

Employees

Astellas employees play the most valuable role in shaping the Company and creating new levels of corporate value. Astellas is encouraging every employee to embrace the approach of demonstrating leadership and proactively working to shape the Company. Astellas is working to strengthen its competitiveness through initiatives for promoting diversity and fostering global human resources. In addition, Astellas is fostering a corporate culture that aims to align the aspirations of its diverse global employees in one direction to realize its business philosophy.

Astellas employees are one of our most important stakeholders as well. To this end, the Company is committed to fulfilling its corporate social responsibilities to employees.

HR Vision

In 2015, Astellas formulated a new corporate vision. As set forth in our corporate vision, in order to turn innovative science into value for patients at the forefront of healthcare change, we believe that business strategies must be underpinned by human resources and organizational capabilities. That is why we have drawn up a new Human Resources (HR) Vision. Astellas has defined its aspirations for its human resources and organizational capabilities, along with the support structure needed for both of these elements, as a globally aligned, common approach.

One Astellas with the Astellas Way

Under the HR Vision, we have enshrined our aspirations for human resources and organizations in the phrase “One Astellas with the Astellas Way.” Guided by the shared values laid out in the Astellas Way, we will bring together individuals from diverse backgrounds within the Company to surmount national, regional and organizational barriers, foster mutual respect, enhance our organizational capabilities, and unite our people to continuously achieve innovation.

The Astellas Way — Five Messages for One Astellas —



Patient Focus:

Ask yourself if your decisions and actions contribute to improving patient health.



Ownership:

Embrace change and always challenge by taking ownership.



Results:

Commit to results each time you face a challenge, and consider fresh approaches to achieving them.



Openness:

Maximize your creativity through diversity and open communication.

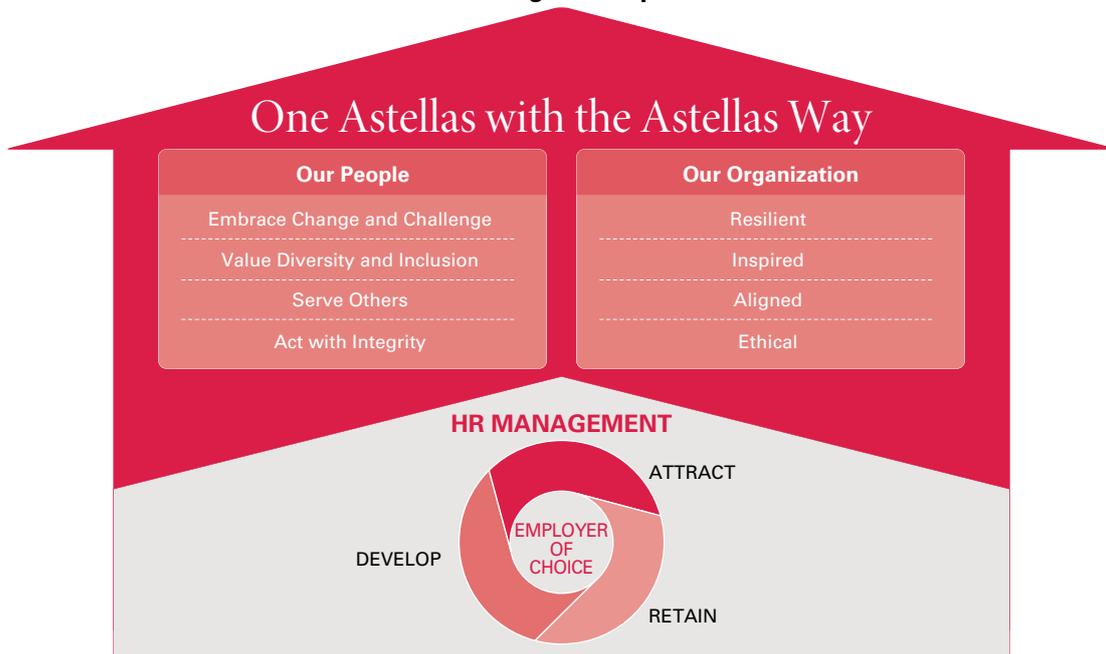


Integrity:

Act with integrity by always considering the implications of your actions, and then take responsibility for the outcomes.

Overview of the HR Vision

Towards Realizing the Corporate Vision



Our People and Our Organization

With the formulation of the HR Vision, we revised the details of our aspirations for our human resources and organizations and organized these concepts into the specific framework shown on the previous page.

HR and Organizational Management

Our HR and organizational management revolve around a virtuous cycle of attracting, retaining and developing personnel to ensure that we remain an employer of choice among our employees.

