

# Sustainability Meeting 2024



**Astellas Pharma Inc.**

**February 21, 2025**

# 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.

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# Relationship between Sustainability and Enhancement of Enterprise Value

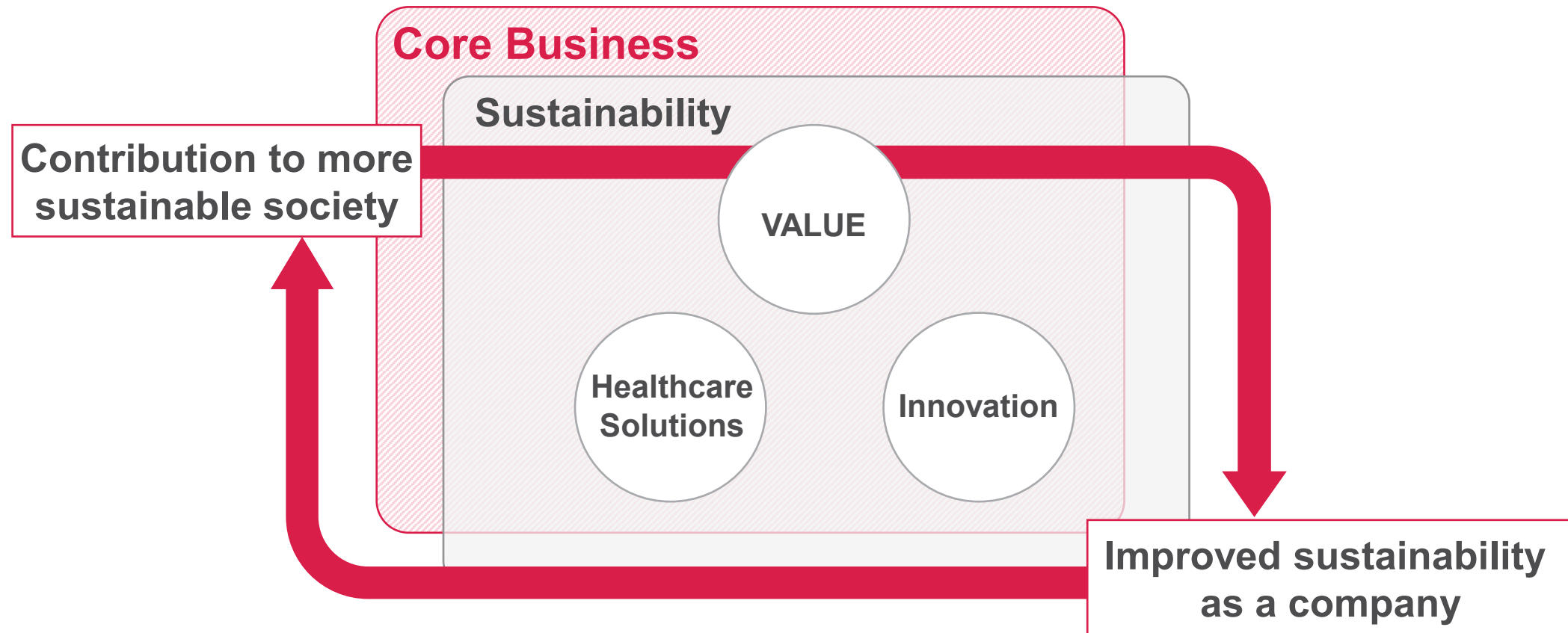


**Naoki Okamura**  
President and CEO

# Astellas' Sustainability

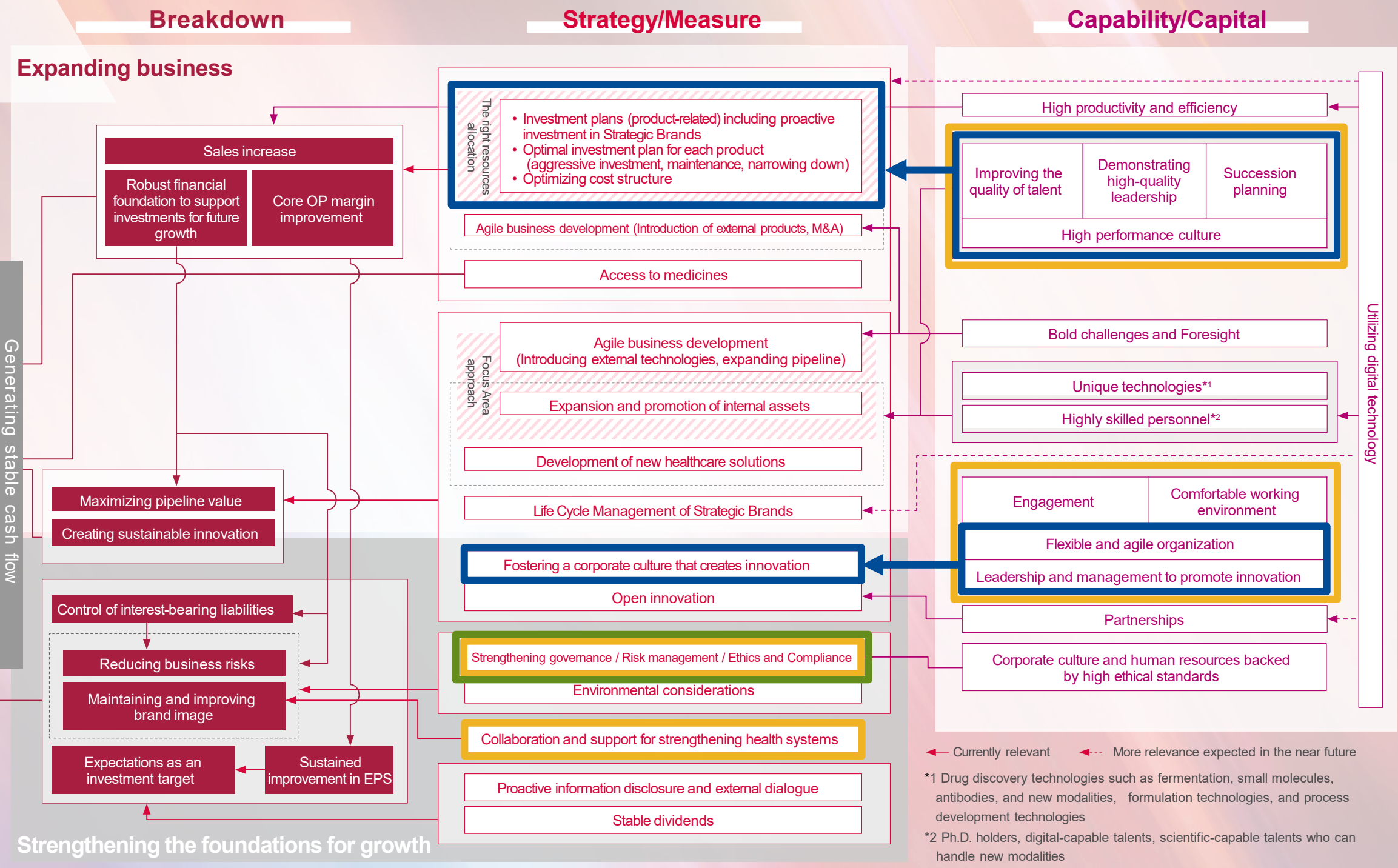
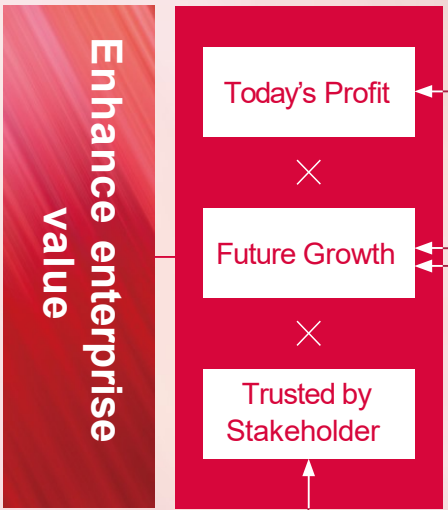
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Our approach to sustainability is to contribute to society through our core business first and to create a positive cycle that improves the sustainability of both society and Astellas



Logic Tree for Enhancing Enterprise Value

- Sugita
- Iino
- Tanaka



# Agenda

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**Examples of Innovations and Outcomes  
generated from OHG\***

II

- 1. Visualizing the Social Impact of Access to Health Initiatives**
- 2. Impact of Non-Financial Activities on Enterprise Value**

