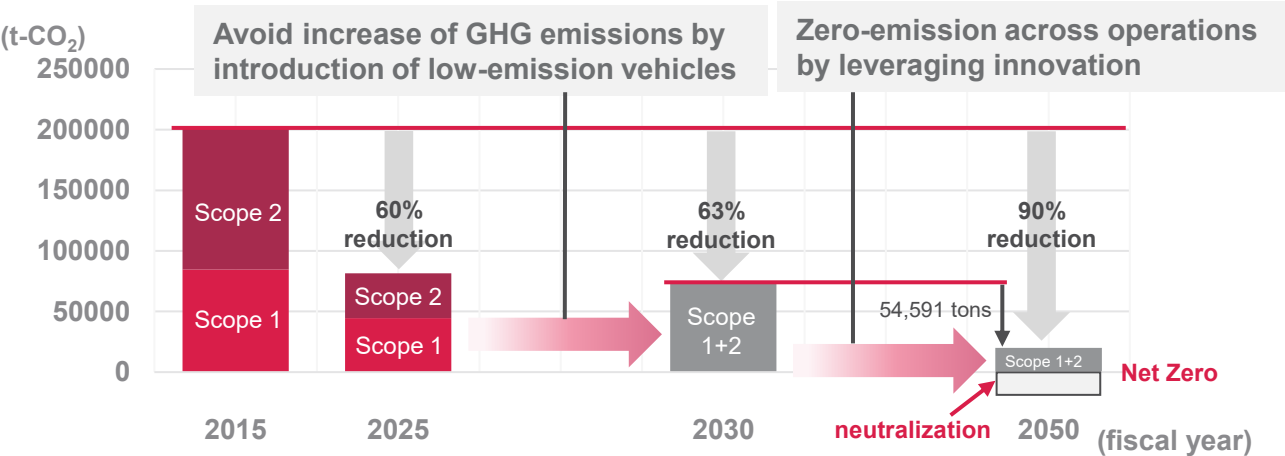
Capital Expenditures Related to Economic Activities Associated with Coal, Oil or Gas

Astellas did not make any capital expenditures related to economic activities associated with coal, oil or gas during FY2025.

Key Plans and Actions for Achieving the Transition Plan

To achieve our net-zero target by 2050, Astellas aims to reduce Scopes 1, 2 and 3 GHG emissions by 90% from the FY2015 base year and neutralize the remaining 10% of emissions by 2050. As a specific measure, we recognize that replacing fossil fuels used in boilers is necessary to reduce Scope 1 emissions. We have also established reduction targets for Scope 3 emissions. As part of these efforts, we seek the support and cooperation of contract manufacturing organizations and other business partners in reducing GHG emissions and request the provision of primary data.

In addition, Astellas will continue to consider the neutralization of residual emissions as a long-term challenge. Carbon dioxide removal may be considered as one means of neutralization; however, the technologies to be utilized remain to be determined, and no neutralization measures are currently being used.



Chapter 4: Environment (Climate Change)

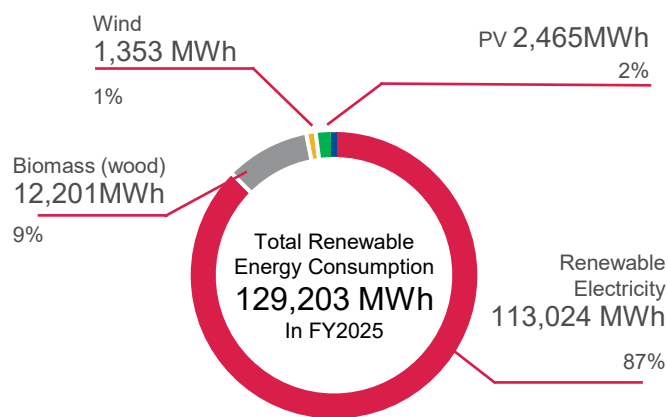
Progress toward Achieving the Transition Plan

Reduction of Scope 1 and Scope 2 emissions is primarily driven by the adoption of renewable electricity. Solar power generation facilities installed at Astellas sites have been promoted at locations such as the Tsukuba Research Center, the Kerry Plant, the Dublin Plant, and the Shenyang Plant. The procurement of renewable electricity is also being promoted at facilities including the Takahagi Technology Center, Tsukuba Research Center, Tsukuba Bio Research Center, Toyama Technology Center, Yaizu Technology Center, Dublin Plant, Kerry Plant, and Universal Cells.

Astellas is also advancing engagement with value chain partners to support their GHG emission reductions. To date, the company has increased awareness of its initiatives through online meetings with partners with high procurement spending and is promoting the use of GHG emissions data (primary data) calculated by business partners.

In FY2025, Astellas completed investments of approximately ¥1.4 billion, primarily to promote the use of renewable energy and implement energy-saving measures at its business sites, with the aim of improving energy efficiency. We also continued our efforts to reduce GHG emissions across our business sites and supply chain.

Expanding renewable energy is a principal element of Astellas’ approach to reducing Scope 1 and Scope 2 GHG emissions. Astellas uses a combination of on-site renewable generation and renewable electricity procurement, selected according to local operating conditions and market availability. In FY2025, Astellas expanded on-site solar generation at its Dublin and Shenyang plants and commenced off-site renewable electricity procurement through corporate power purchase agreements at the Yaizu and Toyama sites. Astellas will continue to evaluate opportunities to expand credible renewable energy procurement and generation across its global operations.



Chapter 4: Environment (Climate Change)

Identification of Climate-related Risks and Scenario Analysis

For climate change risks, we have established a cross-functional team responsible for climate-related disclosures and conduct scenario analyses. Assuming that transition risks materialize under a 1.5°C scenario and physical risks materialize under a 4°C scenario, we analyzed climate-related risks and opportunities. The analysis covers the entire Astellas Group and assesses short-term (1 year), medium-term (1-5 years), and long-term (over 5 years) time horizons. Since FY2021, we have conducted annual assessments of climate-related risks and opportunities. In fiscal years 2024–2025, physical risk analyses were conducted for Astellas' major sites and across its value chain.

In the physical risk assessment conducted in 2025, the scope of analysis included not only Astellas' own sites (20 locations), but also CMOs ^{*1}(19 locations) involved in the manufacture of active pharmaceutical ingredients for key products, as well as major logistics hubs (20 locations covering 15 key markets).

For physical risk analysis, the high-emission scenario SSP5-8.5 was used as a reference. For transition risk analysis, the SSP1-1.9 and SSP1-2.6 scenarios were used as references. In selecting the reference scenarios, Astellas considered sources such as the IPCC Sixth Assessment Report (AR6), the IPCC^{*2} Special Report "Global Warming of 1.5°C," and the International Energy Agency (IEA) report "Net Zero by 2050".

^{*1} Contract Manufacturing Organization (CMO), an organization that provides outsourced pharmaceutical manufacturing services.

^{*2} Intergovernmental Panel on Climate Change Sixth Assessment Report (IPCC AR6) Synthesis Report – Summary for Policymakers

https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf

※The link will take you to an external website. Astellas assumes no responsibility for the content, services, or handling of personal information on the destination website. Please use the website at your own discretion.

Under the SSP5-8.5 scenario referenced in the physical risk analysis, the average global temperature increase by the end of the 21st century is assumed to be approximately 4.5°C compared to pre-industrial levels. This scenario assumes continued intensive use of fossil fuels, along with large-scale industrialization and infrastructure development, with low prioritization of decarbonization-related technological innovation.

The SSP1-1.9 and SSP1-2.6 scenarios referenced in the transition risk analysis assume average temperature increases of approximately 1.5°C and well below 2°C, respectively. These scenarios are based on the implementation of policies that promote decarbonization, along with advancements in technologies necessary to achieve a decarbonized society, including carbon neutralization measures.

The physical risk analysis covered Astellas' major sites (manufacturing plants, research facilities, and key offices) as well as its value chain. The transition risk analysis covered the entire Astellas Group. Most of the sites included in the assessment are located in East Asia, North America, and Europe.

Chapter 4: Environment (Climate Change)

Climate Change Resilience

The scenario analysis identified the following risks and opportunities. The identified impacts have been incorporated into our strategy and business model, and the transition plan we have developed, together with our current and planned mitigation and adaptation actions, directly contributes to enhancing our resilience to these climate-related risks.

However, these resilience assessments are based on uncertainties regarding future developments, including changes in climate conditions, regulatory and policy developments, and the pace of technological innovation.

Nevertheless, through continuous investments in climate change mitigation and adaptation, we have sufficient capacity to adapt and align our strategy and business model to climate change across all time horizons, including the short, medium, and long term.

Climate-Related Risks	Potential Impacts	Financial Impacts	Affected Period	Astellas' Resilience
Transition Risks (risk materializing at 1.5°C increase)				
Policy and Legal				
Increased pricing of GHG emissions (costs if paying a carbon tax)	Business sites that have not introduced renewable energies may have to add payment of a carbon tax to their costs.	Scope 1+2: 1.1 billion yen in FY2030, assuming a carbon tax of \$100 per ton	Medium to long-term	Some of the electricity consumed at the business site is generated internally by using renewable energy sources such as wind power and solar power. Switch to purchasing energy derived from renewable sources at business sites is being promoted. The purchase of carbon credits to reduce Scope 1 emissions and measures to control costs associated with the purchase will be issues for consideration.
		Scope 3: 10 billion yen in FY2030 assuming a carbon tax of \$100 per ton	Medium to long-term	Scope 3 Category 1: We will work on optimizing the use of raw materials. By formulating a supply chain sustainability roadmap, CO ₂ emission data of purchased products will be analyzed and emission reduction will be prioritized.
Obsolescence and impairment loss on existing facilities accompanying GHG emission regulations	Possibility of being asked to discard facilities and assets due to strengthening of environmental regulations. Refrigeration equipment using freon gas and vehicles that use fossil fuels may no longer be available in some countries after 2035.	No significant impact	Medium to long-term	There are no existing facilities or assets that we are required to dispose of at this moment. Regarding freon gas, we will take appropriate measures that comply with laws and regulations. From 2030 onwards, we need to respond to a required change in automotive vehicles (shift from internal combustion engines to electric motors / EVs and fuel cells). Shift to EVs for sales fleets and trucks and modal shift of transportation will have an impact on business operations.
Technology				
Costs to transition to lower emissions technology	Costs arise when investing in low emission equipment.	1.2 billion yen Based on past climate-change investment plan	Short to long-term	Select and invest in efficient projects to reduce the carbon tax burden. Explore non-investment alternatives, such as power purchase agreements, for significant projects like solar panel electricity generation.

Chapter 4: Environment (Climate Change)

Climate-Related Risks	Potential Impacts	Financial Impacts	Affected Period	Astellas' Resilience
Transition Risks (risk materializing at 1.5°C increase)				
Market				
Increased energy costs	Rising energy and raw material prices lead to higher costs exacerbated by inflation.	An increase of 10 yen per 1 kWh unit of electricity will increase the cost burden by 2 billion yen.	Short to long-term	Increasing electricity and energy costs consumed at business sites due to regulatory changes would be an issue in the future. However, we do not envisage a significant increase in the cost of raw materials for drug production due to climate change. We will reduce the impact of rising fossil fuel prices by using renewable energy-derived power.

Chapter 4: Environment (Climate Change)

Climate-Related Risks	Potential Impacts	Financial Impacts	Affected Period	Astellas' Resilience
Physical Risks (risk materializing at 4 °C increase)				
Acute				
Increased severity of extreme weather events such as floods	Operations halt at our business sites due to floods or other factors. Raw material and product supply is delayed due to damage in the supply chain caused by floods or other factors.	500 million yen Reference: the flood countermeasures of the Toyama Technology Center.	Short to long-term	The planned investment for the Toyama Technology Center's flood response was estimated to be 500 million yen and comprises the following - Install a 3m waterproof wall around the power receiving building - Construction of substation equipment with a structure of 3m or more - Purchase of generators If similar measures are required, a similar amount of investment will be considered.
Chronic				
Changes in precipitation patterns Rising mean temperatures	Droughts will affect the operations of our plants and supply chain, resulting in delays in product shipments. Rising average temperatures will have an impact on energy costs accompanying operation of air conditioners at business sites.	No significant impact	Short to long-term	According to IPCC AR6 SPM SSP3-7.0 scenario, global sea level change in 2050 relative to 1900 is less than 0.5m. This level of change has no significant business impact. Changes in precipitation patterns do not have a material impact on Astellas' operations. The analysis of the rise in average temperatures is described in the next section.

Chapter 4: Environment (Climate Change)

Climate-related opportunities		Potential Financial Impacts	Affected Period	Astellas' response
Resource efficiency	Use of more efficient production and distribution processes Use of recycling	Reduced operating costs	Short to long-term	In order to maintain a stable supply of pharmaceuticals even during pandemic of infectious disease or natural disasters such as earthquakes, storms, and flooding, three logistics centers are operated in Japan. In European countries and the United States, warehouses shared by multiple pharmaceutical manufacturers are being used to streamline the distribution process. We collect exhaust heat from air conditioning units at manufacturing plants and research sites and use it to pre-heat the air supply to improve heat efficiency.
Energy source	Use of lower-emission sources of energy	Reduced exposure to GHG emissions and therefore less sensitivity to changes in cost of carbon	Short to long-term	Shifted boiler fuel from liquid fuel to gaseous fuels. We are moving ahead on introducing hybrid and electric vehicles in our sales fleet. We are working on using wind power generation and biomass boiler system at Kerry Plant in Ireland.
Products and markets	Development and/or expansion of low emission goods new products and services Access to new markets	Increased revenues by responding to changing market needs	Long-term	Climate change can change the geography of the morbidity associated with and severity of epidemics. Heart disease, respiratory disease, etc. may also increase.

Chapter 4: Environment (Climate Change)

Geographic Analysis of Physical Climate Change Risks

The IPCC Report points to an increase in extreme weather events resulting from climate change. However, there remains significant uncertainty regarding how the transition to a decarbonized society will progress, making it difficult to predict the future impacts on Astellas’ business. We conducted scenario analyses of the impacts of physical risks (flooding, wind, wildfires, and heatwaves) across our value chain, including our own business sites, contract manufacturing sites, and logistics sites.

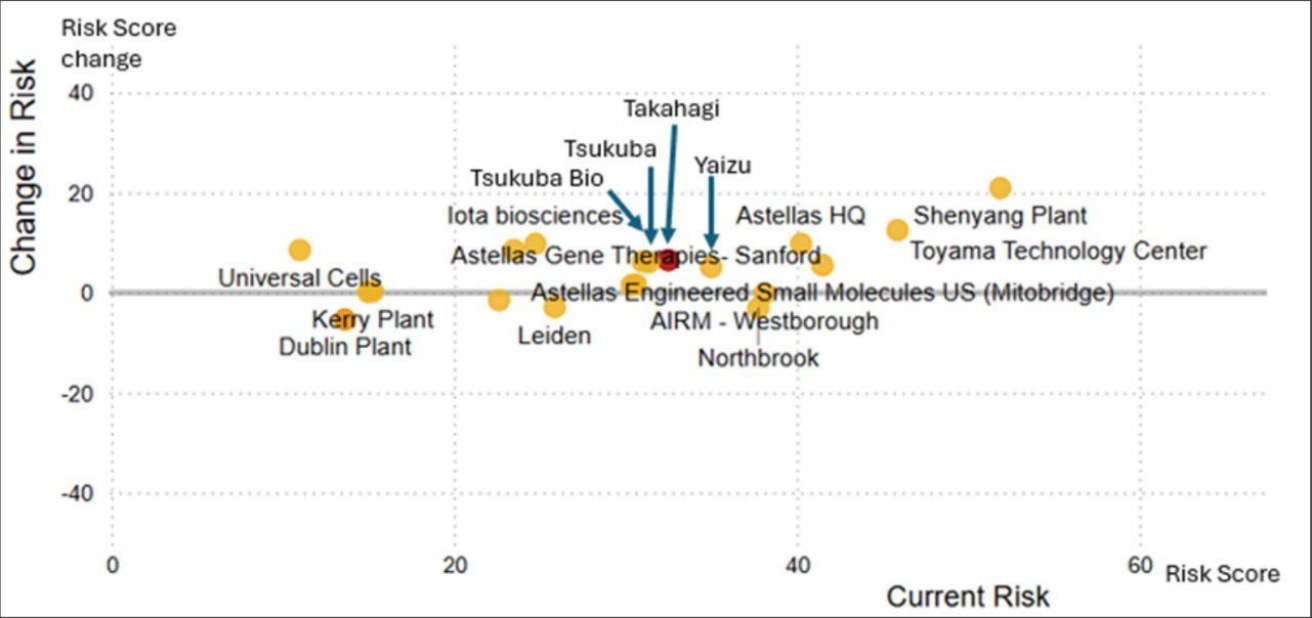
The assessment covered our offices, manufacturing facilities, research centers, and value chain sites. Most of the sites assessed are located in East Asia, North America, and Europe. The definitions of short-, medium-, and long-term are the same as those used in the risk and opportunity analysis, with the long-term horizon extending to our net-zero target year of 2050. The climate scenarios referenced were SSP1-RCP2.6, in which the global average temperature increase since the Industrial Revolution is limited to below 2°C, SSP2-RCP4.5, in which temperatures increase by 2°C to 3°C, and SSP5-RCP8.5, in which temperatures increase by more than 4°C.

