

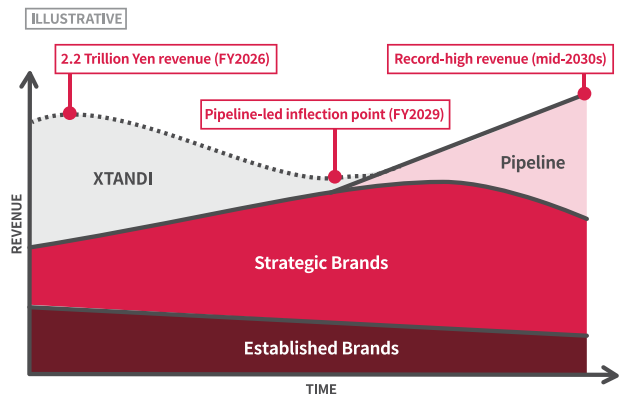


# Corporate Strategic Plan (CSP) 2026

CSP2026 is our five-year strategy to create and deliver **greater VALUE faster for patients** and position Astellas as a sustainable growth company.

Our ambition is to achieve pipeline-led, record-high revenues by the mid-2030s.

To learn more, visit the [CSP2026 homepage](#).



## Four Strategic Goals

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**Deliver profitable growth and generate cash**  
Maximize revenue through high margin Strategic Brands
- 

**Accelerate pipeline-led growth**  
Drive growth from FY2029 through pipeline assets
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**Allocate cash with discipline**  
Fund growth and deliver sustainable shareholder value
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**Enhance enterprise productivity**  
Build on ways of working, our culture foundation, and corporate governance

## Key Deliverables

### Start 10+ Phase 3/pivotal studies

- 5+ Phase 3/pivotal studies by FY2027

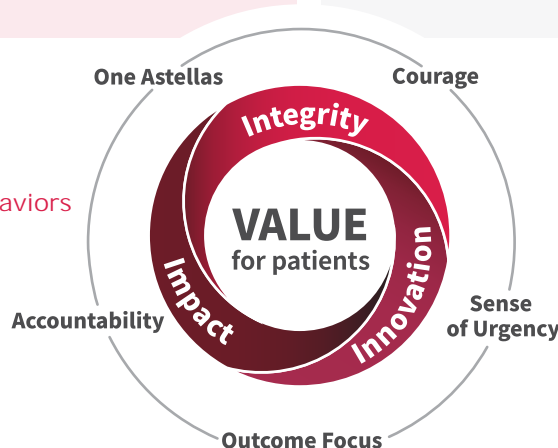
### 4.3T+ Yen cumulative Core OP before R&D expenses

- Strategic Brands 2x sales vs. FY2025
- Recurring cost optimization target 200B Yen
- 50% Core OP before R&D expenses vs. revenue

### Continue to raise dividend

- Minimum annual 2 Yen dividend increase

Our **Organizational Values and Behaviors** form the core of our culture and are the foundation of CSP2026.



These Values and Behaviors will guide our ways of working throughout CSP2026 as we work to turn innovative science into VALUE for patients.