III

**Updates on Astellas' Corporate Governance**

**Katsuyoshi Sugita**

**Chief People Officer and Chief Ethics &  
Compliance Officer (CPO & CECO)**

**Shingo Iino**

**Head of Sustainability**

**Takashi Tanaka**

**Outside Director**

\*OHG: Organizational Health Goal

# Examples of Innovations and Outcomes Generated from OHG\*



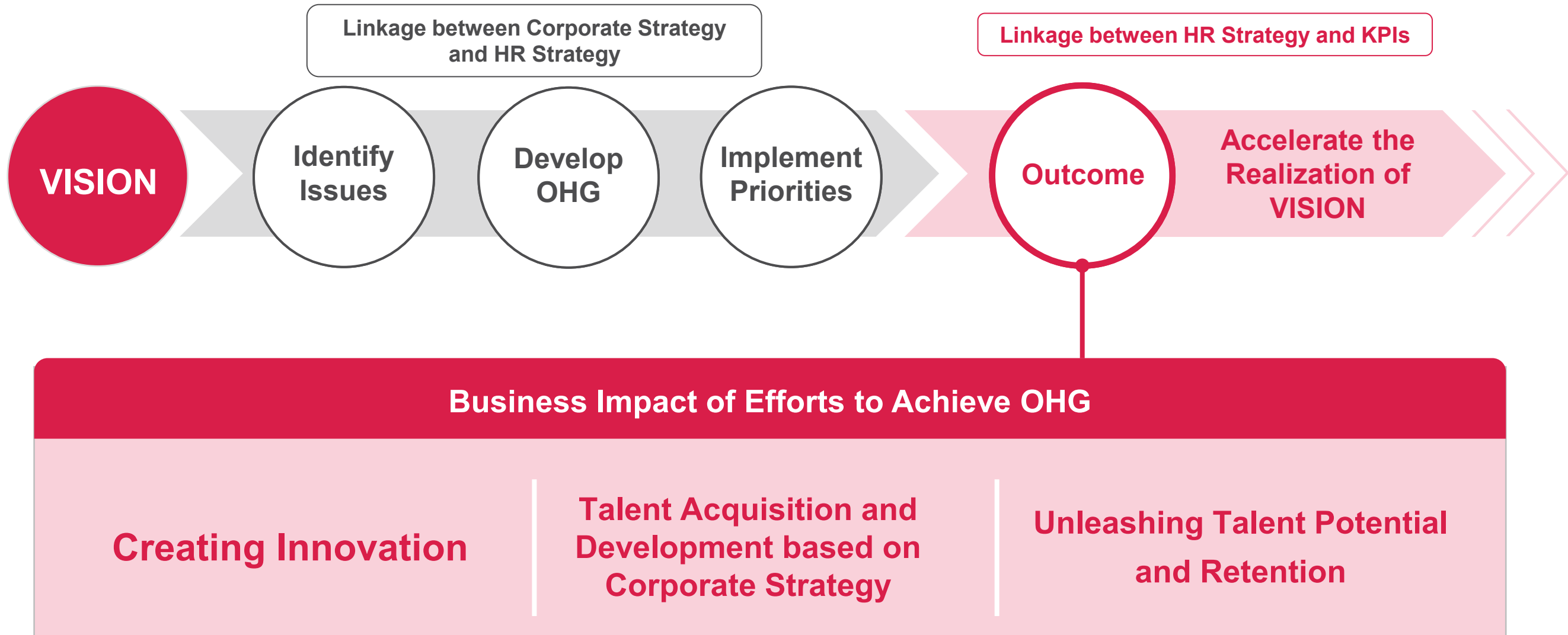
**Katsuyoshi Sugita**

Chief People Officer and Chief Ethics & Compliance Officer (CPO & CECO)

\*OHG: Organizational Health Goal

# HR Strategy in line with Corporate Strategy (Organizational Health Goal: OHG)

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# Creation of innovation through efforts to achieve Organizational Health Goals

## Simultaneous global regulatory submissions of VYLOY

- Setting Bold and Ambitious Goal, Intelligent Risk-Taking and accelerating the handoff as One Astellas lead to simultaneous global regulatory submissions of VYLOY

### Bold and Ambitious Goal

- More than 10 applications in 12 months

### Intelligent risk-taking





- Potential risk is simultaneous submission becomes challenging with inquiries from multiple regions at the same time
  - ✓ Efficient resource planning for each submission and proactive response preparation for written responses for anticipated inquiries
  - ✓ Reproducible core BLA dossier structure created for the first application was easy to adapt to other regions' submissions

### One Astellas

Accelerating the handoff through detailed coordination within and across departments.



### Outcome

Brand	Year 0	Year 1
	 	

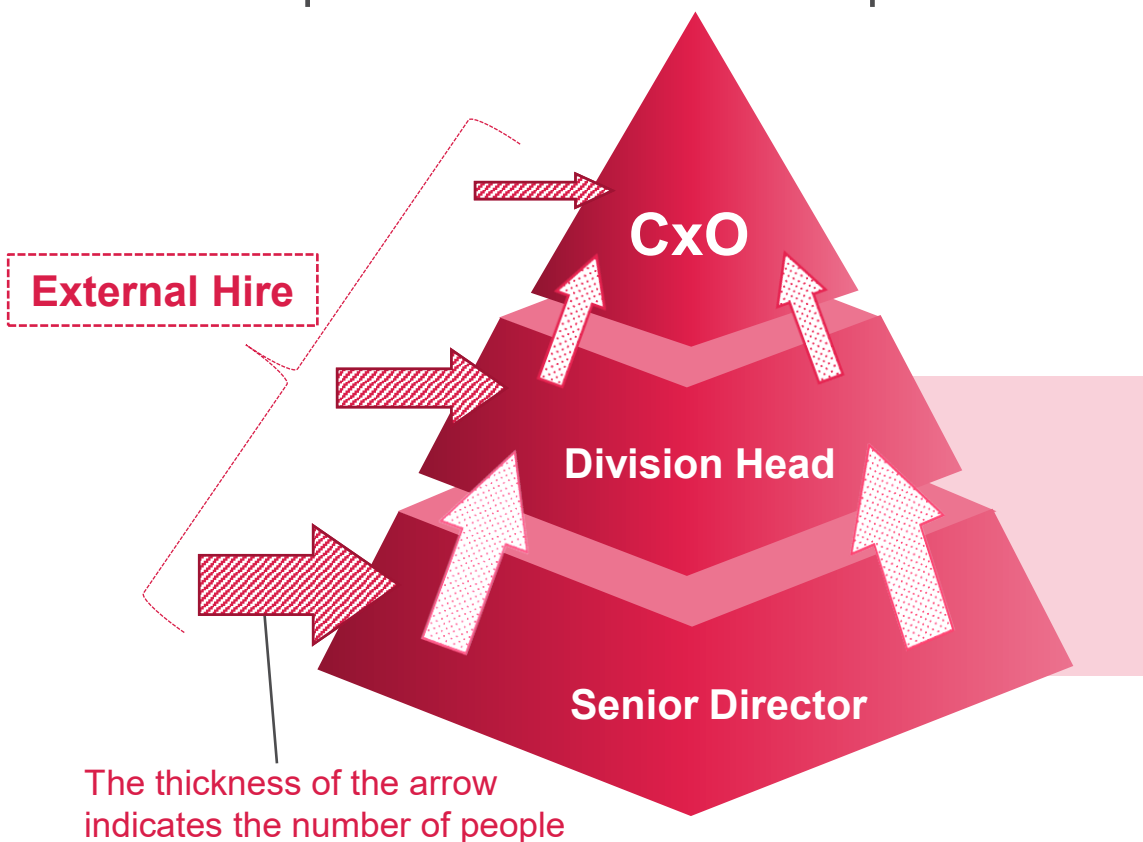
- Submissions are planned for a total of 13 regions (42 countries/areas) by the end of FY2023
  - ✓ Submitted to 4 regions (US, Japan, EU, and China) within 3 months
- Approved in 38 countries, launched in 9 countries (as of end of Dec 2024)