Results of the Risk Matrix Analysis

In the risk matrix analysis, the Astellas facility with the highest risk was the Shenyang Plant. In the 4°C scenario, increased risks of flood, heat, and precipitation in 2050 were detected as potential issues.

Note: The impact of the physical risks were analyzed based on where each site is located at a 90-meter grid resolution and thus currently-installed risk mitigations were not taken into consideration; therefore, actual impact could be different from the estimated loss herein.

Current Risks and Changes in Risks Under the >4°C Scenario: Present and Future (2050)



* The Risk Score is a normalized estimate of the average risk posed by each hazard. It is calculated using the one to three hazard metrics depending on the hazard under a 4°C scenario. For example, precipitation risk refers to 1-day maximum precipitation in a 1 in 100-year event, and wildfire risk refers to the annual wildfire probability.

Chapter 4: Environment (Climate Change)

Key Hazards That Have the Potential to Affect Astellas

Precipitation

An increase in instances of heavy downpours across all sites is included in this analysis. At the location of Yaizu Technology Center, heavy rainfall of a once-in-50-year level was estimated at 357 mm per day in the 2020 model and 398 mm in the 2050 model using the 4°C scenario.

Changes in maximum precipitation per day with the highest risk

Site Name	Location	Max precipitation in one day >4°C scenario (mm)					
		10-year return			50-year return		
		Modelled 2020 baseline	2050	% change	Modelled 2020 baseline	2050	% change
Yaizu Technology Center	Japan	252	279	10	357	398	12

Flood

The location of Toyama Technology Center is particularly concerning due to the potential for floods reaching up to 8.5 meters, which could occur once in a hundred years. Astellas should assess the flood risk measures at high-risk sites to consider they are reasonably prepared to address potential flood risks by 2050.

Heat waves

Heat is not currently a major risk to Astellas, on a scale of 1-100, the average current risk is 29. However, it has been suggested that heat risk may become apparent in the 4°C scenario by 2050. At the location of Astellas Gene Therapies Sanford, it was estimated that in 2050, the number of days per year with maximum temperatures exceeding 35°C will be 41. Worker productivity can be significantly impacted by heatwaves if buildings are not sufficiently cooled.

Site Name	Location	Days above 35°C per year	% change from Baseline
Astellas Gene Therapies- Sanford	USA	41	78

High winds

Strong winds can cause extensive damage to buildings if they are not designed to withstand these storms. However, Japan has stringent building regulations which ensure that structures are designed to withstand wind speed loads that are determined based on their location, height and intended use.

Sites with wind gusts over 200 km/h in 1 in 100-year events in 2050

Site Name	Location	Wind Gusts
Yaizu Technology Center	Japan	232

Chapter 4: Environment (Climate Change)

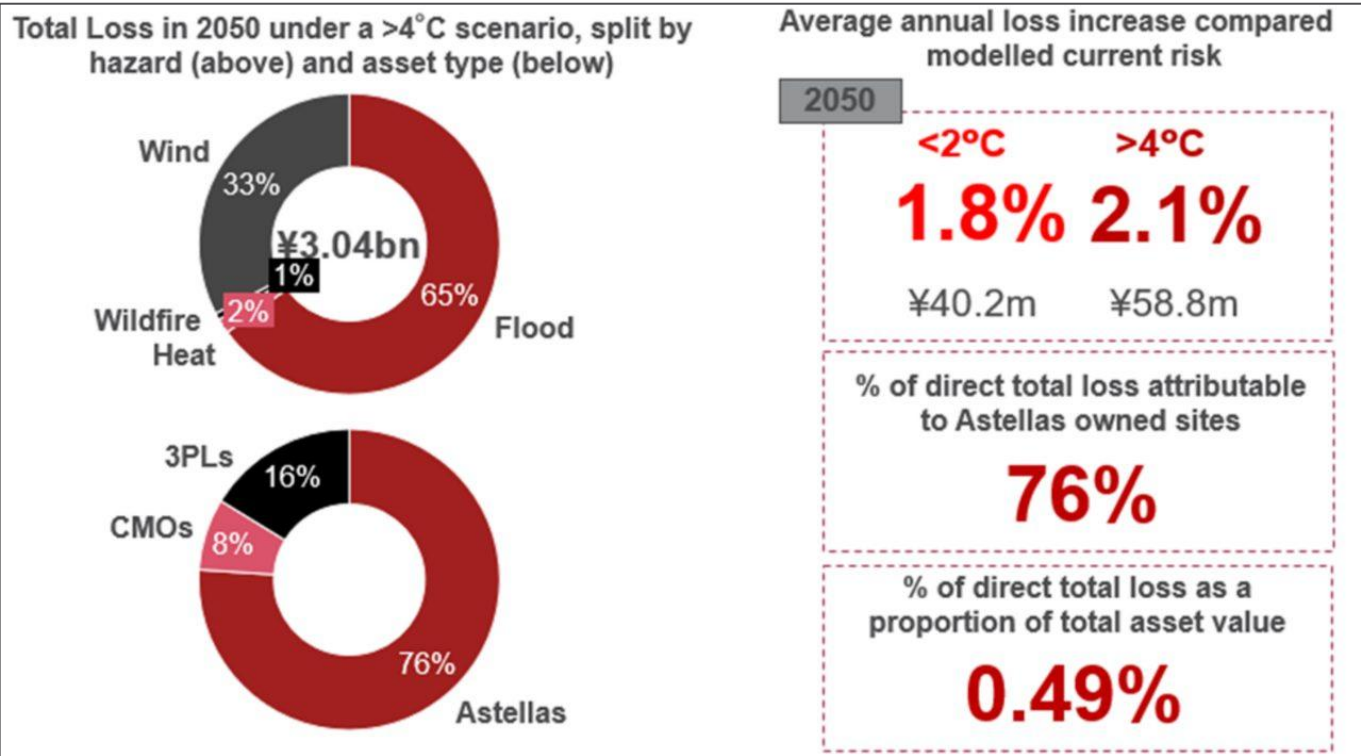
Other

Cold has the highest current risk score, however the risk becomes much lower for all sites by 2050. Wildfire is of concern at one 3PL site and Hail/Thunderstorms do not pose a high risk to any locations.

Financial Impact

An assessment of the financial impact on Astellas was conducted for four hazards (flood, wind, wildfire and heat). For flood, wind and wildfire the results are in the form of Average Annual Loss, which is the aggregated, probability-weighted, impact across all the return periods. For heat the results are in the form of Productivity Losses which are based on the days that maximum temperatures exceed >35°C.

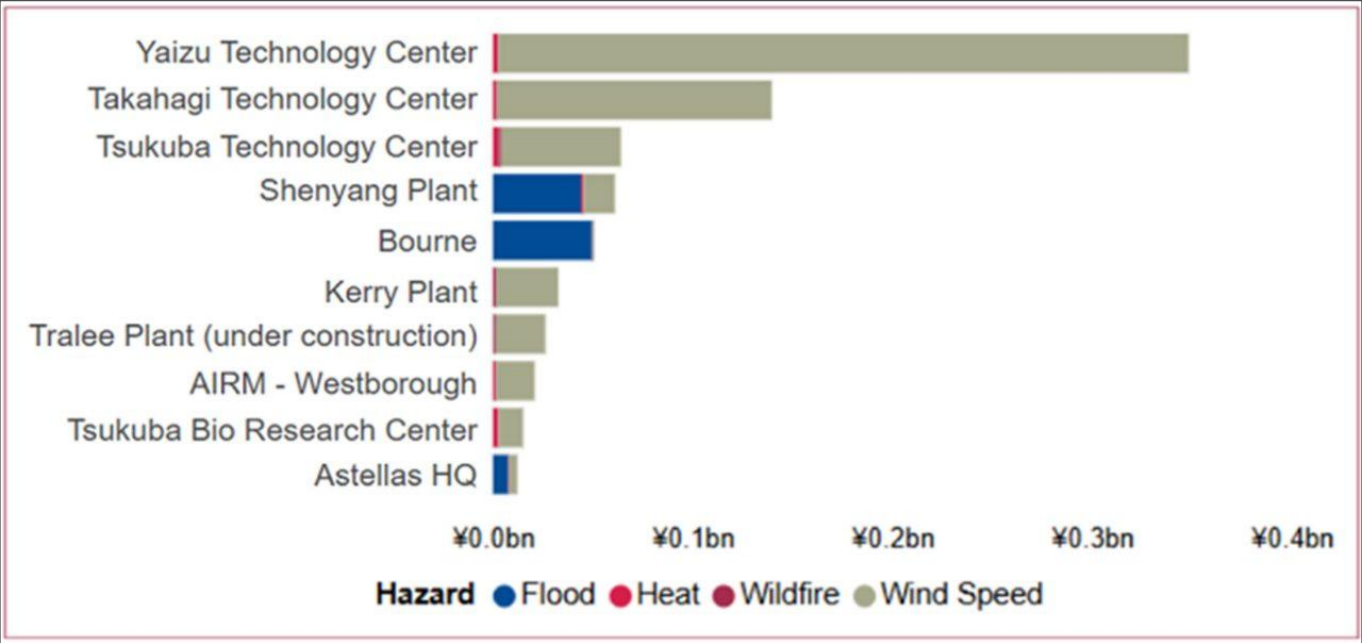
Estimated total financial loss from flood, wind, heat and wildfire is ¥3bn in 2050 under a >4°C scenario. Flooding accounts for almost two thirds of total direct loss (¥1.97bn) and 67% of this is from one site, Toyama Technology Center. The potential loss from flooding at Toyama accounts for 44% of direct total loss from all hazards combined. High wind speeds account for just over one third of the total direct loss (¥0.99bn). Loss from building damage accounts for 66% of the total losses. The sites associated with the highest financial impact are located in areas frequently hit by typhoons. Despite heat being one of the most significant climate hazards to Astellas under a >4°C in 2050, the financial impact from the risk is limited (compared to other hazards). This is due to the fact that all of Astellas' sites have been fitted with adequate HVAC systems that are updated and maintained regularly.



Toyama Technology Center is expected to incur over ¥1.5 billion in losses primarily due to flooding in 2050 under a >4°C scenario. The bar charts below illustrate the top ten sites for total loss across Astellas-owned sites excluding Toyama, indicating that acute wind and flood events significantly impact Astellas-owned sites.

Chapter 4: Environment (Climate Change)

Top ten sites for potential loss (excluding Toyama Technology Center)



Areas of Uncertainty

The temperature increases presented in the IPCC scenarios are estimated with a range of uncertainty. In Table SPM.1 of the IPCC AR6 Summary for Policymakers, the projected temperature rise for 2041-2060 under the SSP5-8.5 scenario is a best estimate of 2.4°C, with a very likely range of 1.9-3.0°C. Under the SSP1-1.9 scenario, the projected temperature rise for 2041-2060 is a best estimate of 1.6°C, with a very likely range of 1.2-2.0°C.

SSP5-8.5 is an extreme scenario in which high emissions continue under sustained dependence on fossil fuels, and there is uncertainty regarding the persistence of such dependence. In the SSP1-1.9 and SSP1-2.6 scenarios, there are uncertainties regarding the introduction of policies to restrict fossil fuel use (such as high carbon taxes), as well as the realization of technological developments necessary to achieve net zero, such as Carbon Dioxide Removal.

Capacity to Adjust or Adapt the Strategy and Business Model

Capital investments for climate change measures, such as the installation of solar power generation facilities, are being carried out within the scope of capital expenditures for pharmaceutical manufacturing facilities, and financing specifically for climate change measures (such as the issuance of green bonds) is not assumed.

No situation is anticipated in which existing facilities would need to be repurposed or retired due to climate change measures. When updating facilities, efforts are made to introduce equipment with superior environmental performance.

A recent major investment is the Tralee plant currently under construction in Ireland. The new plant is being built in line with Astellas' sustainability principles and incorporates best practices in energy and environmental design. Compared with the LEED® baseline, the plant aims to reduce water usage by approximately 50%, decrease operational energy intensity by more than one-third, and achieve zero landfill waste. Therefore, this investment is expected to strengthen Astellas' resilience.

Chapter 4: Environment (Climate Change)

Policies related to Climate Change Mitigation and Adaptation

Our environmental action plan for climate change is based on targets approved by the Science Based Targets initiative (SBTi). In January 2023, the SBTi validated Astellas’ revised GHG emissions reduction targets: a 63% reduction in absolute Scope 1 and Scope 2 emissions by FY2030 from the FY2015 base year and a 37.5% reduction in absolute Scope 3 emissions by FY2030 from the FY2015 base year. Astellas has launched and continues to implement its action plan for climate change mitigation to deliver these targets. As environmental action plans for resource management and waste management continue to be effectively implemented, we have set more ambitious targets since FY2021 and continue to advance these initiatives. Our FY2025 performance is shown below.

FY2025 Performance Against Environmental Targets

	Goal of Environmental Action Plan	Fiscal2025 Results		
Measures to Address Climate Change	Reduce GHG emissions (Scope 1 + Scope 2) by 63% by fiscal 2030 (Base year: fiscal 2015) (Emissions in the base year: 201 kilotons) [1.5°C target]	Ratio to base year	60%	decrease
		(Emissions:)	81	Kilotons)
	Reduce GHG emissions (Scope 3) by 37.5% by fiscal 2030 (Base year: fiscal 2015) [well below 2°C target]	Ratio to base year	-19%	decrease
		(Emissions:)	1,124	Kilotons)

Actions and Resources in relation to Climate Change Mitigation and Adaptation

The reduction rate of Scope 1 and Scope 2 emissions from the FY2015 baseline was 60% in FY2025. This was driven primarily by the use of renewable electricity at major manufacturing and research sites and reductions in CO₂ emissions from company vehicles.

Optimization of Operational Sites

Scope 1 and 2 emissions attributable to the operation of the Takaoka Plant in fiscal year 2025 amounted to 2,513 tons. With the cessation of operations, these emissions will be reduced from FY 2026 onward.

Introduction of Company Vehicles

Since fiscal 2008, Astellas has been striving to reduce GHG emissions associated with the use of our sales fleets. In each region, we are continuously switching over to vehicles with low environmental impact (e.g., hybrid cars, electric vehicles). In Japan and the US, where the rate of introducing hybrid vehicles is high, the volume of GHG emissions relative to the number of vehicles has been reduced more than in other regions.

GHG emissions from company-operated vehicles are reported as Scope 1 emissions for fuel consumption and Scope 2 emissions for electricity consumption by electric vehicles.

Data Item	Unit	FY2015	FY2023	FY2024	FY2025
Emissions from company vehicle use	t-CO ₂	28,725	13,380	13,323	10,707

Where actual fuel consumption data are not available, CO₂ emissions are estimated based on factors such as distance traveled, fuel purchase costs, and the average annual fuel consumption of company vehicles. Data for Asia and Oceania are excluded, except for certain locations.

Chapter 4: Environment (Climate Change)

Understanding GHG emissions in the Supply Chain

Astellas is also striving to assess emissions produced throughout the entire supply chain (Scope 3). We have also set SBTs for GHG emissions from major categories within Scope 3 and are striving to reduce them. In addition, we encourage support and cooperation with our measures to reduce GHG emissions, including transactions among our production contractors. For details on Scope 3 GHG emissions, please refer to ESG Data.

Energy Consumption and Mix

Global energy usage in FY2025 by the Astellas Group amounted to 450 GWh, for a decrease of 9% (45 GWh) over the previous year. The percentage of total energy consumption accounted for by electricity is high because in each region a large amount of electricity is consumed by the operation of air conditioning equipment.

Astellas strives to reduce its energy consumption, including through the continued implementation of energy-saving measures and the introduction of highly efficient equipment.

