

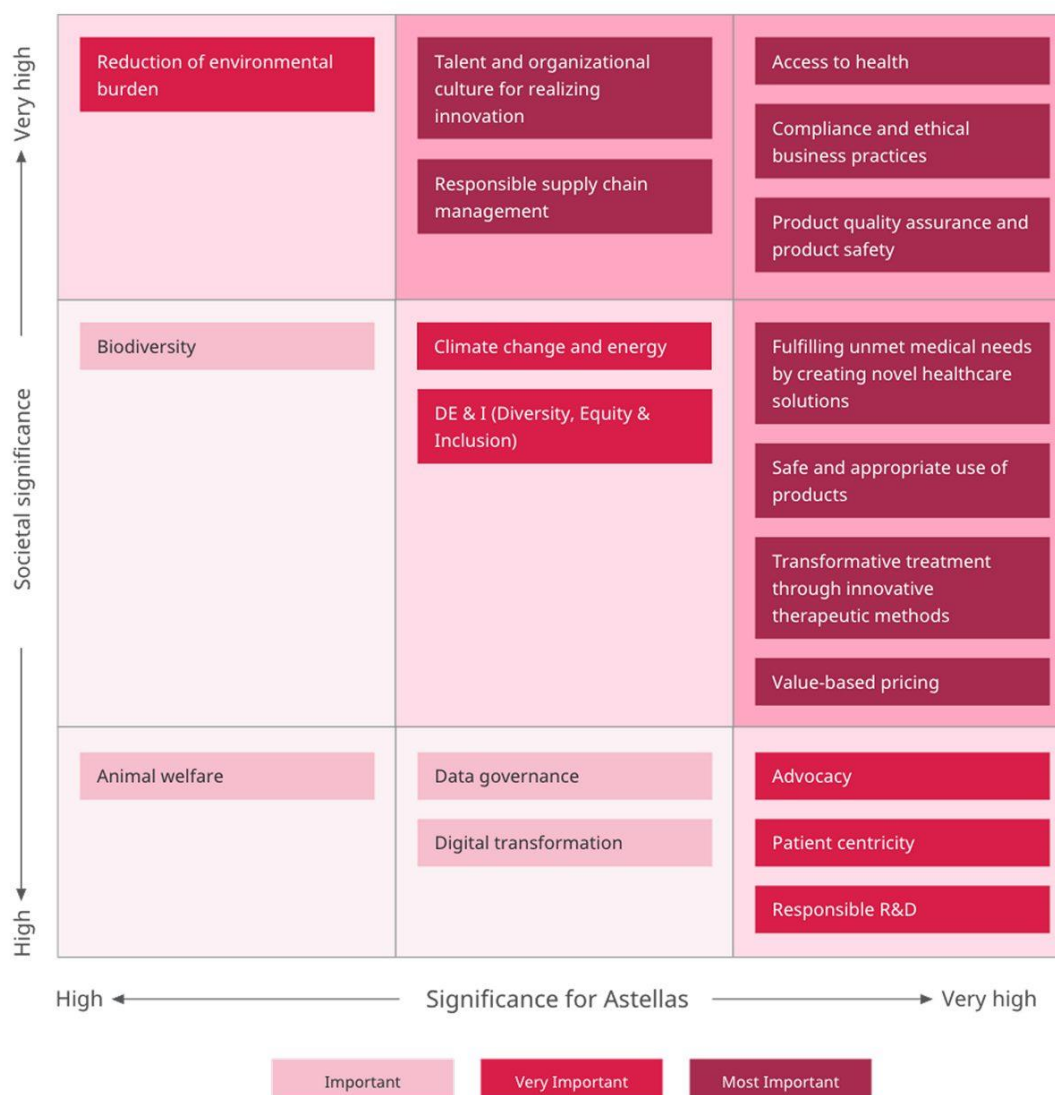
Key issues and materiality

Astellas addresses key issues to adapt to the changing needs and expectations pressed for by society.

Astellas recognizes that our efforts to evolve sustainability will lead to increased enterprise value. The environment surrounding both society and business has changed significantly. In response to this shifting landscape, in FY2021 we identified and prioritized key issues and updated our Materiality Matrix as a compass to our sustainability efforts.

In preparing a new Materiality Matrix, Astellas identified 19 key issues. We then prioritized 9 material issues (Materiality) from this group. We believe that prioritizing and subsequently addressing the Materiality will set Astellas on the path to “transforming to be a cutting-edge, VALUE-driven life science innovator”, and “strengthening resilient and sustainable business operations to meet the expectations of society”. This, in turn, will lead to improved sustainability for both society and Astellas.

