SUSTAINABILITY MEETING

Aiming to Enhance the Sustainability of Society and Astellas' Corporate Value

Kenji Yasukawa, Ph.D.
President and CEO
Astellas Pharma Inc.
February 28, 2022
CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING INFORMATION

In this material, statements made with respect to current plans, estimates, strategies and beliefs and other statements that are not historical facts are forward-looking statements about the future performance of Astellas Pharma. These statements are based on management’s current assumptions and beliefs in light of the information currently available to it and involve known and unknown risks and uncertainties. A number of factors could cause actual results to differ materially from those discussed in the forward-looking statements. Such factors include, but are not limited to: (i) changes in general economic conditions and in laws and regulations, relating to pharmaceutical markets, (ii) currency exchange rate fluctuations, (iii) delays in new product launches, (iv) the inability of Astellas to market existing and new products effectively, (v) the inability of Astellas to continue to effectively research and develop products accepted by customers in highly competitive markets, and (vi) infringements of Astellas’ intellectual property rights by third parties.

Information about pharmaceutical products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.
VISION
-On the forefront of healthcare change to turn innovative science into VALUE for patients-

Astellas’ sustainable growth

1. Enable patients to achieve better outcomes
2. Translate innovative science into proven VALUE
3. Advance the Rx+ business
4. Deepen our engagement in sustainability

Strategic Goals

Organizational Health Goals
1. Promoting Innovation
2. Talent & Leadership thrives
3. Penetration of collaboration
• Fostering a corporate culture that aims to achieve ambitious goals
• Significantly improving Astellas’ implementation capabilities

Sustainability* of Society

*IIRC: Integrated Reporting Framework
AGENDA

I. Improving Access to Health

II. Climate Change Measures

III. Corporate Governance

IV. People and Organizational Development

V. Materiality Matrix

VI. Items That We Perceive to Be Expected by The Stock Market
IMPROVING ACCESS TO HEALTH
Activities aimed at improving ATH are classified into three categories:

1. **Innovative drug business**
   - Satisfy unmet medical needs by creating innovative drugs and delivering products.

2. **Enhancing availability of Astellas products**
   - Improving patient access to innovative therapies.

3. **Supporting third-party ATH activities**
   - Providing Astellas' capabilities and technologies.
   - Supporting activities to strengthen healthcare systems and improve health literacy.

**Support through foundations**
- Astellas Global Health Foundation
- Astellas Foundation for Research on Metabolic Disorders
**IMPROVING ACCESS TO HEALTH**

1. **INNOVATIVE DRUG BUSINESS**

Satisfy unmet medical needs by creating innovative drugs and delivering products

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### Innovative drugs

<table>
<thead>
<tr>
<th>Drug</th>
<th>Indication</th>
<th>Countries Sold</th>
<th>Patients Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harnal</td>
<td>Urinary dysfunction associated with BPH</td>
<td>106</td>
<td>approx. 82 mil.</td>
</tr>
<tr>
<td>Vescicare</td>
<td>Overactive bladder</td>
<td>86</td>
<td>approx. 24 mil.</td>
</tr>
<tr>
<td>Mirabegron</td>
<td>Overactive bladder</td>
<td>69</td>
<td>approx. 23 mil.</td>
</tr>
<tr>
<td>Prograf</td>
<td>Immunosuppressant</td>
<td>105</td>
<td>approx. 1.6 mil.</td>
</tr>
<tr>
<td>XTANDI</td>
<td>Prostate cancer</td>
<td>96</td>
<td>approx. 0.62 mil.</td>
</tr>
<tr>
<td>XOSPATA</td>
<td>Acute myeloid Leukemia</td>
<td>33</td>
<td>approx. 1,300</td>
</tr>
</tbody>
</table>

**Upper:** Number of countries sold  
**Lower:** Number of patients administered (estimate)

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### Activities to be focused on

**R&D Activities**

- **Cell Therapy**
- **Gene Therapy**

**Expecting to achieve transformative treatment**

- Improving  
  - patients' quality of life  
  - the workforce by returning to society  
  - the lives of patient families and caregivers