# Talent acquisition and development based on Corporate Strategy

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## Astellas Talent Acquisition and Development Policy

- Appoint and hire internal and external talents at the earliest possible stage, train internally, and then promote to more senior positions



### Next Gen Leadership

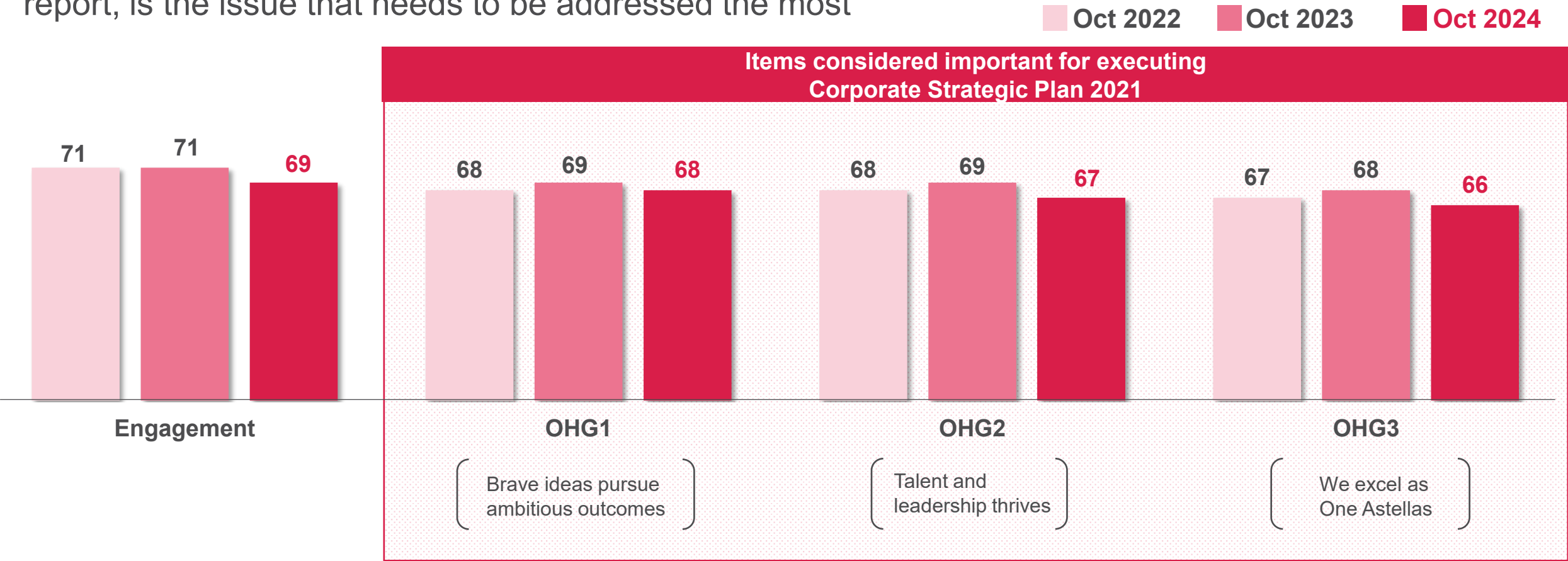
next gen»  
leadership

- 6 months of training was conducted for 50 selected high-potential leaders to develop solutions for real issues in Astellas
- Proposals were then presented to CxOs and senior leaders, and 4 approved proposals will be considered as projects (proposers can also participate)



# Talent potential and retention challenges in numbers

- There has been a recent decline in engagement scores for 2024, due in part to a series of major organizational and institutional changes, despite some improvement in 2023
- The score for “Change Communication (communication about transformation)”, newly established in this report, is the issue that needs to be addressed the most