Strengthening Competitiveness

Diversity Management

Astellas is working to promote diversity so that diverse people can play a role in our company, irrespective of race, nationality, gender, or age. Respect for the diverse values of our employees will be reflected in various ways in our business activities to encourage creativity in our organization. We also believe that it will help to attract talented people as employees and enhance our competitiveness.

Promoting the career advancement of women in Japan is a high priority particularly because the country has a low ratio of women in management positions compared to many other parts of the world. We aim to develop a work environment in which life events will not hinder career advancement, and have established a target to raise our ratio of female managers in Japan to 10% or higher by 2020 on a non-consolidated basis. Employee benefit programs and work environments are being upgraded, while our people are striving to improve their awareness of diversity, to achieve this goal.

Male/Female Employee Ratio per Region and Ratio of Female Managers (Fiscal 2015)

	Japan	Americas	EMEA	Asia & Oceania	Total
Male	72.5%	48.0%	42.4%	47.5%	56.5%
Female	27.5%	52.0%	57.6%	52.5%	43.5%
Ratio of female managers	7.4%	52.2%	49.2%	42.8%	32.2%

Providing Opportunities for Employees to Succeed Globally

Astellas provides employees with opportunities to succeed globally. In Japan, we have developed an internal recruitment system to revitalize our organization and motivate employees to develop their own abilities and grow, while encouraging our people to succeed in roles at various overseas bases by proactively appointing employees to be assigned abroad from each division. In addition, we accept long-term and short-term assignees from Group companies outside Japan. In these and other ways, we are working to promote global interaction among our people at the divisional level.

New Human Resource Program in the Research Divisions

In April 2016, Astellas launched a new program in its research divisions to encourage the creation of innovation from a personnel perspective. Under this program, we have set up three tracks to serve as career paths for researchers, in order to support their growth.

The track that seeks to realize innovative ideas has been designated as the Principal Investigator (PI) track. The system works by having researchers apply, pass a screening process and become designated as PIs. The goal of this program is to encourage researchers to ambitiously develop new ideas that were difficult to take on under existing systems. Researchers who obtain the PI designation will be given a certain degree of discretionary authority for personnel and budgets to initiate the development of drug development processes considered indispensable for incorporating cutting-edge science and technologies into research. Those with PI designation will also be expected to produce concrete R&D results in a timely manner.

Apart from this, Astellas will also provide a track to develop a high degree of expertise following a similar process of screening and designation. There will also be a track to pursue management roles in research. Research personnel will be able to freely revise their career tracks as they proceed with the career development process as many times as they wish.

By putting in place a personnel system that is consistent with the overall direction of the research divisions, we aim to pursue cutting-edge research based on our Best Science, Best Talent and Best Place approach to R&D.

Developing Rewarding and Safe Work Environments

Astellas is working to ensure rewarding and safe work environments where employees are able to concentrate on their duties in confidence. This is to ensure that every employee is able to maximize their abilities and creativity on the job. In Japan, we have been promoting workstyle reforms since 2015 that include streamlining operations and encouraging our people to take the leave they have earned. This is all in an effort to strike an equilibrium that enables each person to establish their own work-life balance while improving productivity and creativity. Our efforts to promote inclusive employment and decent work, one of the United Nations' Sustainable Development Goals (SDGs), include initiatives for upgrading the work environment we provide for people with disabilities. We have been a participating member of Japan's Accessibility Consortium for Enterprises (ACE)*. The support we provide people to overcome disabilities includes an app we have introduced for hearing-impaired employees that instantaneously converts voice data into written words.

Our efforts to provide employees with a rewarding and safe workplace have garnered praise both inside and outside the Company. The selection of our Canadian subsidiary as one of the Best Workplaces in Canada by the Great Place to Work® Institute is one example.

Additionally, our U.S. subsidiary was recognized as one of America's Best Employers by Forbes Magazine for the second consecutive year in March 2016.

Astellas continues to monitor the turnover rate of employees as an indicator for gauging the extent to which the Company provides a rewarding and safe place to work.

* Accessibility Consortium of Enterprises (ACE): A general incorporated association that was formed to conduct activities such as the establishment of a new employment model for people with disabilities who contribute to the growth of companies.

Number of Employees per Region and Turnover Rate

		2014.3	2015.3*2	2016.3
Japan	Number of employees	8,082	7,241	7,056
	Turnover rate*1	2.1%	7.5%	1.1%
Americas	Number of employees	2,883	2,975	3,062
	Turnover rate	17.8%	10.4%	12.9%
EMEA	Number of employees	4,580	4,628	4,726
	Turnover rate	8.3%	15.6%	11.9%
Asia & Oceania	Number of employees	2,104	2,269	2,373
	Turnover rate	13.8%	13.4%	12.9%
Total	Number of employees	17,649	17,113	17,217
	Turnover rate	7.7%	11.0%	7.8%

*1 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.