**BPH:** Benign prostatic hyperplasia
IMPROVING ACCESS TO HEALTH

2. ENHANCING AVAILABILITY OF ASTELLAS PRODUCTS

Aiming to improve patient access to innovative drugs

Clinical Development ➔ Market Authorization ➔ Commercialization

Clinical Trial Programs

- XTANDI (37 countries), XOSPATA (17 countries), EVRENZO (7 countries) and PADCEV (1 country) are available

Early Access Program

- XTANDI: over 300 patients in 24 countries
- XOSPATA: over 40 patients in 9 countries
- PADCEV: over 10 patients in 10 countries

Post-trial Access Program

- PADCEV: approx. 30 patients in 50 countries

International Pharmacy Program (IPP) & International Import Program (IIP)

- XTANDI (37 countries), XOSPATA (17 countries), EVRENZO (7 countries) and PADCEV (1 country) are available

Patient Access Initiatives

- XOSPATA: over 900 patients in 35 countries
- PADCEV: over 270 patients in 7 countries

Enhancing the literacy of healthcare professionals and patients through academic and patient societies

- Approx. 170 activities (FY2021)
IMPROVING ACCESS TO HEALTH
3. SUPPORTING THIRD-PARTY ATH ACTIVITIES

Ongoing Initiatives

1. Schistosomiasis praziquantel*
   - Over 50 million preschool schistosomiasis patients
   - Developed new pediatric formulation with smaller and less bitterness taste
   - Preparing to submit an application for approval to expand into Africa

Providing Astellas’ capabilities and technologies

2. Tuberculosis/Malaria**
   - Providing our original library of tens of thousands of compounds
   - Conducting joint research with TB Alliance and MMV

Initiatives to be enhanced

Supporting activities to improve healthcare systems and health literacy

1. National Cancer Society Malaysia (Malaysia), Asia Cancer Forum (Japan)
   - For over 1 million Malaysian residents
   - Supporting initiatives such as developing a cancer education database and holding disease awareness sessions

2. City Cancer Challenge Foundation (Peru)
   - For over 2,500 cancer patients in Arequipa, Peru
   - Supporting the Strengthening the health system infrastructure and the capacity of 450 specialists through education and mentorship programs

*With funding from GHIT Fund and The European & Developing Countries Clinical Trials Partnership (EDCTP)
**With funding from GHIT
CLIMATE CHANGE MEASURES
CLIMATE CHANGE MEASURES

Environmental Action Plan (SBT approved in 2018)

- Reduce GHG emissions (Scope 1+2) by 30% by fiscal 2030 (Base year: fiscal 2015)
- Reduce GHG emissions (Scope 3) by 20% of revenue by fiscal 2030 (base year: fiscal 2015)

Announced support for TCFD (December 2020)

Major Initiatives

Achieved nearly zero GHG emissions at the Kelly Plant

Switch to power from renewable energy at three domestic sites

Switch to sales vehicles with less environmental impact

Adoption of Biomass-based Plastic for Blister Packages (World’s first use of biomass plastic for blister packages for drugs)

SBT: Science Based Targets, GHG: Greenhouse Gas, Takahagi C&T Dev. Center: Takahagi Chemistry & Technology Development Center
Scope 1: GHGs emitted directly from Company premises as a result of the burning of fuels, Scope 2: GHGs emitted indirectly in the use of electric power or heat supplied to the Company from outside, Scope 3: GHGs emitted indirectly at some point on the Company’s value chain
CLIMATE CHANGE MEASURES

- Reduce GHG emissions as planned toward the target set in the Environmental Action Plan
- Under consideration to declare Net Zero by 2050

Progress on GHG emissions

Future Initiatives to Reduce GHG Emissions

- Further introduction of electricity generated by renewable energy sources, mainly at domestic manufacturing sites
- To further improve the rate of adoption of hybrid and electric vehicles in sales vehicles
CORPORATE GOVERNANCE
CORPORATE GOVERNANCE SYSTEM

- Transition from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee in June 2018
- Delegate a substantial part of the BoD’s decision-making authority of the execution of business to executive Directors, further enhance deliberation on matters such as business strategy in the BoD and further strengthen the supervisory function of the BoD
- The Corporate Governance Guidelines stipulate that majority of the directors should be outside directors in order to ensure decision-making from a broader viewpoint and objective oversight of the execution of business
- 7 out of 11 members of the BoD, 4 out of 5 members of the Nomination Committee and the Compensation Committee, respectively, and 3 out of 4 members of the Audit & Supervisory Committee are outside directors
- Both the Nomination Committee and the Compensation Committee are chaired by outside directors
BOARD AGENDAS AND EVALUATION OF EFFECTIVENESS