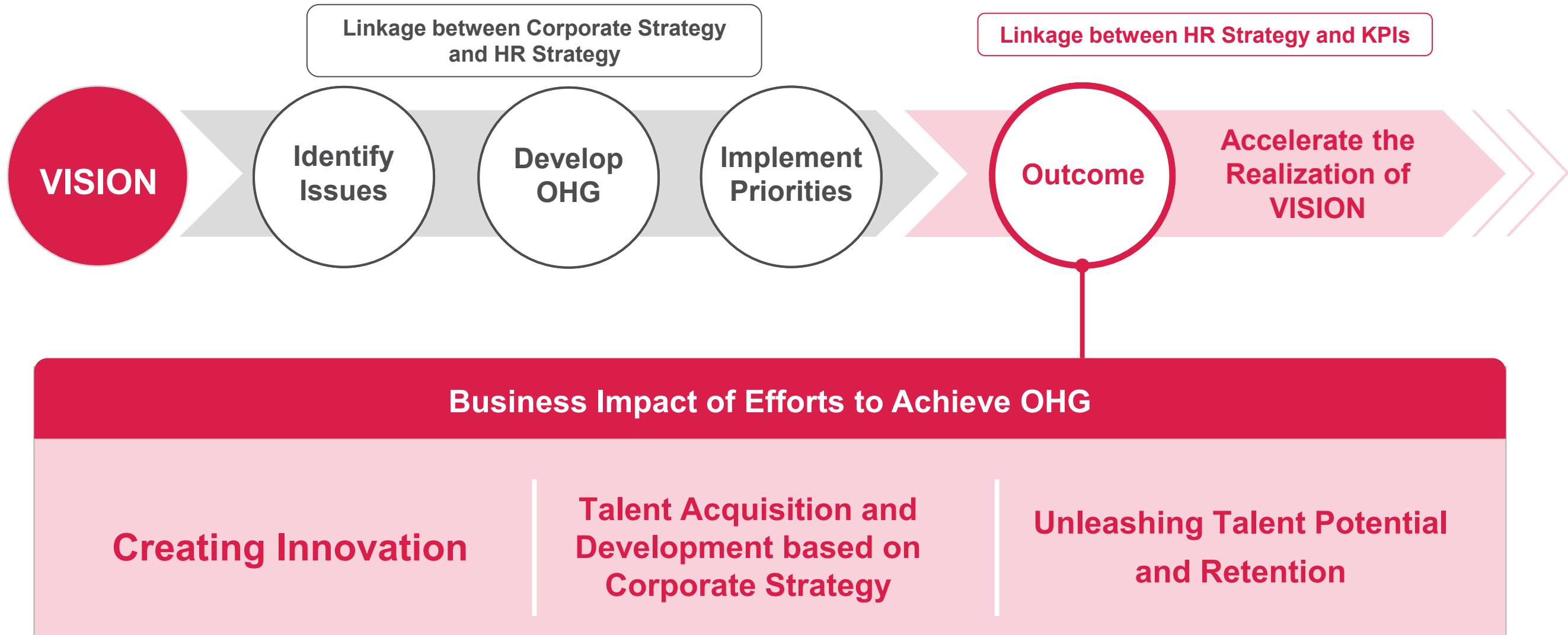


\*OHG1 : Brave ideas pursue ambitious outcomes  
OHG2: Talent and leadership thrives

OHG3: We excel as One Astellas

# HR Strategy in line with Corporate Strategy (Organizational Health Goal: OHG)

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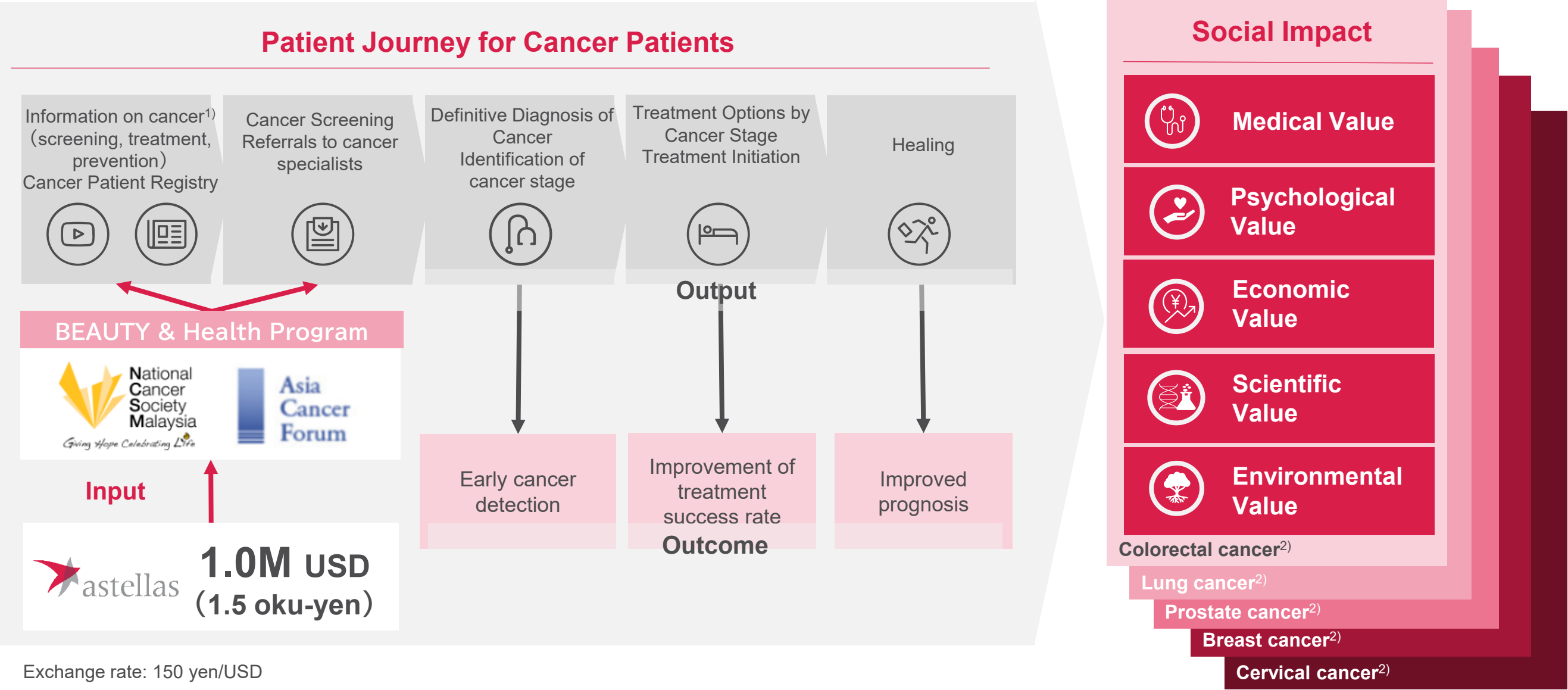
- 1. Visualizing the Social Impact of Access to Health Initiatives**
- 2. Impact of Non-Financial Activities on Enterprise Value**