Materiality matrix



[Click here to learn more about the definitions of the key issues \(PDF\)](#)

Steps in identifying materiality

Step 1: Issue identification

To identify key issues, Astellas analyzed various references, such as SDGs-related frameworks (IIRC, SASB and GRI standard, ISO 26000, the UN Global Compact's ten principles, TCFD recommendation), stakeholder engagement and communication, and topics covered by ESG ratings.

When updating Materiality Matrix in FY2021, we surveyed the shifts in sustainability trends since FY2017—the year of the previous Matrix update. We also ensured alignment with Corporate Strategic Plan 2021 (CSP2021) and acknowledged industry-specific issues. As a result, we identified 19 key issues.

Step 2: Issue prioritization

Astellas developed Materiality Matrix by prioritizing the key issues identified from the perspectives of significance to society and Astellas.

Societal Significance, shown on the vertical axis of the matrix, was determined by considering the depth of interest from global stakeholders—multinational organizations, governments, NGOs, investors, and industry associations—and the scale of economic losses caused by social issues. Significance for Astellas, shown on the horizontal axis, was determined by assessing Astellas' opportunities for utilizing its capabilities and assets to contribute to the resolution of issues. The assessment also included management perspectives based on interviews with Top Management.

Step 3: Review and finalization

The prioritized key issues were refined and validated through the information provided by various stakeholders and a series of interviews with experts. The Sustainability Committee* held further discussions before the Executive Committee reviewed and deliberated on the findings. Finally, the Materiality Matrix was approved by the Board of Directors.

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Materiality Matrix is reviewed and verified by Sustainability (Functional Unit) annually and updated when necessary. Related targets and action plans are also established to address the material issues.

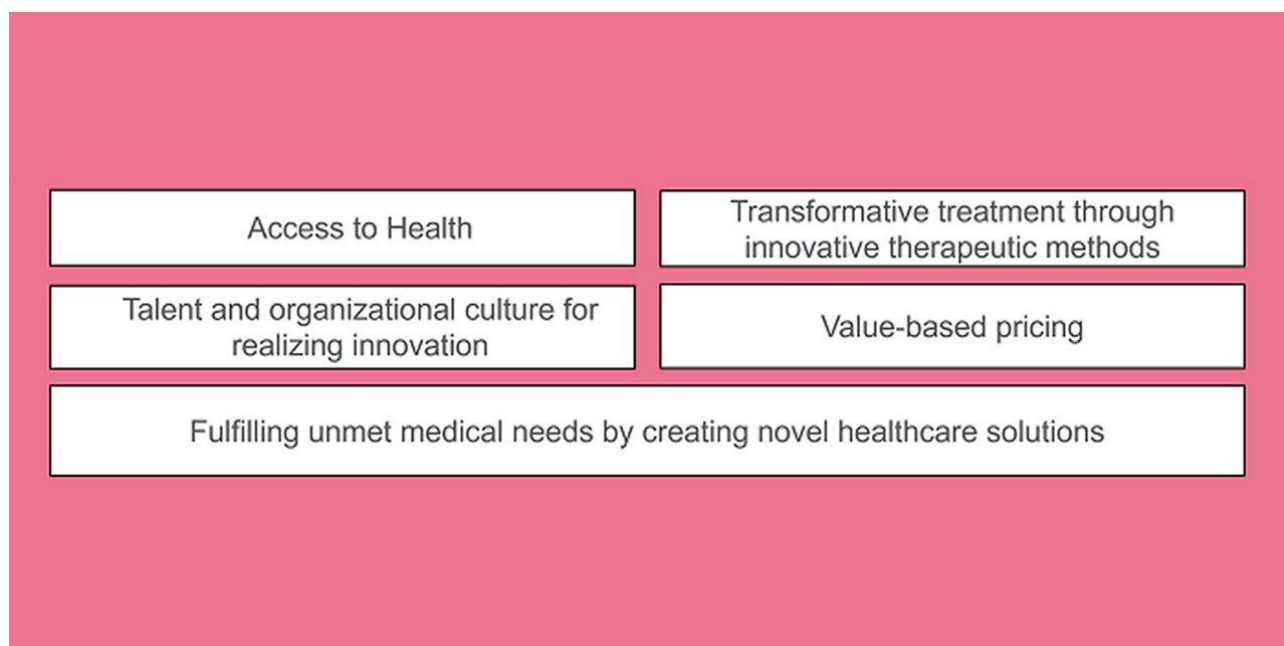
*The Committee discusses material issues concerning business strategies, product strategies, corporate m

Two pillars for evolving sustainability

Astellas prioritized the nine material issues (Materiality) from the materiality matrix. As we believe that the act of prioritizing and subsequently addressing these nine material issues will put Astellas on the path to transforming to be a Cutting-Edge, VALUE-driven life science innovator and strengthening resilient and sustainable business operations to meet the expectations of society. Please click [here](#) about our key issues and materiality.