- Identification of four important management themes to be discussed by the BoD
- Based on the annual evaluation of the effectiveness of the BoD, we continuously strive to improve its effectiveness

Example of the BoD meeting issues in FY2021 (partial)

<table>
<thead>
<tr>
<th>Corporate Strategy</th>
<th>Stakeholder Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly business report/Planning</td>
<td></td>
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<tr>
<td>External disclosure of Corporate Strategic Plan 2021</td>
<td></td>
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<tr>
<td>Portfolio strategy</td>
<td></td>
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<tr>
<td>Annual plan</td>
<td></td>
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<tr>
<td>Report on dialogue with investors</td>
<td></td>
</tr>
<tr>
<td>Sustainability activity reporting and planning</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Risk Management</th>
<th>Corporate Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report on enterprise risk management status</td>
<td></td>
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<tr>
<td>Compliance update</td>
<td></td>
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<tr>
<td>Board of Directors effectiveness analysis results</td>
<td></td>
</tr>
<tr>
<td>Directors &amp; Officers personnel change/compensation</td>
<td></td>
</tr>
<tr>
<td>Succession planning</td>
<td></td>
</tr>
</tbody>
</table>

Analysis and Evaluation of Effectiveness of the BoD in FY2020

The Chairman of the BoD conducted a survey mainly on the oversight function of the BoD based on questionnaires to the Directors, and based on the results of this survey, the BoD performed its analysis and evaluation

<Conclusion> It was determined that the overall effectiveness of the BoD is sufficiently ensured

<Reasons for evaluation (partial)>
- Free, open and constructive discussions
- Appropriate supervision of succession planning
- Create and implement the compensation system which is objective, transparent and functioning as a healthy incentive for sustainable growth
- Further strengthening activities toward sustainability by setting it as one of Strategic Goals of Corporate Strategic Plan 2021

<Initiatives of the BoD to raise the effectiveness>

The BoD continues to work on increasing its effectiveness, by trying to understand expectations and opinions of various stakeholders and then reflecting those to discussions at BoD meetings
COMPENSATION SYSTEM FOR DIRECTORS

- Compensation system and composition that are closely linked to performance with an emphasis on increasing enterprise value and shareholder value over the medium- to long-term
- Fair and impartial compensation system based on responsibility and results regardless of country and region
- Expansion of eligibility for stock compensation plans to all global VPs and above (approx. 200 members)

Compensation Composition Ratio (President and CEO)

<table>
<thead>
<tr>
<th>Basic Compensation</th>
<th>Bonus</th>
<th>Stock Compensation</th>
</tr>
</thead>
<tbody>
<tr>
<td>27%</td>
<td>33%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Indicator of performance

- Revenue; Core Operating Profit Ratio; Core EPS; R&D Performance
- R&D performance: 25%
- Revenue: 25%
- Core operating profit ratio: 25%
- Core EPS: 25%
- Total Shareholder Return (TSR)
- TSR (1) (Comparison with TOPIX Growth Rate):
  - Stock Compensation: 50%
  - R&D performance: 25%
- TSR (2) (Comparison with TSR of global pharmaceutical companies):
  - Revenue: 50%
  - Core Operating Profit Ratio: 25%
  - Core EPS: 25%

Directors: the performance-linked compensation shown here is used for the remuneration of directors (excluding outside directors) who are not Audit and Supervisory Committee members.

VP: Vice President, VPs and above: General manager, division head and/or sub-division head class

For details of the compensation system, please refer to the Notification of Convocation of the 16th Term Annual Shareholders Meeting.
PEOPLE AND ORGANIZATIONAL DEVELOPMENT
To realize our corporate vision, the ideal image of both people and organization have been clarified and accelerate efforts to transform all Astellas organizations to be more innovative for Corporate Strategic Plan 2021.