**Shingo Iino**  
Head of Sustainability



# Monetary valuation of the social impact created by Access to Health initiatives in Malaysia






1) Community participation sessions for cancer disease awareness (colorectal, lung, prostate, breast, and cervical cancer) at barbershops, beauty salons, etc.  
2) The BEAUTY & Health program targets five cancer diseases, but this time the conversion was focused on colorectal cancer, for which publicly available data from Malaysia is available.



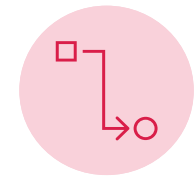
# Estimated social impact of the BEAUTY & Health Program (Colorectal Cancer)

- Through cancer awareness activities, early detection, and early treatment of colorectal cancer, a social impact of \$4.6 million was generated for 150 colorectal cancer patients
- This extends beyond medical benefits for patients, such as reduced social security burden for families and medical institutions in Malaysia

Classification			Target benefited from impact				Total (%)
			Primary Impact (Direct (medical) impact on patients)	Secondary Impact (Indirect impact on patients)	Tertiary Impact (Impact on families and healthcare providers)	Quaternary Impact (Social, Industrial, and environmental impact)	
Areas of impact	 Medical Value		\$2.8 M	—	\$32 K	—	\$2.8 M (61.4%)
	 Psychological Value		—	\$1.3 M	—	—	\$1.3 M (29.1%)
	 Economic Value	Income impact	—	\$0.3 M	\$0.2 K	\$61 K	\$0.4 M (7.9%)
		Expendit ure impact	—	\$31 K	—	\$43 K	\$75 K (1.6%)
Total (%)			\$2.8 M (60.7%)	\$1.7 M (36.3%)	\$32 K (0.7%)	\$105 K (2.3%)	<b>\$4.6 M</b> <b>[6.8 oku-yen]</b>

(Assumptions) The BEAUTY & Health program's education and literacy initiative reached 1 million Malaysian residents. As a result, 150 colorectal cancer patients were diagnosed and treated early, and the impact was calculated based on a change in the number of cancer patients detected in stages 3 and 4, from 75% to 55%.