Global indicators	Unit	FY2023	FY2024	FY2025
Total Energy Consumption	MWh	558,039	494,739	450,265
renewable sourced	MWh	103,504	93,083	129,203
renewable energy ratio	%	19	19	29
Total Electricity*	MWh	228,688	207,703	198,804
renewable sourced	MWh	90,527	80,059	116,842
renewable energy ratio	%	40	39	59
Purchased electricity	MWh	226,691	205,273	190,088
renewable sourced	MWh	88,530	77,628	113,024
Gaseous fuel	MWh	252,061	210,279	191,295
Liquid fuel	MWh	56,069	55,942	44,338
Purchased thermal energy	MWh	8,244	7,790	8,525
Direct use of renewable energy	MWh	14,974	15,455	16,019

* Purchased electricity, direct use of renewable energy, and electricity generated through cogeneration. Beginning in the current fiscal year, electricity generated through cogeneration has been included in the calculation. Electricity generated through cogeneration was not included in prior-year data.

Chapter 4: Environment (Climate Change)

Scope 1, 2 Emissions

Metric	Region	Unit	FY2023	FY2024	FY2025
Scope 1*	Global	t-CO ₂	57,124	52,212	43,743
Scope 2 (market-based)	Global	t-CO ₂	63,047	55,621	37,171
Scope 1+2 (market-based)	Global	t-CO ₂	120,171	107,833	80,915
% reduction (vs FY2015)		%	-40	-46	-60
per market region	Japan	t-CO ₂	92,325	82,224	53,435
	Scope 1	t-CO ₂	40,601	35,558	28,854
	Scope 2	t-CO ₂	51,724	46,666	24,580
	Overseas	t-CO ₂	27,846	25,609	27,480
	Scope 1	t-CO ₂	16,523	16,654	14,889
	Scope 2	t-CO ₂	11,323	8,955	12,591

* Non-energy-related GHG emissions are not included. The CO₂ equivalent of fluorinated gases from all production sites and R&D sites in Japan was 518 t-CO₂e.

Chapter 4: Environment (Climate Change)

Scope 3 GHG Emission

Metric	Unit	FY2023	FY2024	FY2025
1.Purchased goods and services	t-CO ₂ e	857,945	1,082,536	957,768
2.Capital goods	t-CO ₂ e	178,421	90,582	81,671
3.Fuel and energy related activities (not included in Scope 1 and Scope 2)	t-CO ₂ e	29,755	27,410	23,634
4.Transportation and distribution (upstream)	t-CO ₂ e	14,946	19,987	12,571
5.Waste generated in operation	t-CO ₂ e	1,296	1,151	777
6.Business travel	t-CO ₂ e	21,496	34,056	27,750
7.Employee commuting	t-CO ₂ e	2,310	2,004	1,888
8. Upstream leased assets	t-CO ₂ e	out of disclosure scope	out of disclosure scope	out of disclosure scope
9. Transportation and distribution (downstream)	t-CO ₂ e	14,668	15,048	15,928
10. Processing of sold products	t-CO ₂ e	out of disclosure scope	out of disclosure scope	out of disclosure scope
11.Use of sold products	t-CO ₂ e	out of disclosure scope	out of disclosure scope	out of disclosure scope
12.End-of-life treatment of sold products	t-CO ₂ e	242	246	210
13.Downstream leased assets	t-CO ₂ e	271	3,301	1,660
14.Franchises	t-CO ₂ e	out of disclosure scope	out of disclosure scope	out of disclosure scope
15. Investments	t-CO ₂ e	out of disclosure scope	out of disclosure scope	out of disclosure scope
Total	t-CO ₂ e	1,121,350	1,276,323	1,123,857

Scope 1+2+3 Emissions

Metric	Unit	FY2015	FY2023	FY2024	FY2025
Scope 1 and 2 (market-based) and Scope 3 emissions Grand Total	t-CO ₂ e	1,579,925	1,241,521	1,384,156	1,204,772

Chapter 4: Environment (Climate Change)

GHG Removals and Carbon Credits

Astellas did not utilize GHG removals in FY2025.

Astellas did not use carbon credits in FY2025. As means of procuring renewable electricity, the Company utilizes power generated from its own solar panels and wind power facilities, as well as electricity products considered renewable energy and off-site corporate PPAs.

Internal Carbon Price

Astellas has not introduced an internal carbon price on a company-wide basis in FY2025.

Recognizing that further enhancements to current initiatives will be necessary to achieve greenhouse gas emission reductions beyond 2030, Astellas plans to consider introducing an appropriate level of internal carbon pricing to support investment decisions and cost assessments related to climate change measures.

Chapter 4: Environment (Pollution)

Actions to Address Air, Water and Soil Pollution

1. Apply voluntary control items and values for air/water pollution substances (including bioassay test) to minimize the environmental impacts.
2. Concerning regulated air, water, and soil pollutants, ensure necessary actions such as measurements, record, consideration and report.
3. Strive to move the underground pipes to above-ground and maintain the condition of underground tanks to prevent leakages.
4. Develop preventive actions in response to the emission of pollutants into the air, water, or soil environment even in the case of accidents and emergencies. Moreover, introduce backup systems against the events that might cause major environmental impacts.

Reduction of VOC Emissions

Astellas is working to reduce VOC* emissions associated with the use of solvents in production and research activities.

Moreover, as a measure to prevent environmental pollution by chemical substances as well as work-related injuries, occupational illnesses, we are taking steps to minimize the impact of our business operations on our employees, local communities, and the environment, such as development of new manufacturing processes that do not use highly hazardous chemical substances. VOC emissions from production and research sites in Japan were 21 tons in FY2025.

* Volatile Organic Compound (VOC), a volatile organic compound.

Reduction of NOx Emissions

NOx* emissions from production and research sites in Japan were 14 tons in FY2025. NOx emissions from production sites outside Japan were 5.2 tons.

*Nitrogen Oxides (NOx). A collective term for nitrogen-oxygen compounds generated when nitrogen and oxygen in the air or fuel react during combustion.

Chapter 4: Environment (Pollution)

Water Pollution

We disclose our impact on water quality using BOD^{*1} loading in Japan and COD^{*2} loading outside Japan. In FY2025, BOD loading at production and R&D sites in Japan was 6 tons, representing a 23% decrease from the previous fiscal year. COD loading at production and R&D sites outside Japan was 3.8 tons.

Since the discharge into water of chemical substances used in manufacturing processes can have a negative impact on ecosystems, we are examining ways of reducing such discharges as much as possible at all stages from R&D onward. With respect to future drug candidate substances discovered and developed by Astellas, we are examining the impact pharmaceuticals would have on ecosystems through the evaluation of their biodegradability in the natural environment.

^{*1} Biochemical Oxygen Demand (BOD), an indicator used to measure the level of organic pollution in water.
^{*2} Chemical Oxygen Demand (COD), an indicator used to measure the level of organic pollution in water.

Data Item	Unit	FY2023	FY2024	FY2025
Air Pollutants				
NOx emissions ^{*1}	metric ton	15	16	14
VOC emissions ^{*1}	metric ton	22	22	21
Wastewater Discharge and Water Pollutants				
Wastewater Discharge Volume ^{*2}	thousand m ³	6,217	6,694	6,011
BOD Load ^{*1}	metric ton	7	8	6
COD Load ^{*1}	metric ton	20	20	18

^{*1} Manufacturing sites in Japan
^{*2} Scope: Production sites and R&D sites in Japan and overseas. The volume of water discharge from overseas research sites and U.S. manufacturing sites was equivalent to that of water withdrawal.

Response to Accidents and Emergencies

The discharge of harmful substances could lead to the pollution of rivers as well as cause problems at public sewage treatment plants. This in turn could have a grave impact on regional communities. In preparation for accidents and emergency situations, we are systematically implementing measures for the prevention of environmental pollution, including the installation of backup equipment, while working to reduce the risk of pollution. In addition, to avoid accidents and other problems, we are bolstering efforts to optimize the operation and management of wastewater treatment systems, and monitor and measure the quality of water draining out of our plants to confirm compliance with relevant effluent standards.

Compliance with Environmental Laws and Regulations

In fiscal 2025, there was an instant deviation of sewage pH limit due to trouble in neutralization process at the Tsukuba Tokodai Site. Astellas reported the incident to the local government in a timely manner and has taken appropriate preventive measures. Over the past five years, there were two incidents as below. Astellas reported these incidents to the local government and implemented response measures based on its instructions.

- Takahagi Technology Center: Water (fiscal 2023)
- Tsukuba Research Center: Water (fiscal 2022)

Chapter 4: Environment (Pollution)

Environment-related accidents and complaints

In fiscal 2025, a liquid waste leak occurred at the Tsukuba Tokodai Site due to expansion upon freezing of content inside the transfer pipeline.

CO₂-equivalent emissions from fluorocarbon leakage are disclosed in Chapter 4: Environment (Climate Change).

Over the past five years, the numbers of environment-related fine payments and complaints are summarized in the table below.

Data Item	FY2021	FY2022	FY2023	FY2024	FY2025
Fine payment	0	0	0	1 ^{*1}	0
Complaints	0	0	1	1 ^{*2}	0

^{*1} It turned out that an outsourced vendor did not test one of parameters on discharged wastewater in one of periodic tests and Astellas paid 145 USD

^{*2} There was a complaint about the sound of the emergency fire alarm during its periodic test.

Soil Contamination Assessments

In FY2025, a contaminated area was designated at the Takaoka Plant in accordance with the Soil Contamination Countermeasures Act. Appropriate measures have been implemented in consultation with the relevant authorities to prevent the spread of contamination.

The substances exceeding the regulatory standards are as follows:

- Fluorine and its compounds
- Lead and its compounds

Based on the results of soil investigations conducted over the past five years, no other instances of contamination have been identified.

Chapter 4: Environment (Water Resources)

Effective Use of Water Resources

Water resources are a critical foundation supporting business operations, and their stable and efficient use is directly linked to ensuring business continuity. Reducing water consumption not only lowers costs and operational risks but also supports sustainable growth by addressing water stress. Astellas recognizes the effective use of water resources as a key priority and is working to reduce environmental impact while enhancing corporate value over the medium to long term.

Recycling of Water and Reducing Water Consumption

Astellas' operations use only water drawn from service water, industrial water and ground water. Water used in work operations is treated in accordance with wastewater discharging standards and returned to an aquatic environment. In addition, Astellas is continuously working to reduce water consumption while minimizing process wastewater.

Risk Assessments

Water is indispensable for Astellas' research and production activities. Each business site obtains necessary government approval to use water, and wastewater is discharged after being treated to satisfy wastewater discharging standards.

Moreover, Astellas uses Aqueduct provided by World Resources Institute to analyse water risks specific to the operating regions where its plants and other facilities are located.

The Astellas Group on a global basis does not currently withdraw water from water bodies in areas concerned with water resource depletion. As water risks may emerge in the future because of climate change, we are conducting risk analysis and taking steps to minimize our dependence on such resources and also regard this as an effective means of ensuring business continuity.

Water-related Objectives

Astellas recognizes the effective use of water resources as essential for stable research and production activities and for business continuity.

■ Improve water resource productivity by around 20% of the fiscal 2016 result by the end of fiscal 2025.

Applicable areas: Research and production sites in Japan and overseas

Indicator: Revenue (billions of yen) /Volume of water resource withdrawn (thousand m³)

The current Environmental Action Plan target for water resources reached its final year in FY2025. Water resource productivity improved by 126% compared with the FY2016 base year, exceeding the target to improve productivity by around 20% by the end of FY2025. Astellas will consider new targets for water stewardship, taking into account progress to date, societal expectations, water-risk analysis and changes in the business environment.

Chapter 4: Environment (Water Resources)

Water-related Metrics

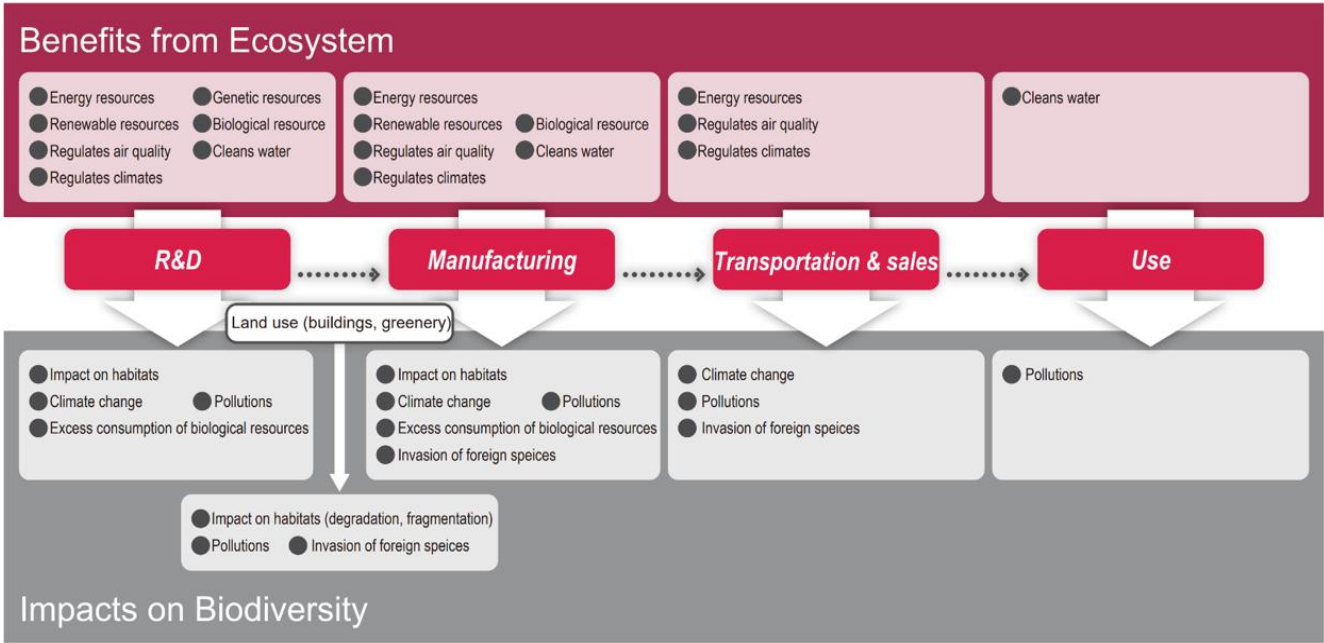
Data Item	Unit	FY2023	FY2024	FY2025
Water withdrawal	thousand m ³	6,497	6,883	6,327
Service water and industrial water	thousand m ³	6,151	6,484	5,801
Ground water	thousand m ³	346	399	527
Discharge Volume	thousand m ³	6,019	6,492	6,011
River	thousand m ³	5,834	6,323	5,715
Sewage	thousand m ³	185	169	170
Sales Revenue	billion JPY	1,604	1,912	2,139
Water Resource Productivity	billion JPY/ thousand m ³	0.25	0.28	0.34

Scope: Production sites and R&D sites in Japan and overseas. The volume of water discharge from overseas research sites and U.S. manufacturing sites was equivalent to that of water withdrawal.
No water was withdrawn from a source other than service water, industrial water, or groundwater

Chapter 4: The Environment (Biodiversity and Ecosystems)

Basic Policy on Biodiversity

- We will endeavour to lessen our overall environmental impact on biodiversity by working to implement Climate Change Mitigation Measures, minimize environmental pollution, and promote resource recycling.
- We will endeavour to develop technologies that lessen the impact on ecosystems by lowering the burden we place on the environment and using as few natural resources as possible.
- We will endeavour to handle genetic resources in accordance with international standards and the regulations of producing nations.
- We will endeavour to broaden our efforts to preserve biodiversity with the aim of creating a sustainable society that coexists in harmony with nature. To this end, we will promote discussion within society and among affected parties, while reaching across national and geographical borders.
- We will endeavour to foster a corporate culture that will always act with respect for biodiversity and in a manner that is harmonious with our business activities, grateful for the benefits obtained from healthy ecosystems.



Actions for Biodiversity

Astellas is thankful for the benefits brought about by biodiversity and recognizes that its business activities can affect ecosystems. The current Environmental Action Plan for biodiversity reached its final year in FY2025. Building on the outcomes of initiatives to date, and taking into account evolving societal expectations and changes in the business environment, Astellas is renewing its biodiversity framework and establishing new targets to further advance its contribution to biodiversity conservation. In addition to these efforts, Astellas endorses the Declaration of Biodiversity by Keidanren (Japan Business Federation) and supports biodiversity conservation through donations to the Keidanren Nature Conservation Fund.

Chapter 4: The Environment (Biodiversity and Ecosystems)

Contribution to Biodiversity Conservation Through Participation in the 30by30 Initiative

Astellas supports the 30by30 target, which aims to conserve at least 30% of land and marine areas by 2030, and has joined the 30by30 Alliance for Biodiversity.

In FY2025, Astellas continued practical biodiversity initiatives, including site-based conservation activities that support the global 30by30 target. The biotope conservation plan at the Yaizu site and the green space conservation plan at the Tsukuba site were certified as Nationally Certified Sustainably Managed Natural Sites under the Act on Promoting Activities to Enhance Regional Biodiversity. These initiatives are aligned with the goals of the Kunming-Montreal Global Biodiversity Framework. Both sites are expected to be registered in the international database as OECMs*.