**Target images in HR Vision**

<table>
<thead>
<tr>
<th>Our People</th>
<th>Our Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Embrace Challenges</td>
<td>Resilient</td>
</tr>
<tr>
<td>Value Diversity and Inclusion</td>
<td>Inspired</td>
</tr>
<tr>
<td>Serve Others</td>
<td>Aligned</td>
</tr>
<tr>
<td>Act with Integrity</td>
<td>Ethical</td>
</tr>
</tbody>
</table>

1. Establishment of HR system corresponding to our global functional organization
2. Setting of Organizational Health Goals to transform into more Innovative Organization
3. Creating an environment in which diverse talent can thrive
1. ESTABLISHMENT OF HR SYSTEM CORRESPONDING TO OUR GLOBALIZED FUNCTIONAL ORGANIZATION

Establishment of a globally harmonized HR system to promote the HR allocation as “the right people in the right place” on a global scale

**Harmonization of grade structure and job evaluation**
- Consistency in grades based on each position’s responsibilities regardless of where they work or which division they belong to
  - Completed at Managers and above worldwide
- Job evaluations by globally common methodology and processes
  - Implemented at all VP and above worldwide (approx. 200 positions)

**Harmonization of compensation structures and levels**
- For all VP and above worldwide
  - Completed a globally common compensation structure
  - Promote level integration between regions

**Succession planning**
- Develop, discuss and implement Talent Review and Succession Plan
  - Completed at all VP and above worldwide
  - Approx. 500 successor candidates identified
- Enhancing and Developing the Talent Pipeline
  - Approx. 3/4 of positions at new VP and above were appointed from successor list

**Job posting system**
- Implementation of job posting system (many positions around the world can be posted)
  - Completed approx. 300 internal hiring
  - Total of more than 2,000 applications

**HR CONNECT**
- Establishment of a database that serves as a foundation of talent management by visualizing all talent data worldwide
- Operation and execution of talent management including the programs above within a globally integrated HR system
2. TRANSFORMING INTO MORE INNOVATIVE ORGANIZATION

- To identify the factors that impede innovation, interviews were conducted to collect employees’ and leaders’ voices
- Analyzed the collected comments of employees and set Organizational Health Goal 1-3
- These are our commitments to foster organization that encourages desired behavior, and we aim to be an innovative organization to deliver sustainable growth

Identified Issues

- Extensive fear of failure and unwillingness to take business risks to achieve innovation
- Conservative objective setting
- Reluctance to update and develop new systems and processes to meet new challenges

Tasks to be achieved

Organizational Health Goal 1
“Brave ideas pursue ambitious outcomes”
Aggressively take on challenges for innovation and ambitious outcomes

Organizational Health Goal 2
“Talent and leadership thrives”
Environment in which excellent people have ownership and demonstrate leadership

Organizational Health Goal 3
“We excel as One Astellas”
Collaborate across divisions to achieve shared goals for all Astellas
Implementing various interlocked initiatives to achieve Organizational Health Goals

**Initiatives for Organizational Health Goal 1**

- **Culture development with psychological safety**
- Promote an organizational culture of challenge without fear of failure and establish an environment of psychological safety where intelligent failures are celebrated as learning opportunities
  - Develop a psychological safety playbook and use for ongoing manager trainings
  - Training program which enables and encourages intelligent risk taking

**Initiatives for Organizational Health Goal 2**

- **Astellas Leadership Expectations**
- Clarify the leadership required in Astellas and develop leaders to execute Corporate Strategic Plan 2021
  - Develop leader and manager capabilities in alignment with Leadership Expectations and OHGs
  - Incorporate Leadership Expectations in peer and upward feedback frameworks
  - Implement "Ignite" (leadership training) (over 2,500 employees, over 20,000 hours in total)

**Initiatives for Organizational Health Goal 3**

- **Shared Objectives**
- Set cross-divisional and ambitious goals toward Corporate Strategic Plan 2021
  - Perform scoping / diagnosis to identify pain points with respect to cross-divisional collaboration under functional management
  - Introduce a system to set Shared Objectives among divisions to promote collaboration between divisions to improve company-wide performance
  - Delink Division Performance Appraisal used in short- and long-term incentives plans and replace with Company performance

*Ignite: remote training for all people managers around the world to instill and practice leadership as defined by Leadership Expectations.*
2. TRANSFORMING INTO MORE INNOVATIVE ORGANIZATION

- Promoting understanding of Corporate Strategic Plan 2021 by management directly communicating with employees in question and answer sessions
- Total dialogue time: Approx. 190 hours