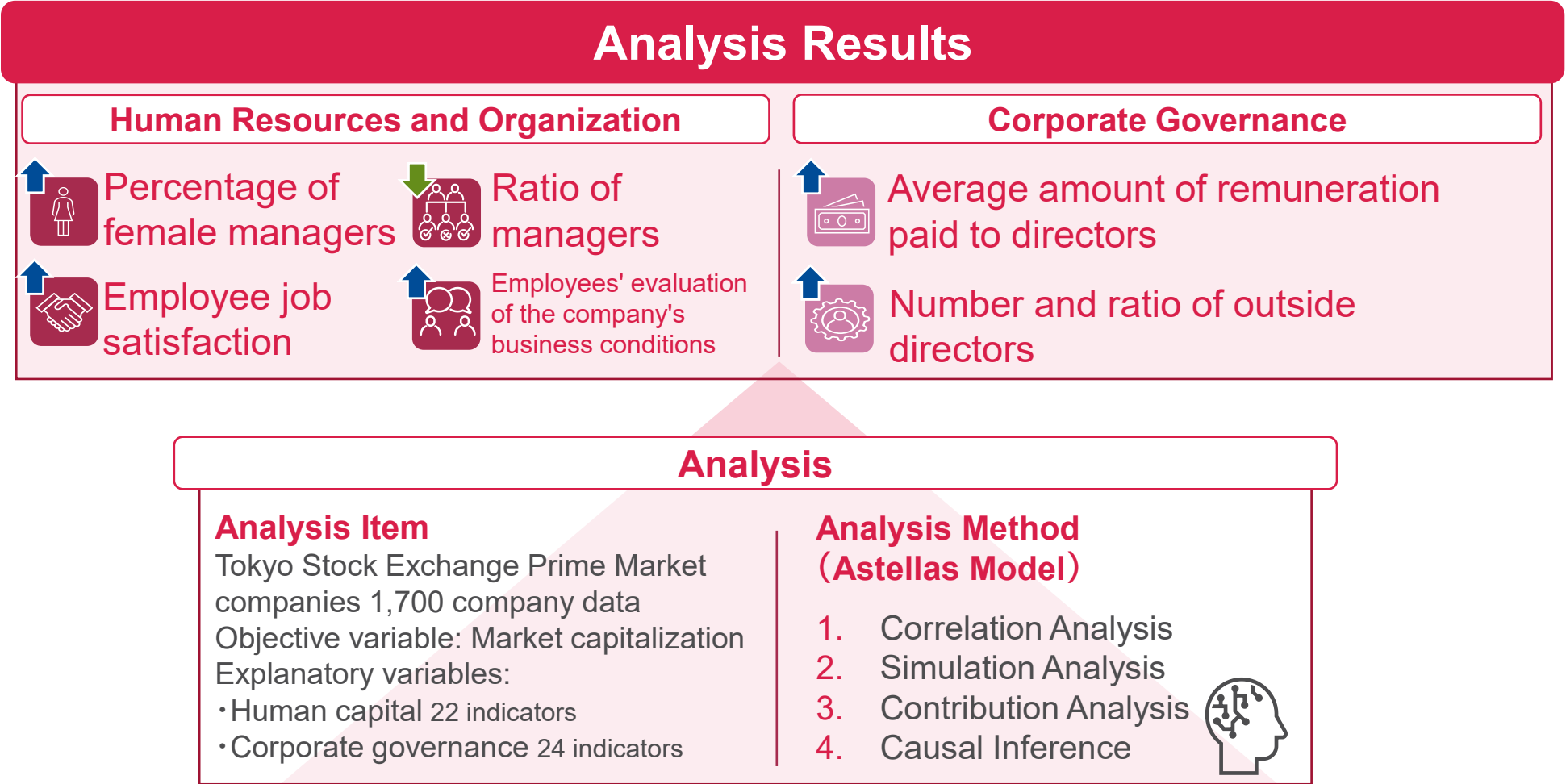
# The connection between Astellas' non-financial initiatives and enterprise value

To identify non-financial initiatives (such as human resources and organization, and strengthening corporate governance) that impact the enhancement of enterprise value, non-financial indicators correlated with market capitalization were extracted using data from TSE Prime companies through four analytical methods:

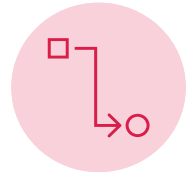


Figure Description

**Indicators that were more relevant from the analysis**  
Upward arrow: positive correlation  
Downward arrow: negative correlation