* Other Effective Area-based Conservation Measures (OECM).

Biodiversity Index

Astellas assesses three main factors that are causing the deterioration of biodiversity: environmental pollution, resource consumption, and climate change. We have created a Biodiversity Index to evaluate the impact of our business activities on biodiversity.

The environmental burden for each sub-category in the assessment fiscal year is divided by the corresponding burden in the base-year and then multiplied by the weight to derive the “biodiversity burden index.” The “biodiversity index” is calculated by dividing Astellas’ consolidated revenue in the assessment fiscal year by the total of all the biodiversity burden index figures. Improvement can be determined by comparing this index to the base year.

Biodiversity Index

=

Consolidated revenue in assessment fiscal year

Σ (

Burden in assessment fiscal year

Burden in the base year

 × Weight)

Categories	Sub-Categories	Weight (%)
Environmental pollution	NOx, SOx emissions	10
	Chemical substances emissions	10
	BOD, COD load	10
	(subtotal)	(30)
Resource consumption	Water withdrawal (global)	20
	Biological raw material usage	10
	Landfill waste volume	10
	(subtotal)	(40)
Climate Change	GHG emissions (global)	30
	(subtotal)	(30)
Total		100

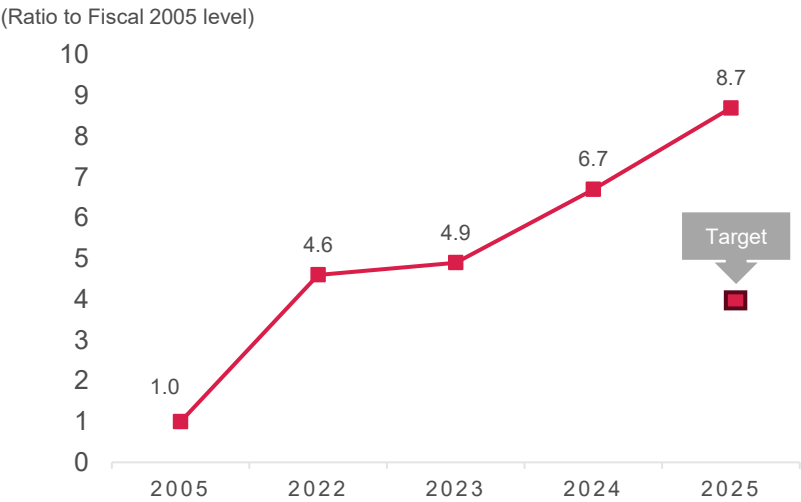
Chapter 4: The Environment (Biodiversity and Ecosystems)

Targets Related to Biodiversity

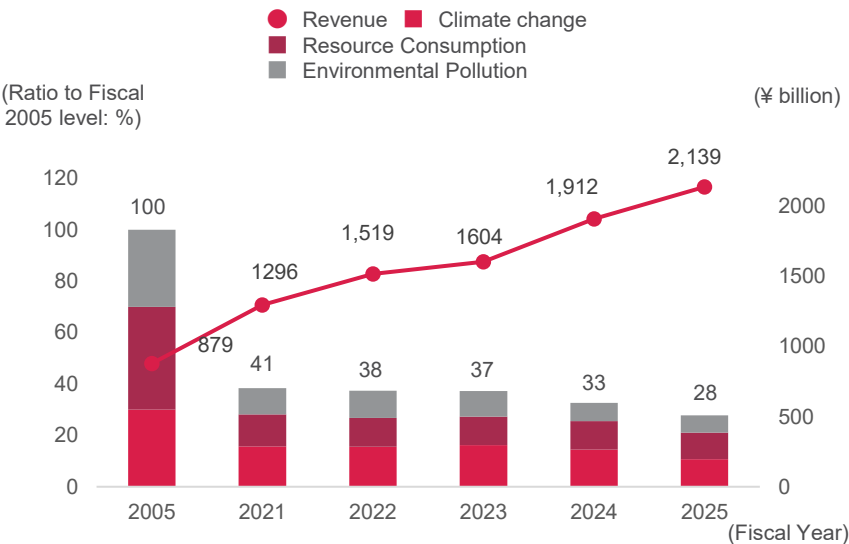
- Astellas has established the following targets for biodiversity conservation.
- Raise the Biodiversity Index to quadruple the fiscal 2005 level by fiscal 2025. (Global)
- Scope: Global consolidated basis

The Biodiversity Index for FY2025 was 8.7 times the FY2005 level, exceeding the Environmental Action Plan target to quadruple the index by FY2025. Astellas will continue to develop a more robust approach for assessing and managing biodiversity impacts, including consideration of location-based environmental burden and the relationship between environmental impact and business activity.

Progress of biodiversity index



The Biodiversity Burden Index and Revenue



Chapter 4: Environment (Resource Use and Circular Economy)

Initiatives for Resource Recycling

Astellas recognizes that the sustainable use of resources is essential to continuing its business activities and to contributing to a recycling-oriented society. The current Environmental Action Plan targets for resource use and waste management reached their final year in FY2025. Based on performance to date, external trends and changes in the business environment, Astellas will establish new targets for these areas.

Waste Management

Astellas is promoting efforts to reduce the waste landfill volume to as close to zero as possible through proactive recycling and reuse of waste materials. Moreover, Astellas also evaluates the relationship between waste generation volume and economic activities with the index known as the Waste generated per unit, and the Company is making efforts to improve it.

Waste Management in the Value Chain

In waste management, it is also important to prevent environmental pollution being caused by hazardous waste generated by research centers and manufacturing plants and the illegal disposal of that waste. As a means of prevention, we first examine appropriate methods of waste disposal and then conduct regular on-site assessment that waste treatment contractors are using appropriate waste treatment methods.

Handling Status of High-Concentrate PCB-contaminated Waste Storage

We have been systematically conducting detoxification of any high-concentrate PCB-contaminated equipment that is stored by Astellas. All PCB waste was treated during fiscal 2023.

Packaging Recycling Initiatives

The products manufactured and marketed by the Company are administered to patients through medical institutions. After their use, packaging materials are disposed of by hospitals, pharmacies, and general households. The waste discarded by general households is mainly comprised of blister (plastic) packaging used for tablets and capsules. Hospitals and pharmacies discard blister packaging as well as various types of plastics including bottles and tubes, metals, glass materials used in injectable solutions products, and paper items such as individual packaging and cardboard boxes.

In the case of pharmaceutical packaging, certain functions remain essential to ensure the safe storage of products as well as compliance with the provisions stipulated under the Pharmaceutical and Medical Device Act of Japan and the laws and regulations of respective countries. In addition to these functions and requirements, Astellas selects environmentally friendly materials for use in its packaging while engaging in a variety of initiatives including the labeling of materials to promote recycling at the time of disposal.

As part of these initiatives, Astellas has introduced biomass plastics made from plant-derived materials for blister packaging and began using them for selected products in Japan in FY2021.

To encourage the recycling of containers and packaging for household use in Japan, in accordance with the Containers and Packaging Recycling Law sellers of products are responsible for defraying the costs of recycling such waste products. The estimated total amount of plastic and paper containers and packaging used in Astellas products in fiscal 2025 is 190tons, and the Company was requested to pay ¥8.34 million in recycling costs.

Chapter 4: Environment (Resource Use and Circular Economy)

Targets Related to Waste

Astellas has established the following targets related to resource use and the circular economy.

■ Improve waste generation intensity by approximately 10% compared with the fiscal 2016 level by the end of fiscal 2025.

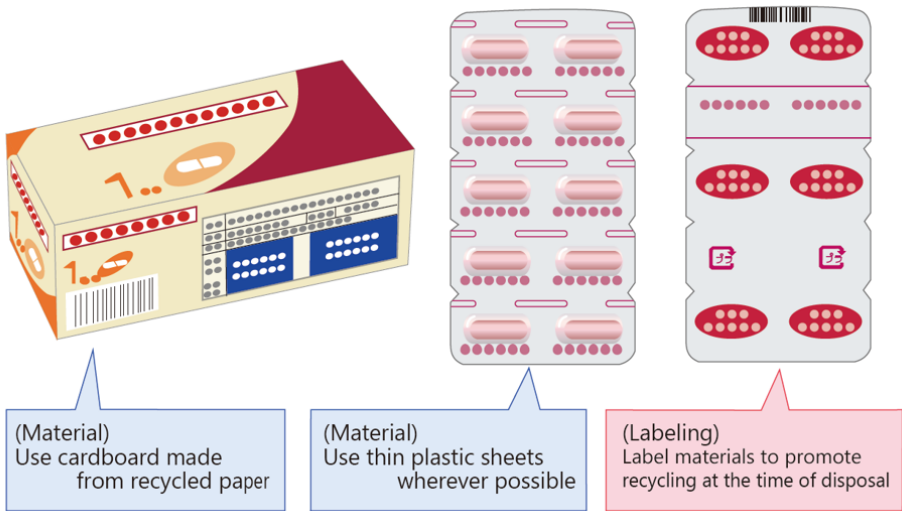
Applicable areas: Production and research sites in Japan and overseas

Indicator: Waste generation (tons) / Revenue (billions of yen)

In FY2025, waste generated per unit improved by 52% compared with the FY2016 base year. Total waste generated was 11,257 metric tons, final disposal amount was 75 metric tons, sales revenue was ¥2,139 billion, and waste generation intensity was 5.3 metric tons per ¥1 billion of revenue.

Disclosing Information on Plastic Recycling Volume

Astellas also recognizes plastic waste generated through business activities as an environmental issue. In Japan, plastic waste generated in FY2025 was 238 metric tons. Astellas is working to keep domestic plastic waste generation below 250 metric tons by limiting the use of plastic resources and improving recycling rates. In pharmaceutical packaging, Astellas continues to consider environmentally responsible design, including material selection and recycling-related labelling, while maintaining quality, stability and regulatory requirements.



Resource Use Metrics

Data Item	Unit	FY2023	FY2024	FY2025
kg generated	metric ton	13,010	11,421	11,257
Final Disposal Amount of Wastes*	metric ton	99	81	75
Sales Revenue	billion JPY	1,604	1,912	2,139
Waste Generation Intensity	metric ton/ billion JPY	8.1	6.0	5.3
% improvement (vs FY2016)	%	25	45	52

Scope: Production sites and R&D sites in Japan and overseas

* Production sites, R&D sites and distribution sites in Japan

Social



Chapter 5: Social (Own Workforce)

Commitment to Human Rights

Astellas is guided by its management philosophy of contributing toward improving the health of people around the world through innovative and reliable pharmaceutical products. Astellas recognizes that respecting and protecting individual dignity throughout all stages of the development of pharmaceuticals and other healthcare products is a top priority. We also recognize our responsibility to respect the human rights of our stakeholders.

Policies Related to Own Workforce

We respect the human rights of all people both inside and outside the Company and strive to maintain high labour standards. In all locations where we conduct business activities, we comply with applicable labour and employment laws and respect internationally recognized human rights and labour principles, including the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work. In addition, we are a signatory to the Ten Principles of the United Nations Global Compact and respond to compliance requirements under legislation such as the UK Modern Slavery Act.

Under these principles, the Astellas Code of Conduct explicitly states respect for the human rights, dignity and individuality of all employees, compliance with international standards and local laws and regulations, and respect for diverse cultures and customs, and shares the importance of respecting human rights across all Group companies worldwide. The Code of Conduct applies to everyone working for Astellas, including employees (regardless of employment status), officers, non-regular employees, and external personnel who perform work on behalf of the Company.

● For details of the Astellas Code of Conduct, please refer to the Corporate Information section of the Astellas website.

<https://www.astellas.com/en/>

Chapter 5: Social (Own Workforce)

Employee Engagement and Inclusion

Employees are at the core of our operations, as they enable all we do and are the driving force behind the realization of our management philosophy. We respect the human rights of our employees, including the rights to non-discrimination, freedom of association and collective bargaining, freedom from forced labour, and privacy. In addition, we work to ensure equal opportunities and provide a safe, inclusive, and rewarding work environment where all employees can thrive.

As we operate our business globally, we engage in ongoing communication and dialogue with employee representative organizations in countries and regions where labour unions are established.

In Japan, we have established a stable and trusted relationship with the Astellas Labor Union and entered into a collective bargaining agreement aimed at maintaining and improving employees' working conditions. The agreement is founded on the principles of equality between labour and management and the good-faith compliance with labour laws and related regulations. It also explicitly prohibits discriminatory treatment as a measure directly related to the protection of employees' human rights and commits both labour and management to ensuring a fair and supportive working environment. In addition, we hold regular consultations and exchanges of opinions with the Astellas Labor Union several times each year and engage in ongoing dialogue regarding employees' needs and challenges related to job satisfaction and ease of working.

Building on this strong foundation, we recognize that the diverse experiences of its global employees are as broad as the diversity of the patients we serve. By respecting and embracing differences, we strive to create an environment in which all employees can bring their unique perspectives to their work. We believe that these diversity and inclusion initiatives not only enhance organizational creativity but also contribute to attracting talented people and strengthening our competitiveness.

Fostering inclusive environments that create psychological safety, a sense of belonging, and empowerment leads to high-quality and effective collaboration, problem-solving, decision-making, innovation and ultimately, VALUE for patients. Based on this belief, we implement a variety of initiatives across our global organization and local sites. We provide employees with opportunities for "Reflection and Dialogue" on their individual values and purpose to enhance an inclusive culture. We are proud of our eight Employee Impact Groups that foster a sense of belonging and focus on aspects of career, culture, commerce, and community.

Chapter 5: Social (Own Workforce)

Implementation of the Global Engagement Survey

We conduct a global employee engagement survey annually to measure employee engagement and identify organizational challenges and areas for improvement. By visualizing scores for each survey question, analyzing results by organizational health objective category, and conducting AI-based trend analyses of employee comments, we are able to identify both organizational strengths and areas for improvement.

The October 2025 survey results showed an engagement score* of 73. A total of 43 survey items improved, representing an increase of 4 points compared with the October 2024 survey results. We believe this improvement was driven by the establishment of a cross-functional task force in FY2024 to conduct deeper analyses of the results and implement initiatives to enhance engagement. We will continue our efforts to achieve further improvements.

* The engagement score is calculated based on the scores of two specific survey items selected from all survey questions.

Compliance and Whistleblowing System

Astellas recognizes that when human rights are adversely impacted, both governments and companies have a responsibility to enable affected individuals to access effective remedy, whether through judicial or non-judicial mechanisms. We continuously strive to prevent compliance violations and believe that every employee has a responsibility to comply with our internal policies as well as applicable laws, regulations and industry guidelines. Accordingly, through our Ethics & Compliance (E&C) function, we provide guidance, education and training to support employees and the Company in making appropriate judgments and decisions in accordance with ethical standards and legal requirements.

We recognize the importance of employee feedback and employees' right to access remedy. Accordingly, we have established mechanisms that allow employees to report complaints and concerns confidentially without fear of retaliation. Employees can raise concerns through multiple internal channels, including their direct manager, the E&C function, the Legal function, the Human Resources function, the Global Investigation Management Team (GIMT), and other relevant departments. In addition, we provide an external helpline, EthicsPoint, operated by an independent third party (NAVEX), which is available not only to employees but also to external stakeholders. Users of EthicsPoint can submit reports by telephone or through a web-based platform and may choose to identify themselves or remain anonymous to the extent permitted by applicable laws and regulations.

Reported complaints and whistleblowing reports are thoroughly investigated in accordance with applicable global policies and procedures. An appropriate investigator is assigned, which may include personnel from the E&C function, Legal, Human Resources, other relevant departments, or external counsel where necessary. Based on the findings of the investigation, if a violation is identified, appropriate measures are determined and implemented for the individual concerned and the relevant department to prevent recurrence and drive improvements. In addition, we proactively monitor business activities and processes to facilitate the early detection of issues and identification of risks, while sharing lessons learned and strengthening communication, training and process improvements to help prevent future compliance violations.

Chapter 5: Social (Own Workforce)

Safety Initiatives

Astellas is building management systems related to occupational health and safety, security, accident prevention and other priorities, and is making well-organized and systematic efforts to implement occupational health and safety management activities. Astellas employees are required to give top priority to safety in all business operations, as confirmed by both management and labour. Moreover, Astellas strives to ensure the safety of all of its workers. With regard to safety management of business contractors, regular safety education is regulated under the Astellas EHS Policy and Guidelines and Astellas requires business contractors obtain permission to perform certain tasks, as necessary. Furthermore, Astellas has built a system to prevent accidents and other troubles in such ways as providing information on hazards and harmfulness related to outsourced operations to companies commissioned to conduct operations in Astellas business sites.