### Dialogue with CEO

Approx. 30 or less employees × 30 times (total of approx. 600 employees)  
Approx. 400 questions

### Ask Me Anything Session

Top management and Division Heads in the global HQ  
Approx. 400 employees × 17 times (total of approx. 6,800 employees)  
Approx. 730 questions

### OHG Leadership Conversations

Top management and Division Heads in the global HQ  
Approx. 500 employees × 3 times (total of approx. 1,500 employees)  
Approx. 110 questions

OHG: Organizational Health Goals

(Numbers are as of the end of February 2022)
3. CREATING AN ENVIRONMENT IN WHICH DIVERSE TALENT CAN THRIVE

- Diverse talent work worldwide along with business globalization
- Promote organizational diversity and increase creativity for innovation

**Business Transition**

**Composition ratio of revenue by region**
(FY2005 vs FY2020)
- Outside: Global
- Inside: Japan

**Composition ratio of employees by region**
(FY2005 vs FY2020)
- Japan
- North America
- Europe
- Asia
- EM
- Greater China
- GC
- International Markets

**Development of Diversity**

**Foreign nationality ratio of Division Heads**
(FY2018 vs FY2020)
- Foreign nationality
- Japanese nationality

**Percentage of female managers**
(FY2013 vs FY2020)
- Outside: Global
- Inside: Japan

**Mid-career hiring rate (Japan)**
(FY2018 vs FY2020)
- Mid-career hiring
- New graduates hiring

**EM** (Established Markets): Europe, Canada, Australia,
**GC** (Greater China): China, Hong Kong, Taiwan
**INT** (International Markets): Russia, Latin America, Middle East, Africa, Southeast Asia, South Asia, Korea
MATERIALITY MATRIX
**UPDATED MATERIALITY MATRIX**

- Identified key issues considering changes in trends in sustainability issues, consistency with Corporate Strategic Plan 2021, and issues that must be addressed as a pharmaceutical industry.
- Prioritized 19 key issues based on the analysis of stakeholder interest, scale of social issues, affinity with Astellas’ capabilities, and results of interviews with top management, from the perspective of “material to both society and Astellas”.
- 9 most important issues identified out of 19 key issues.

<table>
<thead>
<tr>
<th></th>
<th>High</th>
<th>Medium</th>
<th>Very high</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Societal significance</strong></td>
<td></td>
<td></td>
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<tr>
<td>Reduction of environmental burden</td>
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<tr>
<td>Biodiversity</td>
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<tr>
<td>Animal welfare</td>
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<tr>
<td>Talent and organizational culture for realizing innovation</td>
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<tr>
<td>Responsible supply chain management</td>
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<tr>
<td>Climate change and energy</td>
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<tr>
<td>DE&amp;I (Diversity, Equity &amp; Inclusion)</td>
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<tr>
<td>Data governance</td>
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<td>Digital transformation</td>
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<tr>
<td>Access to health care</td>
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<tr>
<td>Compliance and ethical business practices</td>
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<tr>
<td>Product quality assurance and product safety</td>
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<tr>
<td>Fulfilling unmet medical needs by creating novel healthcare solutions</td>
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<td>Safe and appropriate use of products</td>
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<td>Transformative treatment through innovative therapeutic methods</td>
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<td>Value-based pricing</td>
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<tr>
<td>Advocacy</td>
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<tr>
<td>Patient centricity</td>
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<tr>
<td>Responsible R&amp;D</td>
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</tbody>
</table>

**Significance for Astellas**

- High
- Very high

**Materiality Matrix**

- Important
- Very important
- Most important
ITEMS THAT WE PERCEIVE TO BE EXPECTED BY THE STOCK MARKET
ITEMS THAT WE PERCEIVE TO BE EXPECTED BY THE STOCK MARKET

<table>
<thead>
<tr>
<th>Expectations</th>
<th>Future Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sustainability KPI for Initiatives</td>
<td>• Specify KPIs for those that are appropriate to be formulated</td>
</tr>
<tr>
<td>More proactive disclosure of sustainability</td>
<td>• Proactive dissemination of initiatives to improve sustainability through each media</td>
</tr>
<tr>
<td>Ratio of Female Managers* (Japan) and Female board members</td>
<td>• Aim to improve the ratio of female managers by succession planning, mentoring, and dialogue with management</td>
</tr>
<tr>
<td>Dialogue with Outside board of directors</td>
<td>• Recognizing the importance of board diversity. The selection is made by considering experience, skills, etc. comprehensively, and we will continue to emphasize diversity</td>
</tr>
<tr>
<td>Net Zero declaration</td>
<td>• Deliver messages through Integrated Reports and website</td>
</tr>
<tr>
<td></td>
<td>• Consider opportunities for direct dialogue at Astellas’ meeting</td>
</tr>
<tr>
<td></td>
<td>• Under consideration to declare Net Zero by 2050</td>
</tr>
</tbody>
</table>