*2 The increase in the total turnover rate in fiscal 2014 is mainly due to the introduction of an early retirement plan in Japan.

Improving Employee Satisfaction

Astellas is also striving to improve employee satisfaction. As part of this effort, we conducted an awareness survey of Group employees in Japan in January 2016. Through a third party, we surveyed how our employees evaluate Astellas as a company in various categories.

The survey showed that positive responses in more than 10 categories, including the overall direction of the Company, trust in management, and remuneration and employee welfare and benefits, were far higher than the average for similar surveys conducted by Japanese companies, and we found that these areas have become Astellas' strengths. Meanwhile, the results showed fewer positive responses in the category of operational efficiency, although the number was higher than the average for Japanese companies.

In response, Astellas will redouble its efforts to streamline its operations through workstyle reforms.

Ensuring Occupational Safety and Health

We have the Astellas Environmental and Safety Policy in place to prevent work-related accidents and minimize those caused by workplace mishaps and hazards. Under this policy, each facility is independently building environmental and safety management systems and promoting associated initiatives. We are also working to ensure occupational safety from many different perspectives based on the information we share on accidents and near misses that have occurred at our workplaces around the world.

Between January and December 2015, there were two work-related injuries requiring leaves of absence in Japan. Of these two injuries, the longest leave of absence was 97 days. There were two injuries requiring leaves of absence at our overseas plants, of which the longest leave of absence was 70 days. In view of the lengthy leaves resulting from injuries in Japan and at our overseas plants, we will strive to reduce our occupational safety risks with the goal of holding our severity rate of work-related injuries under 0.005 on a global basis.

Incidence of Work-Related Injuries in Japan

	2013.1-12	2014.1-12	2015.1-12
Number of injuries requiring leave of absence	3	5	2
Frequency rate of work-related injuries*1	0.18	0.34	0.14
Severity rate of work-related injuries*2	0.008	0.002	0.007

Incidence of Work-Related Injuries at Overseas Plants*3

	2015.1-12
Number of injuries requiring leave of absence	2
Frequency rate of work-related injuries*1	1.11
Severity rate of work-related injuries*2	0.047

*1 Frequency rate of work-related injuries: This rate shows the number of employee deaths or injuries resulting from work-related accidents causing leaves of absence per million hours of work. The larger the number, the more frequently work-related injuries occur.
 *2 Severity rate of work-related injuries: This rate shows the number of days absent from work due to work-related injuries per thousand hours of work. The larger the number, the more serious the injury.
 *3 From 2015 onward, we began disclosing consolidated data for all five overseas plants. The data for each of the five overseas plants until 2014 is disclosed in the IR Library of the Astellas website.

Respect for Human Rights

The Astellas Charter of Corporate Conduct clearly states that all members of the Astellas Group must respect the human rights, character and individuality of all its employees, observe all applicable international rules and local regulations, and also respect all cultures and customs. This recognition of the important respect for human rights is shared by Group companies worldwide. Based on respect for human rights, we have established the Astellas Group Code of Conduct, which sets out standards including respect for the human rights of employees, elimination of child labor or forced and compulsory labor, equal opportunities for employment, provision of opportunities for improving job skills, employee health and safety, and the prevention of harassment in the workplace.

To rigorously uphold respect for human rights, we have established a system for swiftly responding to human rights issues that includes the establishment of external and internal helplines, as well as conducting training sessions for employees. We have been globally confirming the awareness of human rights issues in the workplace and the status of human rights activities at our Group companies by conducting written surveys. In fiscal 2015, there were no urgent human rights issues or other issues of common, worldwide concern reported in the surveys.

For further information on Astellas' employees activities, please visit the following website:

 <http://www.astellas.com/en/csr/employee/>

Message from the President of Astellas Pharma Canada

We are building a great culture for our employees.

Astellas Pharma Canada, Inc. takes pride in building a workplace environment and culture where employees feel respected and where they can excel.

We are proud to have received awards from the Great Place to Work® Institute Canada in two categories: the category of large, multinational corporations through our selection as one of the Best Workplaces in Canada in 2016, and the category of top workplaces for women. We believe that this recognition is especially meaningful because it is based on a survey completed by a random selection of employees, and a third-party assessment of our company culture.

This award is a testament to the engagement employees have with our core values, which have fostered a unique culture that is shaped by a commitment to living the Astellas Way. We also pride

ourselves on creating a culture of excellence driven by acknowledgment and recognition of employee performance, where employees are offered the opportunity to grow both personally and professionally.

CSR forms the core of our culture and our employees are passionate about supporting in various ways the communities in which we work and live. We are proud to be a Great Place to Work and a leader in CSR.

Michael Tremblay
 President,
 Astellas Pharma Canada, Inc.