In addition, it will be crucial to continuously develop occupational health and safety managers with specialized skills, and provide the training needed to integrate the approved procedures into day-to-day activities. Accordingly, Astellas has been improving skills by fostering collaboration between business sites and divisions, along with enhancing various safety education initiatives.

At business sites that must be established under laws and regulations, Astellas has set up occupational health and safety committees led by the business site manager and attended by representatives of labor and management. These committees meet on a regular basis to hold discussions on maintaining occupational health and safety, and safe workplace environments. The committees conduct activities such as identifying hazards, performing risk assessments, and sharing information on occupational health and safety.

Occupational Health & Safety Action Plan

Astellas has drawn up an Occupational Health & Safety Action Plan for the purpose of maintaining and securing a safe work environment, preventing work-related accidents, and minimizing accidents caused by workplace mishaps. The Astellas EHS Policy and Guidelines set forth unified standards that identify Astellas' aspirations in its EHS activities. Based on this policy and guidelines, Astellas is building an EHS management system at each business site and promoting related activities. In addition, production sites in Europe and China have obtained ISO 45001 certification. At each site, we strive to continuously identify and mitigate risks through regular internal audits and dialogue conducted via occupational health and safety committees.

Severity Rate*	Prevent the incidence of major occupational accidents while maintaining a severity rate of work-related injuries at or below 0.005 at all business sites
Risk Assessment	Assess all business operations to identify risks in all areas as well as establish self-regulations to reduce such risk

* Severity Rate: This rate shows the number of workdays lost due to work-related accidents per 1,000 hours worked. The larger the number, the more severe the work-related accidents are.

Incidence of Work-Related Injuries

To prevent work-related accidents, we share information on work-related accidents and near-misses that have occurred at business sites in Japan and overseas, without identifying any individuals involved. We are striving from more diverse perspectives to ensure a safe work environment.

From April 2025 to March 2026, there were no work-related fatalities, and 10 cases of injuries requiring leaves of absence. The largest number of workdays lost was 485 days (assumed) because of a contact accident (with machinery, fracture). We will strive for risk reduction activities on a global scale through safety awareness-raising activities to maintain a work-related accident severity rate of 0.005 or less

Chapter 5: Social (Own Workforce)

Data on Occupational Injuries and Accidents

Region	Metric	FY2023 ^{*2 *3}	FY2024 ^{*2}	FY2025
Japan (Astellas Pharma Inc. and Domestic Group Companies)	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	2	1	1
	Frequency Rate ^{*1}	0.20	0.11	0.12
	Severity Rate	0.002	0.000	0.001
Total Other Regions (Overseas)	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	15	8	9
	Frequency Rate ^{*1}	0.75	0.41	0.42
	Severity Rate	0.003	0.011	0.036
Established Markets	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	6	4	4
	Frequency Rate ^{*1}	0.87	0.62	0.53
	Severity Rate	0.003	0.025	0.085
China	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	0	0	0
	Frequency Rate ^{*1}	0	0	0
	Severity Rate	0	0	0
International Markets	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	2	3	2
	Frequency Rate ^{*1}	0.67	0.86	0.47
	Severity Rate	0.004	0.015	0.012
United States	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	7	1	3
	Frequency Rate ^{*1}	0.88	0.13	0.43
	Severity Rate	0.004	0.000	0.010
Total	Number of Fatal Occupational Accidents	0	0	0
	Number of Deaths Due to Occupational Illnesses	0	0	0
	Number of Lost-Time Injuries	17	9	10
	Frequency Rate ^{*1}	0.56	0.32	0.34
	Severity Rate	0.003	0.008	0.026

^{*1} Frequency Rate: This rate shows the number of employee deaths or injuries resulting from work-related accidents causing leave of absence per million hours of work. The larger the number, the more frequently work-related injuries occur.

^{*2} Includes temporary agency workers in Japan only.

^{*3} FY2023 data were revised to exclude the impact of commuting accidents.

Chapter 5: Social (Own Workforce)

Promotion of Health and Productivity Management

Through flexible ways of working and health support initiatives, we promote employee wellbeing, enhance productivity and creativity, foster personal growth and fulfilment, and strengthen organizational capability.

Rigorously Ensure Annual Health Examinations and Re-examinations, as well as Recommended Examinations When Necessary(Japan)

We maintain an annual health examination rate of 100% and also work to ensure employees receive re-examinations. Based on the results of health examinations conducted in FY2025, 33.7% of employees across our domestic Group companies were diagnosed as requiring follow-up or detailed examinations, and 8.0% of those employees had not yet undergone the recommended examinations. We will continue to strengthen follow-up for employees with health risks, encourage timely and appropriate medical consultations, and provide individualized support, including consultations with occupational physicians for high-risk employees whose blood pressure, blood glucose levels, or other indicators exceed established thresholds. In addition, we actively support Specific Health Guidance programs, which health insurance associations are legally required to provide, to help prevent lifestyle-related diseases among employees.

Health Promotion and Mental Health Care (Japan)

To address employee health challenges, we have implemented initiatives since FY2022 aimed at improving presenteeism* based on the results of health surveys. In FY2025, as part of health promotion initiatives supported by the health insurance association, we provided a wide range of support measures and experiential and participatory programs covering exercise, nutrition, sleep, mental health, women's health, and support for balancing work with medical treatment or caregiving, thereby encouraging employees to adopt healthier behaviours. For mental health care, we have established consultation services utilizing in-house psychiatrists and an external Employee Assistance Program (EAP). We also continue to conduct legally required stress checks (transitioned from the mental health examinations initiated in 2008), make workplace environment adjustments based on the survey results, and provide seminars on a variety of health-related topics, including mental health, to improve health literacy.

* Refers to productivity loss resulting from reduced work performance while employees are present at work.

Prevention of Long Working Hours and Promotion of Annual Paid Leave Utilization (Japan)

Since 2015, we have promoted workstyle reform initiatives aimed at achieving both fulfilling personal lives and highly productive and creative ways of working for every employee. To address long working hours that may lead to physical and mental health issues, we appropriately monitor and manage working hours for all employees using “Health Management Time”*. Regarding annual paid leave, while ensuring that employees who are granted 10 or more days of leave take at least five days within the fiscal year, we also encourage all employees to achieve an annual paid leave utilization rate of 70% or higher (14 days or more based on an annual entitlement of 20 days).

Furthermore, since 2018, we have operated a Support Program for Balancing Medical Treatment and Work to help employees continue working with greater peace of mind while managing medical treatment. In addition to awareness-raising activities such as consultation services and guidebooks to enhance understanding of the program, in 2023 employee volunteers launched the “Can-Sapo” project to support employees affected by cancer. Through internal communications, training programs, regular peer-support activities, collaboration with internal specialist functions, and study sessions with other companies, including the promotion of qualifications for work-treatment balance coordinators, we continue to advance various support initiatives.

* An Astellas-specific metric that calculates an employee's daily time under work-related control using building access records and attendance management system data.

Chapter 5: Social (Own Workforce)

Sickness and Injury Leave (Japan)

An unexpected illness or injury can be a life-changing event. While employees often recover from using paid annual leave over a brief period, a system is needed to support employees during a longer period recuperation from an illness or injury.

In fiscal 2025, 34 employees at Astellas Pharma Inc. participated in the Short-Term Disability Leave. The Short-Term Disability Leave of up to 30 business days shall be granted when an employee requires additional or continued hospitalization and/or recuperation at home after receiving medical treatment for one month or more. This leave shall commence immediately after one month.

If more time is needed than allowed under the Short-Term Disability Leave, Astellas offers support systems including medical treatment benefits provided by Kyosaikai (a mutual aid association for regular employees), sickness and injury benefits from Health Insurance Association and income indemnity insurance for employees with long-term disabilities—a group insurance benefit.

In addition, to support the balancing of medical treatment and work, we introduced special medical leave in instalments and a shortened work hours system in 2018, creating an environment in which employees can flexibly balance medical treatment and work without any concerns.

Creating Safe and Secure Workplaces (Japan)

We conduct surveys on current workplace conditions and implement measures to address issues such as various forms of harassment. To achieve the elimination of harassment (=0), we are strengthening our initiatives through various training programs and company-wide communications on harassment prevention, while also fostering a workplace environment characterized by mutual respect and a high level of psychological safety. In FY2025, we eliminated dedicated executive offices and introduced a free-address workplace system, creating a floor layout that removes barriers between executives and employees by providing adjacent open spaces accessible to all employees. In addition to promoting cross-organizational communication through an open and transparent workplace environment, we facilitate dialogue between management and employees through Viva Engage and direct communication sessions with senior leadership (Ask Me Anything), while also encouraging collaboration through employee-led voluntary project activities.

Diverse Working Hour Systems (Japan)

At Astellas, employee evaluation is primarily based on individual roles and performance, and we have introduced working hour systems that support diverse workstyles, including a super-flexible working hours system and a discretionary work system, depending on job responsibilities.

Since April 2020, Astellas Pharma Inc. and its domestic Group companies have abolished core working hours and transitioned from a flextime system to a super-flexible working hours system. In November 2020, the super-flexible working hours system was also introduced for MR positions.

Chapter 5: Social (Own Workforce)

Childcare Support Initiatives

As declining birth rates continue to be a social issue, companies are expected to support the balance between work and childcare in order to help create an environment in which people can raise children more easily. Astellas was certified as a company meeting the standards under Japan's Act on Advancement of Measures to Support Raising Next-Generation Children in 2007, 2012, 2014, and 2018, and received the Kurumin certification mark. In 2019, Astellas also obtained Platinum Kurumin certification.

As part of our childcare support initiatives, we promote measures that facilitate communication and support employees returning to work from maternity leave, parental leave, or childcare leave. These measures include providing company information and self-development opportunities during leave, as well as return-to-work support programs designed to raise awareness and promote the use of available systems. In addition, we offer a range of childcare support programs, including childcare expense subsidies for employees returning from childcare leave, extended eligibility periods for shortened working hours for childcare purposes, remote working arrangements, and location-limited work arrangements for MR positions.

Chapter 5: Social (Own Workforce)

Promotion of Women's Empowerment

We recognize that workforce diversity encompasses many dimensions, including race, nationality, gender, and age, and that diversity-related challenges vary across countries and regions. In Japan, we began our efforts by focusing on the advancement of women, recognizing that gender diversity was not yet sufficient. Since launching the WIND (Women's Innovative Network for Diversity) project under the direct sponsorship of the President in FY2007, we have simultaneously promoted both “change management,” aimed at transforming the awareness and behavior of workplaces, managers, and women themselves, and “structural reform,” focused on reviewing and improving business processes and human resource systems and practices. We aspire to create an environment in which all employees can work with energy and a sense of purpose and thrive regardless of gender at every position and grade within the Company. We believe that addressing challenges by creating an environment where diverse talent can fully demonstrate their capabilities contributes to strengthening the competitiveness of the Company as a whole, and we continue to advance these initiatives.

Based on this policy, we have established an action plan covering the five-year period from April 1, 2026 to March 31, 2031, and are implementing specific actions toward the following two goals to further ensure that all employees can thrive regardless of gender.

•Goal 1: Increase the Proportion of Women in Core Management Positions to at Least 35%

We are increasing the proportion of women in core management positions through career development and engagement initiatives that foster intrinsic motivation, as well as by strengthening the talent pipeline of female candidates for core management roles and supporting their professional development.

•Goal 2: Increase the Child care leave acquisition rate among male employees to 100%

By creating a workplace where employees can balance work and family responsibilities and contribute to both regardless of gender, we enrich the lives of individual employees and support the sustainable growth of Astellas.

As a result of these ongoing initiatives, as of the end of March 2025, women represented 41.7% of our Board of Directors, 32% of our employees in Japan, and 19.7% of employees in core management positions. These efforts have also received significant external recognition. In March 2014, Astellas was selected for the Ministry of Economy, Trade and Industry's Diversity Management Selection 100 program. In 2016 and 2019, Astellas was also selected as a Nadeshiko Brand company in recognition of its outstanding promotion of women's empowerment. Most recently, in 2026, Astellas received the 2026 Women's Health Management® Award, organized by the Japan Menopause and Women's Health Association, in recognition of its continuous and multifaceted efforts to address women's health issues, including menopause.

In addition, Astellas endorses Keidanren's "Challenge for 30% by 2030."

The "Challenge for 30% by 2030" is an initiative designed to advance the objective of increasing the proportion of women in executive positions to at least 30% by 2030, as set forth under the pillar of "Promoting the Active Participation of Diverse Talent" in the New Growth Strategy published by Keidanren in November 2020. While

Astellas has long promoted women's empowerment, by supporting the "Challenge for 30% by 2030," we aim to further advance diversity and inclusion and enhance corporate value.

●For details of Keidanren's "Challenge for 30% by 2030," please refer to the website below.

<https://challenge203030.com/EN.php>

※The link will take you to an external website. Astellas assumes no responsibility for the content, services, or handling of personal information on the destination website. Please use the website at your own discretion.

Chapter 5: Social (Own Workforce)

Data Related Life Event*1

Program		FY2023	FY2024	FY2025
Illness and Injury	Short-Term Disability Leave	27	37	35
Family Care	Family Leave for a Child, Spouse or Parent	538	503	589
Child-raising・Nursing care・Transfer of spouse	Registration for Reemployment	Number of reemployed people: 5	Number of reemployed people: 3	Number of reemployed people: 0
Marriage	Program for Helping Sales Personnel Live with Their Spouse When They Get Married	Male: 2	Male: 2	Male: 2
		Female: 8	Female: 1	Female: 3
Pregnancy and Childbirth	Maternity Protection Leave	3	2	2
	Leave of Absence Before and After Childbirth	97	68	74
Child-raising	Paternity Leave	111	114	91
	Childcare Leave acquisition rate*2*3	Female:135%	Female:122%	Female:86.2%
		Average days used: 408	Average days used: 414	Average days used: 388
		Male:93%	Male:82.5%	Male:82.8%
		Average days used: 74	Average days used: 91.1	Average days used: 72.5
	Time off for Infant Care	9	8	7
	Shortened Work Hours for Childcare	206	133	121
		Average days used: 669	Average days used: 335.7	Average days used: 400.7
	Use of the Company's Vehicles for Child Raising	Male: 28	Male: 17	Male: 9
		Female: 75	Female: 47	Female: 34
	Financial Assistance for Daycare	0	0	0
	Paid Leave for Employees Returning to Work After Leave of Absence Before and After Childbirth/Leave for Child Care	15	35	28
Nursing care	Nursing Care Holiday	22	21	25
	Leave for Nursing Care	4	1	2
	Shortened Work Hours for Nursing Care	3	1	2
Childcare, Caregiving, Injury and Other Circumstances	Working at Home	Registered Employees for the Program:4,662	Registered Employees for the Program: 3,262	Registered Employees for the Program: 3,350
Retirement	Extended Employment System	Newly Contracted Employees: 11	Newly Contracted Employees: 15	Newly Contracted Employees: 13
Social contribution activities	Volunteer Leave/Leave of Absence	Volunteer Leave: 6	Volunteer Leave: 8	Volunteer Leave: 5
		Volunteer Leave of Absence: 0	Volunteer Leave of Absence: 0	Volunteer Leave of Absence: 0
	Bone-Marrow Registration Leave	4	1	0

*1 The number of users represents the number of employees who utilized the program during the applicable fiscal year. The utilization period is based on cases in which the program was used during the fiscal year and the duration of use had been finalized.

*2 The utilization rate for male employees is calculated based on the percentage of employees who took childcare leave and other related leave, including the childcare-purpose leave program established by the Company.

*3 The rate may exceed 100% because it includes eligible employees who gave birth in the previous fiscal year and started taking parental leave in the current fiscal year.