*Executive position in Astellas
APPENDIX
**SKILLS (KNOWLEDGE, EXPERIENCE, ABILITIES, etc.) EXPECTED OF DIRECTORS**

- BoD specifies the knowledge, experience, abilities, etc. that should be possessed as a whole in order to properly perform its function in light of the Company’s corporate strategies
- Equipped with the skills to make decisions as a BoD and to supervise management appropriately

<table>
<thead>
<tr>
<th>Name</th>
<th>Outside director</th>
<th>Company Management</th>
<th>Global Business</th>
<th>Science &amp; Technology</th>
<th>Legal•Risk Management</th>
<th>Finance•Accounting</th>
<th>Academia</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Director</strong></td>
<td></td>
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<td></td>
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<tr>
<td>Yoshihiko Hatanaka</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>Kenji Yasukawa</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td></td>
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<tr>
<td>Naoki Okamura</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<td>●</td>
<td></td>
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<tr>
<td>Mamoru Sekiyama</td>
<td>○</td>
<td>(Trading)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>● (Trading)</td>
</tr>
<tr>
<td>Hiroshi Kawabe</td>
<td>○</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>○</td>
<td>● (Medicine)</td>
</tr>
<tr>
<td>Tatsuro Ishizuka</td>
<td>○</td>
<td>(Manufacturing)</td>
<td>●</td>
<td>●</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Takashi Tanaka</td>
<td>○</td>
<td>(Telecommunication)</td>
<td>●</td>
<td>●</td>
<td>●</td>
<td>●</td>
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</tbody>
</table>

| **Director Audit and Supervisory Committee Member** |                  |                    |                |                      |                       |                   |          |
| Toru Yoshimitsu          |                  |                     | ●              | ●                    |                       |                   | ●        |
| Hiroo Sasaki             | ○                |                    |                |                       |                       |                   | ● (Economics) |
| Haruko Shibumura         | ○                |                    |                |                       |                       | ●                 | (Lawyer) |
| Raita Takahashi          | ○                |                    |                |                       |                       | ●                 | (Accountant) |
# EXTERNAL EVALUATION OF ESG

Improving the quality of Astellas’ initiatives by monitoring assessments on an ongoing basis

<table>
<thead>
<tr>
<th>Inclusion in ESG Investment Index, ESG Assessment</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTSE 4Good Index Series</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>FTSE Blossom Japan Index</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>FTSE ESG Ratings (0 to 5, higher scores are better)</td>
<td>3.3</td>
<td>3.9</td>
<td>3.6</td>
<td>4.0</td>
</tr>
<tr>
<td>MSCI Japan ESG Select Leaders Index</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>MSCI Japan Empowering Women Index (WIN) (Gender Diversity Scores, 0 to 10, Higher is better)</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>MSCI ESG Ratings (Scale from CCC to AAA)</td>
<td>AA</td>
<td>AA</td>
<td>AA</td>
<td>AA</td>
</tr>
<tr>
<td>S&amp;P/JPX Carbon Effecient Index (S&amp;P Global Carbon Standard, 0 to 10, Lower is better)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>CDP Climate Change (A to F, A is the highest)</td>
<td>B</td>
<td>B</td>
<td>A-</td>
<td>B</td>
</tr>
<tr>
<td>Access to Medicine Index</td>
<td>19th/20</td>
<td>-</td>
<td>-</td>
<td>14th/20</td>
</tr>
</tbody>
</table>

ref. Award & Recognition  ✔ ... Included
LINKS TO RELEVANT SITES

- Annual Report 2021: Link
- EHS Report 2021: Link
- Corporate Governance Report: Link
- Corporate Governance Guidelines: Link
ON THE FOREFRONT OF HEALTHCARE CHANGE