Transforming to be a Cutting-Edge, VALUE-driven life science innovator

This is Astellas' business model for enhancing sustainability and providing innovative healthcare solutions by creating and realizing "VALUE". We will promote initiatives to address the following five material issues.



Strengthening resilient and sustainable business operations to meet the expectations of society

Astellas strengthens our business operations to ensure the stable supply of our products to patients under any circumstances. We will promote initiatives to address the following four material issues.



Environmental Sustainability

Companies are required to be actively involved in environmental issues. Recognizing that harmony between the global environment and our business activities is a prerequisite to our corporate existence, we shall take proactive measures to conserve the global environment. In addition to the nine material

issues listed above, we will promote initiatives for the following two important issues



Approach for two pillars

We have set the mid-term Priorities for Astellas, Initiatives, and Our Commitments by FY2025 as for the two pillars and Environmental Sustainability. We will update our progress against our commitments in the future.

Transforming to be a Cutting-Edge, VALUE-driven life science innovator

Material Issues	Mid-term Priorities for Astellas	Initiatives	Our Commitments by FY 2025
Access to Health Talent and organizational culture for realizing innovation	Translate innovative science into VALUE through the Focus Area approach to R&D, introducing novel therapies and modalities to treat diseases with high unmet medical needs.	Addressing unmet medical needs for provision of solutions that produce better outcomes than previously possible	Aim to improve the lives of patients and caregivers around the world and contribute to reducing the overall load on the healthcare system.
	Maximize patient	Providing	Provide as

Fulfilling unmet medical needs by creating novel healthcare solutions Transformative treatment through innovative therapeutic methods Value based pricing	access to Astellas innovations and enable them to achieve better outcomes. Beyond the biopharmaceutical space, develop and commercialize novel healthcare solutions.	comprehensive access programs throughout the product lifecycle. Supporting healthcare system strengthening programs in partnership and Astellas Global Health Foundation.	many patients as possible with access to our products. Impact more than 36 million people cumulatively) by 2025 by improving disease awareness, prevention, and access to healthcare services.
	Advocate a value based pricing for stakeholders to ensure innovative medicines in new modalities contribute to the health of patients around the world and realize the sustainable healthcare system.	Advocating for value based pricing as a basis to support access to medical innovations.	Contribute to sustain healthcare systems through advocating for value based pricing.
	- Create an environment within Astellas that fosters innovation. - Align strategy with the right capabilities, embraced in a culture that	Optimizing the number of people under one manager's control and reducing layers, reinforcement of succession planning, and cultivation of a culture ensuring psychological safety	Foster talents and an organizational culture with trusted capabilities to deliver innovation.

	promotes innovation.	and encouraging active feedback.	
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Strengthening resilient and sustainable business operations to meet the expectations of society

Material Issues	Mid-term Priorities for Astellas	Initiatives	Our Commitments by FY 2025
Compliance and ethical business practices Product quality assurance and product safety Responsible supply chain management	Sustains a resilient business that continuously supplies products during unpredictable or emergency situations.	- Enhancing energy sourcing through investigating reinforcement of emergency power generation and introduction of renewable energy such as solar panels to own facilities. - Enhancing material sourcing and product supply networks through the various means including double sourcing and diversified distribution bases.	Establish a more sustainable and resilient value chain.
Safe and appropriate use of products	Further enhance capability to secure patient safety and product quality as well as optimizing customer interaction for maximizing VALUE for patients.	- Fostering a Culture of Quality through leadership commitment, employee engagement and patient centric mindset. - Evolving customer experience with coordinated	Ensure patient safety and product quality by fostering a Culture of Quality and by evolving customer experience.

		omnichannel engagement leveraging digital.	
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Environmental Sustainability

Key Issues	Mid-term Priorities for Astellas	Initiatives	Our Commitments by FY2025
Reduction of environmental burden Climate change and energy	Reduce greenhouse gas emissions toward a goal consistent with the Paris Agreement's and achieve net zero emissions by 2050.	Enhancing energy efficiency and shifting to renewable energy sources such as solar and wind power. Reducing the carbon footprint of the supply chain.	Achieve by FY2025 the amount of reasonable reduction of greenhouse gas emissions target.* *GHG emission reduction targets by FY2030. • Scope 1+2 63% reduction (base year: FY2015). • Scope 3 37.5% reduction (base year: FY2015).