Chapter 5: Social (Own Workforce)

Details of Life Event Program

Program	Details
Short-Term Disability Leave	The Short-term disability leave of up to 30 business days shall be granted when an employee requires additional or continued hospitalization and/or recuperation at home after receiving medical treatment for one month or more. This leave shall commence immediately after one month.
Family Leave for a Child, Spouse or Parent	Employees may take leave to care for indisposed family members up to a prescribed number of days. For employees with one child, the prescribed number of days is five, 10 days for an employee with two or more children, and five days for a spouse and/or a parent. Leave may be taken in units of half days.
Registration for Reemployment	Regular employees who have to give up their jobs due to responsibilities involving child raising, nursing care for family members or the transfer of a spouse to a new work location can at the time of resignation register for reemployment due to changes in circumstances since leaving their jobs. These individuals will be given preference when hiring is necessary.
Program for Helping Sales Personnel Live with Their Spouse When They Get Married	This program allows sales personnel to be dispatched to areas that allow them to live with their spouse where the person that they intend to marry fulfils certain preconditions.
Maternity Protection Leave	Units of leave from two weeks to three months can be taken when work is not possible due to pregnancy complication such as morning sickness, the danger of miscarriage, pregnancy induced hypertension, and premature delivery, or when leave is necessary for preventing these problem, or recovering from injury caused by still birth or miscarriage which took place before the fourth month of pregnancy. This leave may be taken multiple times, for each leave from two weeks to three months.
Leave of Absence Before and After Childbirth	Employees may request for six weeks leave prior to childbirth (14 weeks in the case of multiple births). In principle, employee may not return to work for a period of eight weeks after childbirth.
Paternity Leave	At the time a spouse is to give birth to a child, employees may take Paternity Leave up to five days as and when necessary. The total number of paternity leave days may be distributed over the period two weeks prior and up to eight weeks after childbirth.
Leave for Child Care	Employees are able to take leave until the child is three years old.
Time off for Infant Care	Female employees raising a child less than one year old may request for child raising time twice per day and 30 minutes for each time.
Shortened Work Hours for Childcare	Employees may apply for shortened work hours. Options are available to shorten work hours by one or two hours (however, when combined with regulatory child-raising time, shortened work hours are limited to one hour).
Use of the Company's Vehicles for Child Raising	Sales personnel may use the Company's vehicles to drop off and pick up children from daycare and other facilities.
Nursing Care Holiday	For family members requiring nursing care, employees may take time off up to prescribed limits. In principle, leave of five days is given for care of one family member and 10 days for two or more family members (Leave may be taken in units of half days).
Leave for Nursing Care	Employees may take up to one year of leave to care for a family member requiring nursing care. As a complementary support program, employees may participate in interviews prior to taking leave, during leave and after returning to work or borrow PCs to obtain information from the Company.
Shortened Work Hours for Nursing Care	Employees caring for family members in need of nursing care can benefit from reduced working hours for the duration of the nursing care. Working hours may be shortened by 25% of monthly working hours with the options of reductions by one hour, two hours, half days and full days on a quarterly basis. Employees may use this program multiple times. They may also use this option together with flexible working hours.
Working at Home	Under this program, the Company may permit employees to work at home for all or part of their scheduled working hours in consideration of each applicant's purpose, job content, quality, frequency of utilization of this program and desired period.
Extended Employment System	Employees aged 60 and over who have specialist skills and expertise will be allowed to continue working on a yearly contract basis.
Volunteer Leave/Leave of Absence	In support of the voluntary and proactive efforts of individual employees to contribute to society through volunteer activities, the Company's volunteer leave system allows for up to five days of leave to be taken each year. The volunteer leave of absence system can be used to take leave of absence of up to three years.
Bone-Marrow Registration Leave	The bone-marrow registration leave program reflects the Company's respect for employees' wishes to donate bone marrow. The program allows employees to take special leave to register and donate.

Chapter 5: Social (Own Workforce)

Outcomes of Health and Productivity Management Initiatives

Main Category	Subcategory	Results			Targets		Mid-term Goals
		FY2023	FY2024	FY2025	FY2025	FY2026	FY2027
Improved rate of lifestyle habits	Establishment of exercise habits (based on health checkup questionnaire)	27.4%	29.8%	31.4%	32%	33%	34%
	Breakfast skipping rate (based on health checkup questionnaire)	22.3%	21.0%	21.2%	20%	19%	18%
	Percentage of respondents who feel well-rested after sleep (based on health checkup questionnaire)	65.6%	67.2%	70.9%	68%	70%	70%
Improved employee engagement	Work engagement score from stress check (deviation value)	54.3	55.0	54.7	56.0	56.5	57.0
Improved employee productivity (presenteeism)	WHO-HPQ: Health and work Performance Questionnaire (lost productivity rate)	33.1%	31.7%	31.2%	30%	29%	28%
Health support	Annual health examination attendance rate	100%	100%	100%	100%	100%	100%
	Secondary health checkup rate	92.8%	95.0%	92.0%	100%	100%	100%
	Specific health guidance implementation rate ※Including voluntary continuous insured persons and dependents, etc.	53.5%	67.6%	-	80%	80%	80%
	Employees with appropriate body weight rate (BMI between 18.5 and less than 25)	65.9%	65.0%	66.4%	66%	67%	68%
	Stress check participation rate	96.3%	97.6%	97.1%	100%	100%	100%
	Heavily stressed individuals rate	5.4%	5.3%	5.7%	5%	5%	4%
Work Style Reform	Annual paid leave acquisition rate (figure is companywide average)	85.6%	76.6%	74.9%	85%	85%	85%
	Annual paid leave acquisition rate (ratio of individuals taking at least 70% of leave)	71.1%	67.0%	64.6%	100%	100%	100%
	Number of people exceeding 80 hours of overtime in terms of health management time ※Health management time is calculated by subtracting prescribed working hours from total working hours	71	59	119	-	-	-

※The Specific health guidance implementation rate (Results) for FY25 will be announced around October 2026.

Chapter 5: Social (Own Workforce)

Green Supply Support Office(Japan)

Astellas believes that one of its social responsibilities is to provide people with disabilities with work opportunities suitable to their skills and abilities, so that they can pursue independent lifestyles and actively participate in society. We have been striving to create appropriate work environments and programs in order to achieve this goal.

As a specific initiative, the Green Supply Support Office was established at the Tsukuba Research Center for the first time in April 2011 and established at the Yaizu Formulation Research Center in October 2014 and established at the head office as the third base in April 2016. Employees with disabilities, called “green staff”, who work here, collect and process confidential documents, maintain greenery, grow flowers, and employee uniforms and shoes cleaning according to their disability characteristics and workplace characteristics. We conduct daily activities such as cleaning, cleaning, and promoting the use of reusable products. While developing and providing duties according to these characteristics, we have created an environment where the “green staff” can play an active role and are making efforts toward the independence of each individual.

In addition, from fiscal 2013, we participated in general incorporated association Accessibility Consortium of Enterprises(ACE), and aims to "Establish a new employment model of people with disabilities with society which contribute to the growth of the company.

People with Disabilities Employed*

Data Item	FY2023	FY2024	FY2025
People with disabilities employed as a percentage of workforce*	2.73%	2.91%	2.95%

* Japan consolidated basis

Relationship with the Labor Union

The Astellas Labor Union comprises employees from Astellas Pharma Inc. As of March 31, 2026, the number of union members stood at 2,451. The Astellas Labor Union accedes to Japanese Federation of Pharmaceutical and Cosmetic Industry Workers' Unions, one of the domestic federations of industrial unions. The Management Council, the Workplace Council and the Health and Safety Committee serve as labor-management negotiation bodies that provide advice, exchange opinions based on their unique perspectives and share a mutual understanding and recognition of labor and management themes.

Coverage Rate of Collective Bargaining Agreements (Top 10*2 Countries by Number of Employees*1)

Coverage Rate*3	Collective Bargaining Coverage Rate (EEA*4, 50 or More Employees) -FY2025	Collective Bargaining Coverage Rate (Non-EEA, 50 or More Employees) -FY2025
0-19%	United Kingdom, Netherlands, Poland, Denmark, Switzerland	United States, China, India, Mexico, Canada, Singapore, Taiwan
20-39%	Ireland	-
40-59%	-	Japan
60-79%	-	-
80-100%	Spain, France, Germany, Italy	South Korea (Republic of Korea), Brazil

*1 The employee headcount used is as of the end of May 2026.

*2 Data in this table covers the top 10 countries by employee population across Astellas with 50 or more employees in both EEA and non-EEA regions.

*3 Employees covered by collective bargaining agreements: For the purposes of this report, the scope includes employees who are subject to negotiations and agreements between Astellas and labor unions (or duly elected employee representatives where no labor union exists), conducted in accordance with applicable laws and regulations in each country or region for purposes including the determination of working conditions and terms of employment.

*4 EEA (European Economic Area): Refers to the EU Member States, Iceland, Liechtenstein and Norway.

Chapter 5: Social (Own Workforce)

Compensation for Wage Levels

Astellas’ rewards practices ensure recognition of our employees’ contribution to our mission and enterprise value as a company – which includes our commitment to ensuring all employees earn a living wage above minimum wage level in the markets we operate.

Astellas annually surveys wage levels and ensures pay ranges, and employee rewards are set above any minimum wage level in the markets we operate. We will continue our practices of providing competitive pay in the markets we operate, aiming to exceed a living market competitive wage to all.

Equal Pay for Work of Equal Value

Astellas’ rewards practices ensure recognition of our employees’ contribution to our mission and enterprise value as a company – which includes equal pay for equal value.

Astellas’ global practices dictate that employee compensation decisions provide equal opportunity for pay regardless of gender or other protected category (e.g., race, sexual orientation, disability, etc.).

We will continue our practices of providing equal pay for equal work and experience, irrespective of gender, race, or other minority group protected characteristics, consistent with our Diversity, Equity, and Inclusion commitments as a global organization.

Gender Pay Gap*

Category	FY2023	FY2024	FY2025
Employees	73.6%	76.9%	76.9%
Full-time employees	74.3%	77.6%	77.5%
Temporary staff	71.5%	66.6%	59.6%

* The gender pay gap is calculated by determining the average annual remuneration of applicable employees separately for men and women (total annual remuneration of applicable employees ÷ number of applicable employees) and calculating female average annual remuneration ÷ male average annual remuneration × 100. The primary reason for the gap is the higher proportion of men in higher job grades. There is no difference in remuneration between men and women at job levels with equivalent expected roles.

CEO-to-Employee Pay Ratio (Astellas Pharma Inc. (Japan))

Category	FY2023	FY2024	FY2025
CEO-to-Employee Pay Ratio	-	-	53:1

Chapter 5: Social (Own Workforce)

Performance Evaluation and Career Development Reviews

To support employees’ self-directed career development, Astellas provides development opportunities through on-the-job experience and regular goal-setting and career discussions with managers. In addition, to ensure fair, performance-based compensation, Astellas promotes effective company-wide performance and career development reviews by aligning leadership capabilities, fostering an organizational culture that promotes innovation, and creating an environment that fosters innovation.

Percentage of Employees Participating in Performance Evaluations

Data Item	FY2023	FY2024	FY2025
Performance evaluation	100%	100%	100%

Employee Headcount (top 10 countries by employee headcount)

Region	Total	Manager (Female)	Manager (Male)	Non-managerial Employee (Female)	Non-managerial Employee (Male)	Female Total	Male Total
Japan*	4,105	514	1,741	825	1,020	1,339	2,761
United States	3,106	1,273	1,030	485	318	1,758	1,348
China	1,283	499	304	291	189	790	493
United Kingdom	740	320	305	88	27	408	332
Ireland	638	69	68	202	299	271	367
India	488	66	186	93	143	159	329
Netherlands	322	160	130	23	9	183	139
Germany	261	76	62	100	23	176	85
Poland	241	87	72	48	34	135	106
Russia	228	83	45	83	17	166	62

* Due to the unavailability of gender data for employees seconded from outside the Group at subsidiaries, the total number of employees may not equal the sum of male and female employees.

Chapter 5: Social (Own Workforce)

Number of Employees per Region and Turnover Rate

Region	Employment pattern	FY2023	FY2024	FY2025
Astellas Pharma Inc. (Japan)*	Number of employees	4,806	4,105	4,105
	Turnover rate*	16.19%	7.75%	6.14%
Other Areas Total	Number of employees	9,948	9,538	9,994
	Turnover rate*	15.98%	18.23%	18.11%
Established Markets	Number of employees	3,350	3,172	3,512
	Turnover rate*	22.00%	13.43%	11.42%
China	Number of employees	1,035	1,144	1,283
	Turnover rate*	15.17%	15.03%	20.34%
International Markets	Number of employees	1,446	1,735	2,093
	Turnover rate*	19.57%	12.91%	17.96%
United States	Number of employees	4,117	3,487	3,106
	Turnover rate*	10.03%	26.30%	24.86%
Total	Number of employees	14,754	13,643	14,099
	Turnover rate*	16.05%	15.08%	14.63%

* The turnover rate in Japan excludes people retiring at the mandatory retirement age and employees moving outside of the Group due to transfer of Group businesses.

Employee Composition Data

Region	Employment pattern	FY2023	FY2024	FY2025
Astellas Pharma Inc. (Japan)	Full-time employees	4,806	4,105	4,105
	Temporary staff	692	670	686
Other Areas Total	Full-time employees	9,948	9,538	9,994
Established Markets	Full-time employees	3,350	3,172	3,512
China	Full-time employees	1,035	1,144	1,283
International Markets	Full-time employees	1,446	1,735	2,093
United States	Full-time employees	4,117	3,487	3,106
Total	Full-time employees	14,754	13,643	14,099

Chapter 5: Social (Own Workforce)

Employee Ratio per Region and Ratio of Female Managers

Region	Gender	FY2023	FY2024	FY2025
Japan (Astellas Pharma Inc. ・ Group companies)	Male	68.9%	67.6%	67.3%
	Female	31.1%	32.4%	32.7%
	Ratio of female managers	19.0%	18.3%	22.8%
Other Areas Total	Male	44.6%	43.5%	43.5%
	Female	55.4%	56.5%	56.5%
	Ratio of female managers	54.7%	54.1%	54.1%
Established Markets	Male	46.2%	42.4%	42.9%
	Female	53.8%	57.6%	57.1%
	Ratio of female managers	54.9%	53.2%	56.4%
China	Male	37.8%	38.1%	38.4%
	Female	62.2%	61.9%	61.6%
	Ratio of female managers	62.9%	63.0%	62.1%
International Markets	Male	43.3%	44.3%	47.4%
	Female	56.7%	55.7%	52.6%
	Ratio of female managers	52.5%	51.4%	48.2%
United States	Male	45.4%	44.3%	43.4%
	Female	54.6%	55.7%	56.6%
	Ratio of female managers	53.4%	54.0%	55.3%
Average	Male	52.5%	50.3%	50.4%
	Female	47.5%	49.7%	49.6%
	Ratio of female managers	44.1%	44.4%	46.8%

* The employee headcount includes employees on secondment within the Astellas Group in the region of their host organization. Employees on secondment outside the Astellas Group are excluded.

Number of Substantiated Breaches

Category	FY2023	FY2024	FY2025
Employee-related incidents (including discrimination, power harassment, misconduct, and retaliation) *	4	8	3
Employee-related human rights incidents	0	0	0

*Cases included in this count are those reported to Ethics & Compliance (E&C) and investigated through a global investigation process led by the Ethics & Compliance and Legal functions, resulting in a concluded outcome. Cases reported directly to other functions, or cases referred by the Ethics & Compliance function to other functions for handling, are not included.

Chapter 5: Social (Workers in the value chain)

Policies Related to Workers in the Value Chain

To fulfil its environmental and social responsibilities across the entire supply chain, Astellas believes it is essential to integrate environmental, social and governance (ESG) policies into its processes and decision-making while maintaining compliance. To achieve this goal, Astellas has established The Sustainable Procurement Pledge, which outlines in five pillars both Astellas' responsibilities for advancing sustainability and the responsibilities expected of its business partners. Through the Astellas Business Partner Code of Conduct, Astellas expects its business partners to meet or exceed all applicable laws and regulations in the countries where they operate. Astellas encourages business partners not only to comply with legal requirements but also to meet international standards related to workers' rights and occupational health and safety, and to pursue continuous improvement, thereby promoting a higher level of compliance and helping build a sound global network for business activities.

● For details of the Astellas Sustainable Procurement Pledge and the Business Partner Code of Conduct, please refer to Sustainability in Business Practice on our website.

<https://www.astellas.com/en/>

Human Rights Consultation and Grievance Mechanisms

In addition to employees, Astellas accepts consultations and reports relating to human rights from external stakeholders, including workers in the value chain. A third party operated helpline, EthicsPoint, is available, through which individuals may confidentially and anonymously raise concerns, express their views through Speak Up, or report suspected misconduct. Users of EthicsPoint may choose to disclose their identity or remain anonymous to the extent permitted by applicable laws and regulations. During fiscal year 2025, no material human rights-related reports were received through this hotline.

Chapter 5: Social (Workers in the value chain)

Risk Assessment and Improvement through Third Party Lifecycle Management (TPLM)

Astellas operates a Third Party Lifecycle Management (TPLM) program as a risk mitigation framework covering all stages of relationships with business partners, including planning, selection, due diligence and contracting. The program aims to increase transparency across its extensive supplier network and proactively address and mitigate risks in areas such as workers' rights and Environment, Health and Safety (EHS). During the selection and due diligence phase, Astellas incorporates sustainability risk assessments for critical business partners*¹ that may have a significant impact on business continuity.

Risk assessment is based on (1) responses from third parties to standardized questionnaires, (2) information gathered from external databases, and (3) evaluations by internal experts with deep knowledge of sustainability-related risk domains. Where necessary, (4) on-site assessments conducted by Astellas employees are also incorporated into the evaluation. For environmental and occupational health and safety risks, Astellas uses the PSCI*² Self-Assessment Questionnaire (SAQ)*³ supplemented with proprietary questions, and depending on the nature of the engagement, subcontractors may also be included in the assessment scope. The TPLM program has been active since February 2019 and has been deployed globally, with assessment processes and results managed centrally utilizing a global platform. If remediable risks are identified during supplier selection or assessment, Astellas encourages the third party to take corrective action and continuously monitors and supports progress to help maintain a healthy supply chain. Astellas does not engage in business with a third party if a critical risk is identified and deemed too difficult to overcome. Moreover, after business activities commence, the business function continuously monitors the supplier, while sustainability-related risks are typically reassessed every three years through questionnaires. If necessary, reassessment may take place within the three-year period.

*¹ Business partners that have a significant impact on Astellas' business continuity, such as suppliers of raw materials (regardless of whether they are direct or indirect materials), outsourcing companies, pharmaceutical wholesalers and sales alliance partners.

*² Abbreviation for Pharmaceutical Supply Chain Initiative (PSCI). For more information about PSCI, please refer to the website below.

<https://pscinitiative.org/about>

※The link will take you to an external website. Astellas assumes no responsibility for the content, services, or handling of personal information on the destination website. Please use the website at your own discretion.

*³ Self-Assessment Questionnaire (SAQ): A questionnaire used for self-evaluation.

Supplier Diversity

Astellas encourages and welcomes a diverse supply base as part of its commitment to diversity and inclusion around the world. This is to ensure that we source the most qualified suppliers, irrespective of race, nationality, gender, or age, to play a role in our VISION to turn innovative science into VALUE for patients. We recognize that diverse suppliers bring unique backgrounds and experiences, and these are critical contributors to our ecosystem of value. Astellas adheres to Japan's Subcontract Act and also has a long-standing U.S. Small Business Program that observes the guidelines established by the United States Department of Veterans Affairs. Astellas' Small Business Program focuses on providing opportunities for a number of small business categories including disadvantaged businesses, women-owned, veteran-owned, service-disabled veteran-owned, and Historically Under-utilized Business Zones (HUBZone) small businesses, in accordance with applicable law.

Chapter 5: Social (Consumers and End-users)

Policies Related to Consumers and End-users

Astellas conducts its business activities while fulfilling its social responsibilities as a global life sciences company. By providing innovative and reliable pharmaceutical products, Astellas aims to contribute to the health of people around the world. Astellas respects human rights throughout all of its business activities, from research and development to the provision of product information and strives to comply with applicable laws and regulations. Under this philosophy, Astellas is committed to improving Access to Health by delivering innovative medicines and healthcare solutions to patients and by undertaking a variety of support activities in regions where improvements in healthcare standards are needed.

Ensuring Individual Safety and Product Quality

Ensuring the manufacture and stable supply of safe and effective pharmaceutical products is of critical importance to Astellas. To this end, we have established our own standards aligned with GMP^{*1} and GDP^{*2} and maintain rigorous quality control throughout the entire process, from raw material procurement and storage to manufacturing and distribution. In clinical development, we comply with the Declaration of Helsinki, GCP^{*3}, and other applicable laws and regulations, while giving full consideration to the protection of the human rights and personal information of study participants.

^{*1} Good Manufacturing Practice, standards for manufacturing and quality control.

^{*2} Good Distribution Practice, standards for proper distribution practices.

^{*3} Good Clinical Practice, standards for the conduct of clinical trials of pharmaceutical products.

Information Impacts and Privacy Protection

We maintain a robust global personal information protection program and protect individual privacy in compliance with applicable laws and regulations around the world. We provide guidance and oversight to ensure that personal information is appropriately collected, used, shared and retained across Astellas.

Reporting and Consultation Channels for Healthcare Professionals

We provide channels through which healthcare professionals can safely raise questions or concerns relating to our business activities, product safety or ethical issues. As a reporting and consultation channel for healthcare professionals, we offer the Astellas Ethics & Compliance Helpline, which uses an independent external system (EthicsPoint). Through this helpline, concerns regarding potential adverse human rights impacts or suspected compliance violations can be reported safely and anonymously. Reports received are appropriately investigated and addressed under Astellas' global Ethics & Compliance framework and serve as important insights for the early identification of potential risks, improvement of business activities, and strengthening trust among healthcare professionals and patients.

Engagement with Patients and Patient Organizations

We advance patient-focused clinical development throughout all stages of developing new medicines and treatments and seek input through engagement with patients and patient organizations. To improve our communication and educational tools, we obtain feedback on informed consent documents, assent forms for pediatric clinical trials, thank-you letters, and the content and design of information websites. To incorporate the patient perspective into clinical trial design and execution, we also conduct interviews with patients and family members to gather opinions and recommendations regarding the impact of diseases on daily life, potential barriers to trial participation and useful information. In addition, we conduct surveys to gather feedback on participants' clinical trial experiences and leverage technology to provide more flexible and convenient options.

Through these efforts, we strive to create an environment in which diverse patients can more easily participate in clinical trials and to ensure that clinical trial participants are more representative of the patient populations that will use the medicines after approval, thereby generating results that are both scientifically robust and meaningful to patients.

Chapter 5: Social (Consumers and End-users)

Engagement with Healthcare Professionals and Provision of Information

We believe that we have a responsibility to provide patients and healthcare professionals with reliable, fair and unbiased medical information, thereby promoting the appropriate use of our products. Medical Representatives (MRs) provide information on the proper use of products based on approved prescribing information while strictly complying with applicable laws, regulations and internal policies and acting with a high standard of ethics. Medical Science Liaisons (MSLs*) do not engage in promotional activities and instead facilitate scientifically based exchange of information regarding the safe and effective use of products. In addition, Astellas operates Medical Information Centres around the world, with major centres providing 24-hour support for urgent inquiries. Through a global medical information system, inquiries and responses are centrally managed, enabling concise, timely and accurate responses while supporting product lifecycle management through analysis of the needs of patients and healthcare professionals. More recently, regional medical information web portals have been introduced to provide more detailed and direct access to information.

* Medical Science Liaisons Medical Affairs personnel

Ensuring Safety and Data Transparency in Clinical Trials

Before a clinical trial is conducted, the study protocol is reviewed and approved by internal and external review committees from ethical and scientific perspectives. We confirm that participants receive sufficient information regarding the purpose of the study and its anticipated benefits and risks and provide informed consent before participation. We also provide regular education and training to relevant employees and monitor investigational sites to verify that clinical trials are conducted in accordance with Good Clinical Practice (GCP), including for outsourced clinical trials. In addition, we appropriately manage clinical trial data to protect privacy and confidential information and promote data sharing and disclosure initiatives to enhance transparency, maximize the value of data and contribute to scientific advancement.

● For details on the Policy on Disclosure of Clinical Trial Data, please refer to our website.

<https://www.astellas.com/en/>

Counterfeit Medicine Prevention, Safety Monitoring and Product Recalls

Illegal activities that lead to counterfeit medicines or unauthorized distribution are unacceptable, and Astellas aims to ensure that its products reach patients only through legitimate distribution channels. Recognizing that this issue cannot be solved by Astellas alone and that the Company does not have direct enforcement authority, Astellas has established an Anti-Counterfeit/Falsified Medicines Committee (ACFC) to enhance product security based on the risk of counterfeiting. In addition to assigning serial numbers in accordance with applicable regulations, Astellas systematically implements anti-counterfeiting measures and actively supports efforts to prevent illegal distribution and strengthen enforcement through collaboration with other companies and governmental and judicial authorities around the world. In the event of product safety or quality issues, Astellas maintains a product recall and corrective action system, promptly communicates relevant information to healthcare institutions and other stakeholders, and conducts product recalls as necessary.

Chapter 5: Social (Consumers and End-users)

US FDA Inspection history

Data Item	FY2023	FY2024	FY2025
The number of FDA Inspections	1	1	2
Warning Letter Issued	-	-	-
Form 483 Issued	1	-	2
Location of Form 483 Issued	Yaizu	-	Takaoka, Takahagi(Japan)

History of product recall

Data Item	FY2023	FY2024	FY2025
The number of recall	1	2	0
Severe(Class I)	0	1	-
Moderate(Class II)	0	1	-
Mild(Class III)	1	0	-
Non Classified	0	0	-

Patient Organization Support Activities (Starlight Partner Program)

Recognizing patients as its most important stakeholders, Astellas has long supported patient organizations through the Starlight Partner Program (SLP) as part of its efforts to improve Access to Health. Astellas regards patient organizations as important partners in addressing social challenges and, while respecting their independence, contributes to their sustainable development and achievement of their objectives by providing training opportunities and financial support. In fiscal 2025, 54 organizations and 142 patients participated in programs provided through the initiative, and donations were made to nine organizations.

Governance



Chapter 6: Governance

Basic Policies

Astellas believes that a culture grounded in its three Values, Integrity, Innovation, and Impact, together with five Ways of Working, Courage, Urgency, One Astellas, Outcomes, and Accountability, is essential for creating and delivering VALUE for patients. These organizational values define our culture and serve as the foundation for our commitment to patients and our long-term growth. To translate these three Values into everyday actions, Astellas has established five Ways of Working focused on practical execution: Courage, Urgency, One Astellas, Outcomes, and Accountability. These behaviours also serve as key indicators in employee performance evaluations across the organization.

Integrity is our first value because it is vital for making the right decisions that positively affect patients and stakeholders. It serves as our compass, empowering us to innovate quickly and ethically while understanding our boundaries. Acting with Integrity means making ethical decisions at every turn and adhering to both the letter and the spirit of the law. Integrity at Astellas means doing the right thing, always. It is these right actions that define who we are as Astellas.

The Astellas Code of Conduct outlines the core standards that guide our daily business practices and requires all individuals working at Astellas globally, as well as business partners conducting business for Astellas, to perform their duties ethically and in compliance with laws and regulations. The Astellas Code of Conduct also reinforces our unwavering commitment to integrity and serves as a guide for making ethical decisions with confidence. As the foundation of its business operations, Astellas is committed to innovation, integrity and delivering value to patients. We strive to act with integrity in every aspect of our business activities. This includes establishing frameworks and tools that enable employees to make decisions that are both compliant and ethically sound, as well as fostering an ethical corporate culture that encourages employees to Speak Up when something does not seem right or when concerns arise. Integrity is essential to the sustainable success of Astellas' business. Astellas believes that acting with integrity means understanding and complying with laws and regulations not only in their wording but also in their intent, and consistently making ethical decisions and taking the right actions.

Chapter 6: Governance

Anti-Bribery Anti-Corruption (ABAC)

Astellas has a zero-tolerance policy towards corruption. Astellas strictly prohibits bribery and corruption in any aspect of its business and is committed to complying with all applicable laws, including anti-corruption laws, consistent with its commitment to conducting its business with ethics and integrity.

This is a core commitment of Astellas embodied in the Astellas Group Code of Conduct and the Astellas Group Policy on Anti-Bribery and Anti-Corruption Compliance. In addition, Astellas is a signatory to the United Nations Global Compact, including its 10th Principle Against Corruption, and the Tokyo Principles for Strengthening Anti-Corruption Practices.

Astellas' ABAC program is designed to provide reasonable assurance of compliance with Astellas' commitment against corruption. The program consists of ABAC policies and procedures, trainings and communications, risk assessments, monitoring and auditing, reporting and investigation activities.

Astellas has ABAC policies and procedures that embody its commitment against corruption. These policies and procedures are consistent with the U.S. Foreign Corrupt Practices Act, the UK Bribery Act, and other applicable local anti-bribery and corruption laws and regulation. Astellas prohibits all forms of bribery and corruption, including facilitation payments.

Astellas is committed to empowering its employees with the knowledge and tools they need to help Astellas fulfil its public commitment against corruption. Astellas requires all employees to complete ABAC foundational training regularly, including annually for those in high-risk countries and for high risk third party distributors. This training is available in 22 languages. The Astellas Global ABAC Policy reflects Astellas' commitment to conduct business with integrity and the highest ethical standards and to comply with the letter and spirit of all applicable ABAC laws and regulations.

Astellas conducts compliance risk assessments and compliance monitoring, including on aspects of its ABAC compliance program. Astellas Ethics & Compliance also works closely with the Astellas Legal Department to investigate potential incidents of ABAC non-compliance and with the Astellas Internal Audit Department on the audit of Astellas affiliates and third parties covering activities that may involve ABAC risks. Astellas continuously seeks to improve its ABAC program based on these activities to assure the program remains effective and up to date in addressing changing risk.

Astellas has established an internal control environment designed to comply with J-SOX regulatory requirements to ensure financial reporting integrity as well as fraud prevention and detection. Its financial controls provide complementary assurance of compliance with its anti-corruption commitment.

A core principle of our ABAC compliance program is to prohibit third parties from engaging in activities that we prohibit for our own employees. This principle is embodied in the Astellas Group Policy on Anti-Bribery and Anti-Corruption Compliance and the Astellas Business Partner Code of Conduct. To adhere to this principle and mitigate and manage the risk arising from third parties providing services on our behalf, Astellas has established a process to conduct bribery and corruption compliance due diligence assessments on third parties interacting with healthcare professionals or government officials on our behalf. In addition, Astellas periodically exercises audit rights over third parties, and has risk-based ABAC clauses for contractual arrangements with third parties.

Chapter 6: Governance

Sustainable Procurement Statement and Business Partner Code of Conduct

Astellas believes that, in order to fulfil its environmental and social responsibilities throughout the supply chain, it is important to incorporate environmental, social, and governance (ESG) principles into our processes and decision-making while maintaining compliance. To achieve this goal, Astellas has established the Sustainable Procurement Pledge, which outlines our responsibilities and the responsibilities we expect from our business partners through five pillars aimed at enhancing sustainability. In addition, through the Astellas Business Partner Code of Conduct, we expect our business partners to meet or exceed all applicable laws and regulations in the countries where they operate. We encourage our partners not only to comply with legal requirements but also to meet relevant international standards and pursue continuous improvement. Through these efforts, we aim to promote a higher level of compliance and build a sound global network of business activities.

The standards set forth in this Code of Conduct are not intended to modify or replace any specific contractual requirements; rather, they establish the fundamental principles of business conduct that we expect from our business partners. If a business partner has agreed to requirements that are more stringent or detailed than those contained in this Code of Conduct, we expect the business partner to comply with those contractual provisions.

● For details, please refer to "Policies Related to Workers in the Value Chain" in Chapter 5: Social of this Report.

Implementation of Third Party Lifecycle Management (TPLM)

We implement Third Party Lifecycle Management (TPLM) in managing our relationships with suppliers. The purpose of this process is to enhance transparency and consistency in the identification, engagement, management, and monitoring of our extensive network of third parties, and to proactively address and mitigate supplier-related risks across all of the following areas.

- Financial Solvency
- Anti-Bribery and Anti-Corruption (ABAC)
- Data Security
- Data Privacy
- Workers' Rights
- Environment Health & Safety (EHS)

● For details regarding the risk assessment process and results achieved through TPLM, please refer to "Risk Assessment and Improvement Through Third Party Lifecycle Management (TPLM)" in Chapter 5: Social of this Report.

Governance Metrics

Data Item	Unit	FY2023	FY2024	FY2025
Corruption or Bribery*	Number	0	1	0

* Number of Astellas Code of Conduct breaches reported to E&C and substantiated through Astellas' global investigations process. "Substantiated" refers to matters for which at least one alleged breach was confirmed in whole or in part during the reporting year.

There were no newly appointed Directors or Executive Committee members during the reporting period who had held a comparable position at a public institution, including a regulatory authority, within the previous two years.

Appendix



Calculation Methods and Assumptions

Reporting Period

In principle, the reporting period covered by this report is from April 1, 2025 to March 31, 2026. Certain disclosures also include activities and initiatives undertaken before and after this reporting period.

Historical environmental data presented in data tables and other disclosures have been aggregated and calculated based on reporting periods of April 1 to March 31 for sites in Japan and January 1 to December 31 for sites outside Japan. In addition, occupational health and safety data, including work-related injury data, cover the period from January 1, 2025 to December 31, 2025 for both Japan and overseas operations.

Reporting Coverage

This report covers the following companies, including head office functions, plants, research functions, and sales affiliates. Moreover, the report also covers the activities of Astellas subsidiaries that are included in these companies. There is a total of 6 manufacturing / R&D sites in Japan and 10 manufacturing / R&D sites in overseas. A single company may operate multiple manufacturing / R&D sites. “Global” refers to the combined total of Japan and non-Japan operations, while “Overseas” refers to the total for all regions outside Japan.

Country	Site
Japan	Astellas Pharma Inc.
US	Astellas US Holding, Inc. Astellas US LLC Astellas Pharma Global Development, Inc. Astellas US Technologies, Inc. Astellas Research Institute of America LLC Astellas Institute for Regenerative Medicine Astellas Innovation Management LLC Astellas Rx+ Business Accelerator LLC Astellas Venture Management LLC Astellas Engineered Small Molecules US, Inc. Universal Cells, Inc. Xyphos Biosciences, Inc. Astellas Gene Therapeutics, Inc. Iota Biosciences, Inc. IVERIC bio, Inc. Sales affiliates
Established Market	Astellas B.V. Astellas Pharma Europe Ltd. Astellas Pharma Europe B.V. Astellas Ireland Co., Limited Astellas Engineered Small Molecules U.K. Limited Various sales affiliates
China	Astellas China Investment Co., Ltd. Astellas Pharma China, Inc. Various sales affiliates
International Markets	Astellas Pharma Singapore Pte. Ltd. Various sales affiliates

Calculation Methods and Assumptions

Regarding Deconsolidation

Where a business site is divested and its activities are not transferred to another Astellas business site, reporting for that site ends on the official date on which the divestiture is deconsolidated for financial reporting purposes. For GHG data, historical data are also retrospectively excluded. For environmental, social and governance data other than GHG data, prior-year data are not retrospectively adjusted and performance is reported through the date of deconsolidation.

Notes on Numerical Data

Quantitative EHS performance data has been rounded to the figures shown. Accordingly, the data may not match with total amounts or ratios calculated using the figures shown.

Calculation Methods and Assumptions

Environmental Data

■ Energy Consumption

Based on: Law on the Rationalization of Energy Use and Conversion to Non-Fossil Energy, etc.

Calculation method and standards:

Energy usage of each energy source^{*1} x Conversion factor^{*2}

^{*1} Amount purchased from each energy supply company and amount of electricity generated by self-generation

^{*2} Conversion factor: Ministry of the Environment “List of calculation methods and emission factors in the calculation, reporting, and disclosure system”

■ Definition of Liquid Fuel, Gaseous Fuel, Purchased Heat, and Direct Use of Renewable Energy

- Liquid fuel: kerosene, diesel, gasoline, bioethanol
- Gaseous fuel: LPG, LNG, city gas
- Purchased heat: steam, hot water, cold water
- Direct use of renewable energy: wind, wood chips, geothermal, solar power

Beginning with the disclosure of results for fiscal 2023, the amount of power associated with the use of electricity generated by the Company using purchased electricity and renewable energy sources (such as solar and wind) has been converted at a rate of 3.6 MJ per kWh.

■ Quantity of Water Withdrawal, Water Resource Productivity

Based on: Environmental Reporting Guidelines

Calculation method and standards:

- Municipal water: quantity written in invoices issued by the municipal utility organizations
- Industrial water: quantity written in invoices issued by municipal utility organizations etc.
- Ground water: calculated from the flow meter
- Water Resource Productivity: Revenue (billion JPY) / water usage (thousand m³)

■ Quantity of Raw Materials Purchased

Based on: Environmental Reporting Guidelines

Calculation method and standards: Items measured in weight units (kg, etc.) at the time of purchase, and items measured in volume units (liters, etc.)

Source of weight conversion factors: material property documents published by the suppliers etc.

Calculation Methods and Assumptions

Environmental Data

■ GHG Emissions Scope 1 (Energy-related) and Scope 2

Based on: Act on Promotion of Global Warming

Countermeasures, Act on the Rational Use of Energy and Conversion to Non-Fossil Energy Sources, etc.

Calculation method and standards:

GHG emissions = Energy usage of each energy^{*1} x Emission factor^{*2}

^{*1} Amount purchased from each energy supply company and amount of electricity generated by self-generation

^{*2} Emission factor: Ministry of the Environment "List of calculation methods and emission factors in the calculation, reporting, and disclosure system"

When calculating CO₂ emissions from electricity usage in areas outside Japan, we use the CO₂ emission factor provided by the power company that supplies each business (market-based method).

If the individual factor of the power company cannot be obtained, we use the factors below:

- USA: state-specific emission factors listed in Table 3 "State Output Emission Rates" of "eGRID Summary Tables 2023", published by United States Environmental Protection Agency.
- Canada: Emission factors for 2025 published in Canada's Emission Factors and Reference Values Version 3.0 (October 2025)
- UK: Country-specific factor defined in "Greenhouse gas reporting: conversion factors 2025", published by the Department for Environment, Food and Rural Affairs
- Australia: A state-specific factor listed in "Australian National Greenhouse Accounts Factors 2025", published by the Department of Climate Change, Energy, the Environment and Water.
- Other: "IEA Emission factors 2025" issued by the International Energy Agency (IEA).

■ Scope 1 GHG Emissions (fugitive emission of fluorocarbons)

Based on: Act on Rational Use and Proper Management of Fluorocarbons

Calculation method and standards:

GHG emissions = fugitive emission volume of each fluorocarbon x GWP^{*}

^{*} GWP: Ministry of the Environment "List of calculation methods and emission factors in the calculation, reporting, and disclosure system"

Calculation Methods and Assumptions

Environmental Data

■ Methods for Calculating Performance Data (Scope 3 GHG)

Source: The Ministry of the Environment's database: The Ministry of the Environment's emission source unit database (ver. 3.5) for calculating greenhouse gas emissions through the supply chain (March 2025)

Categories		Activity data for GHG calculation and calculation method	Emission factor
1	Purchased goods and services	Activity data: Purchase price (millions of yen) Calculation method: Purchase monetary amount of raw material and manufacturing services (excluding consumption tax) x (emission factor of each raw material and manufacturing service x 1.05)	Target: Raw materials & manufacturing services purchased for commercial production (Global) Source for emission factor: •The Ministry of the Environment's database [5]; emission factors based on the industry related table Emission factor on monetary basis for each raw material (purchaser price basis) (=t-CO₂ equivalent / 2005 consumption tax inclusive amount)
2	Capital goods	Activity data: Capital expenditures, software purchases (millions of yen) Calculation method: •Facility investment amount (consolidated)* x (emission factor per price of capital goods x 1.05) •Software purchase amount (consolidated) x emission factor per price of capital goods x 1.05) * The amount reclassified to property, plant and equipment is the amount applied as activity data. Acquisitions of land, right-of-use assets, and intangible assets are excluded.	Target: Global Emission factor: •Source: The Ministry of the Environment's database [6]; emission factors per price of capital goods (Secretariat) Pharmaceuticals 2.83 t-CO₂ equivalent / million yen
3	Fuel and energy related activities (not included in Scope 1 and Scope 2)	Activity data: Consumption of each type of energy Calculation method: Usage amount of purchased fuel, electricity, heat, etc. x emission factor per usage amount for each energy type	Target: Global Emission factor: •Source: The Ministry of the Environment's database [7]; emission factors per usage amount of electricity and heat (Secretariat) •Source: National Institute of Advanced Industrial Science and Technology (AIST), LCI Database IDEA version 2.3
4	Transportation and distribution (upstream)	CO₂ emissions during transportation Overseas transportation Activity data: Transport weight-distance (ton-km) Calculation method: Transport weight-distance (ton-km) × emission factor per ton-km Japan transportation Improved ton-kilometer method: Transport weight-distance (ton-km) × fuel consumption factor per ton-km × CO₂ emission factor Fuel efficiency method: Transport distance / fuel efficiency × CO₂ emission factor CO₂ emissions at outsourced warehouses for product storage distribution warehouses: Electricity usage amount x emission factor	Target: Global Emission factor during transportation (transportation of products and other goods at overseas) •Source: Calculation sheet published by Defra (The Department for Environment, Food and Rural Affairs, UK) Emission factor by transport vehicle, payload, and well-to-tank emission Emission factor during transportation (transportation of products and other goods in Japan) •Source: The Ministry of the Environment's database [2]; Fuel consumption per ton*kilometer transported by loading rate by maximum loading capacity by fuel CO₂ emission by fuel consumption per fuel Target: Warehouses for product storage in Japan (outsourced) Electricity emission factor •The latest adjusted emission factors by power supplier

Calculation Methods and Assumptions

Environmental Data

Categories		Activity data for GHG calculation and calculation method	Emission factor
5	Waste generated in operation	CO₂ emissions generated during industrial waste treatment: Amounts of recycled industrial waste, incineration processing, and direct landfill processing x waster type/emission factor by processing method	Target: Business facilities and R&D sites in Japan Emission factor during industrial waste treatment and landfill: ・Source: The Ministry of the Environment's database [8] emission factors by waste type (Secretariat) (excluding waste transportation stage)
		CO₂ emissions generated during waste transportation: Activity data: Shipping weight and distance (tons*kilometers) CO ₂ emissions generated during industrial waste transportation: (transported weight x transported distance x fuel consumption per unit of transportation)	Target: Japan Emission factor during industrial waste transportation: ・Source: The Ministry of the Environment's database [2]; Fuel consumption per ton*kilometer transported by loading rate by maximum loading capacity by fuel
6	Business travel (by airplane)	CO₂ emissions from air travel Activity data: Distance traveled (person*ilometer) Number of persons using airplanes x distance between airports for each flight x emission factor	Target: Results compiled from airplane flights (Global) booked through travel agencies Flight distance between airports: Calculated by assuming flight is a straight line connecting two points on the earth's surface Emission factor: ・Source: A calculation sheet made public by Defra (The Department for Environment, Food and Rural Affairs, UK) Emission factor by flight class and distance and well-to-tank emission factor
		CO₂ emissions from the use of private vehicles for field activities Activity data: Travel distance or fuel consumption (including estimates)* * Starting from fiscal 2025 data, CO ₂ emission from the use of private vehicles for sales or other field activities is included in Scope 3 Category 6 (Business Travel). Calculation Method Emissions are calculated by multiplying the distance traveled (km) collected in each country by the applicable emission factor based on vehicle size and fuel type. The reported emissions include not only direct emissions from fuel combustion during vehicle operation (Tank-to-Wheel), but also upstream emissions generated during the fuel extraction, refining, and transportation processes (Well-to-Tank).	Target: Business travel associated with sales or other field activities conducted using private vehicles. Countries covered: 11 countries (including China, Australia, Singapore, etc.), excluding countries where the data required for emissions calculations could not be obtained. Emission factors: ・Japan: Ministry of the Environment "List of calculation methods and emission factors in the calculation, reporting, and disclosure system" ・Overseas: GHG Conversion Factors published by Defra (the UK Department for Environment, Food and Rural Affairs) are applied. Emission calculations are based on emission factors corresponding to vehicle size and fuel type, including applicable Well to-Tank (WTT) emission factors.
7	Employee commuting	Activity data: Number of commuting days (person*days) Number of persons commuting to a worksite x number of workdays, taking into account the typical attendance rate x emission factor	Target: Direct employees (Global, Number of working days per year in each country) Attendance rate Office-based: calculated Activity data the attendance rate at the Head Office in Japan; factories and laboratories: calculated at 100%. Emission factor per employee/per number of working days ・Source: The Ministry of the Environment's database [14]; Employed persons by monthly days of work National Institute of Advanced Industrial Science and Technology (AIST), LCI Database IDEA version 2.3

Calculation Methods and Assumptions

Environmental Data

Categories		Activity data for GHG calculation and calculation method	Emission factor
9	Transportation and distribution (downstream)	Activity data Revenue (on local currency basis)	Target: Japan, USA, UK • Emission intensity: calculated & applied wholesalers' emission intensities* per their Cost of Goods Sold *Scope 1+2 GHG emission, on local currency basis
12	End-of-life treatment of sold products	Activity data: Weight of containers and packaging (Tons) Usage volume of sold products when end-of-life treatment is approached in line with the laws on recycling containers and packaging x emission factor	Target: Japan Emission factor: • Source: The Ministry of the Environment's database [9]; emission factors by waste type (Secretariat) (including waste transportation stage)
13	Downstream Leased Assets	Activity data: Energy consumption by type Amount of fuel, electricity, heat, etc. billed to the leasing company x emission factor per unit of energy consumption by energy type	Target: Company facilities being leased to another company Emission factor Source: factors shown in "Methods for Calculating Energy Consumption and GHGs" The Ministry of the Environment's database [7]; emissions per usage amount of electricity and heat (Secretariat)

Calculation Methods and Assumptions

Environmental Data

■ NOx Emission

Based on: Environmental Reporting Guidelines

Calculation method and standards:

• In case of the “Exhaust Gas Flow Rate per Hour (m³N/h)” is known:

NOx emissions (tons) = Measured concentration*¹ (ppm) × Exhaust gas flow rate per hour² (m³N/h) × Annual operating hours of the facility (h) × 10⁻⁹ × 2.054³

• In case of the using the “Unit Dry Exhaust Gas Factor”^{*4}:

NOx emissions (tons) = Measured concentration (ppm) × 21 / (21 – Oxygen concentration (%)) × Fuel consumption (L/h, kg/h, m³N/h) × Unit dry exhaust gas factor (m³N/L, m³N/kg, m³N/m³N) × 10⁻⁹ × 2.054^{*3}

*1 Use the measured concentration (actual reading), not the oxygen-corrected value. If the measured concentration is below the quantification limit, use zero.

*2 The exhaust gas flow rate per hour refers to the dry gas volume.

*3 2.054 = 46 / 22.4 g/L = Molecular weight of NO₂ / volume of gas under standard conditions.

*4 Source: “Guidelines for Preparing the Total NOx Emissions Control Plan” (Osaka Prefectural Government, Environmental Management Division, April 2024)

■ VOC Emissions

Based on: Environmental Reporting Guidelines, Air Pollution Control Law

Substances: "Enforcement of the Law Partially Amending the Air Pollution Control Act (Notification)" (June 17, 2005, Environmental Management University Notice No. 050617001) Appendix 1

Calculation Method and Criteria:

For each target substance with a handling volume of 100 kg or more* during the reporting period, air emissions are calculated by aggregating emissions at each site and reporting the total as site-level VOC emissions.

* 10 kg or more for “Specific Class I Designated Chemical Substances” stipulated in the PRTR Law.

■ BOD Load

Based on: Environmental Reporting Guidelines

Calculation method and standards:

• Annual BOD load (tons) = BOD concentration* (mg/L) x annual discharge volume (1,000 m³) x 1/1000

* Annual average of values recorded in outsourced measurements

■ Discharge Volume

Based on: Environmental Reporting Guidelines

Calculation method and standards:

Japan: Calculated from flow meter data.

Overseas: The same value as water withdrawal.

Calculation Methods and Assumptions

Environmental Data

■ Waste Generation Volume, Waste Generation Intensity

Environmental Reporting Guidelines, Waste Management and Public Cleansing Act (Japan), and waste management regulations in each respective country (overseas)

Scope of Aggregation: Waste and valuable materials

Calculation method and standards:

- Waste Generation Volume: Based on the Waste Management and Public Cleansing Act (Japan) and relevant waste management regulations in each country (overseas)
- Waste Generation Intensity = Waste Generation Volume (tons) / Revenue (billion yen)

■ Final Disposal Amount of Wastes

Based on: "Guidelines for the Survey on the Actual Status of Industrial Waste Generation and Treatment (Revised Edition)" (April 2010, Industrial Waste Division, Waste and Recycling Department, Minister's Secretariat, Ministry of the Environment)

Calculation Methods / Standards:

Final Disposal Amount = amount of direct landfill + amount of residues* from internal treatment + amount residues* from outsourced treatment + amount of residues* from outsourced recycling

* amount of residues are calculated by multiplying amount of waste generation volume by residue rates indicated in a response manual for follow-up survey of Voluntary Action Plan for Establishing a Sound Material-Cycle Society (Voluntary Action Plan for Establishing a Sound Material-Cycle Society Working Group, Environment Committee, The Federation of Pharmaceutical Manufacturers' Association of Japan)

Calculation Methods and Assumptions

Social Data

Human resources data, occupational health and safety indicators, and other indicators related to our direct operations are generally reported on a global basis for all Astellas Group companies that are fully consolidated for financial reporting purposes, regardless of the type of business activity (manufacturing, research, commercial, administrative, etc.).

In the case of acquisitions, newly acquired sites are included from the month of their initial consolidation for financial reporting purposes. For sites under construction, reporting begins from the start of construction.

Employee and other human resources data are obtained from our global HR system.

Occupational health and safety indicators* cover the period from January 1, 2025 to December 31, 2025 for both domestic and overseas operations.

* Working Days Lost, Frequency Rate, Severity Rate are calculated based on the Survey on Industrial Accidents by the Ministry of Health, Labour and Welfare (MHLW)

The scope of monitoring for sustainability risk assessments across the value chain (including TPLM) covers Astellas, all consolidated Astellas Group companies, and all suppliers, contractors and subcontractors involved in the business activities of these sites.