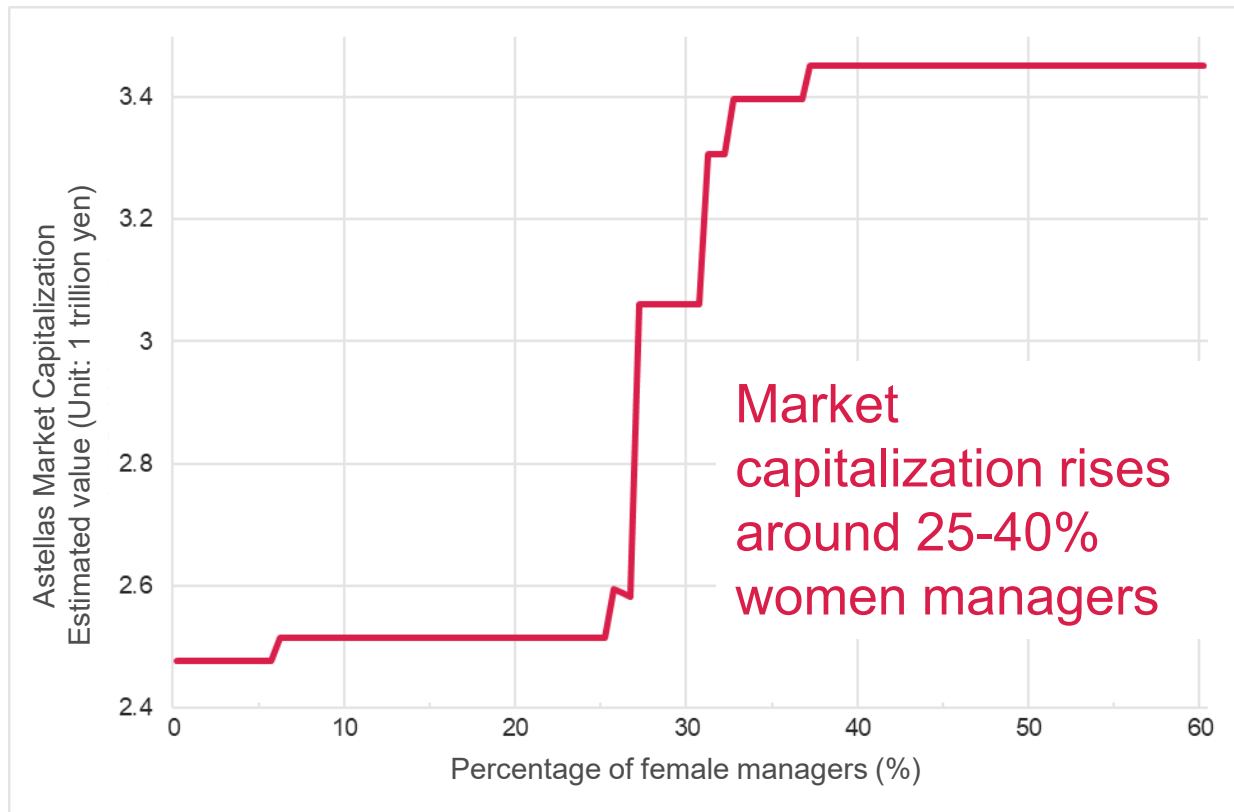
# Analysis Result 1

## Simulation Analysis and Contribution Analysis (Representative Results)

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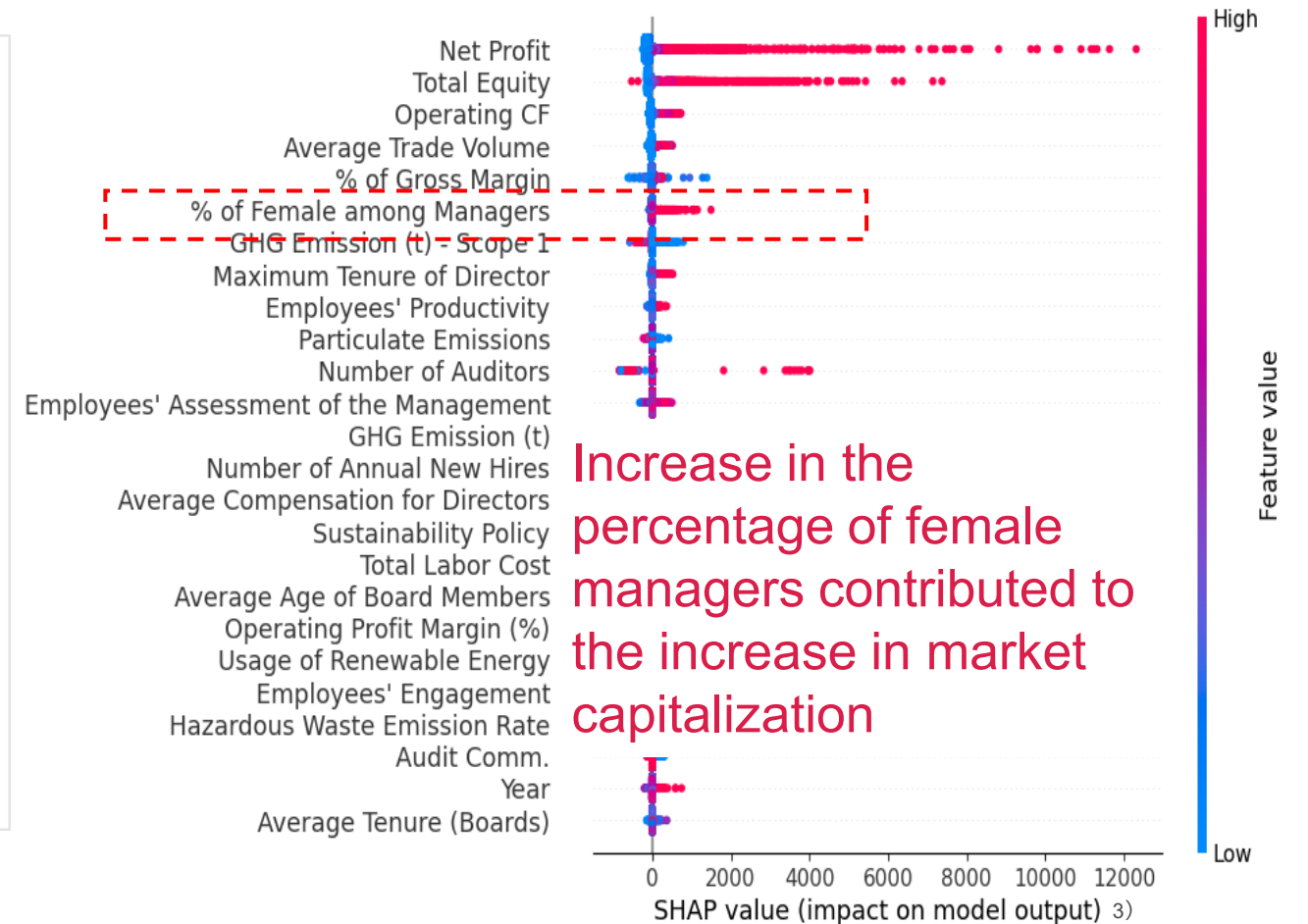
Percentage of female managers

Simulation Analysis <sup>1)</sup>

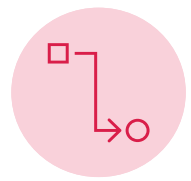


Percentage of female managers

Contribution Analysis <sup>2)</sup>



1) Astellas market capitalization forecast using data on approximately 1,700 companies listed on the Tokyo Stock Exchange's Prime Market 2) Analysis using data from approximately 1,700 companies listed on the Tokyo Stock Exchange's Prime Market. 3) The impact of each factor, indicating how much each factor raised or lowered the forecasted results from the average.



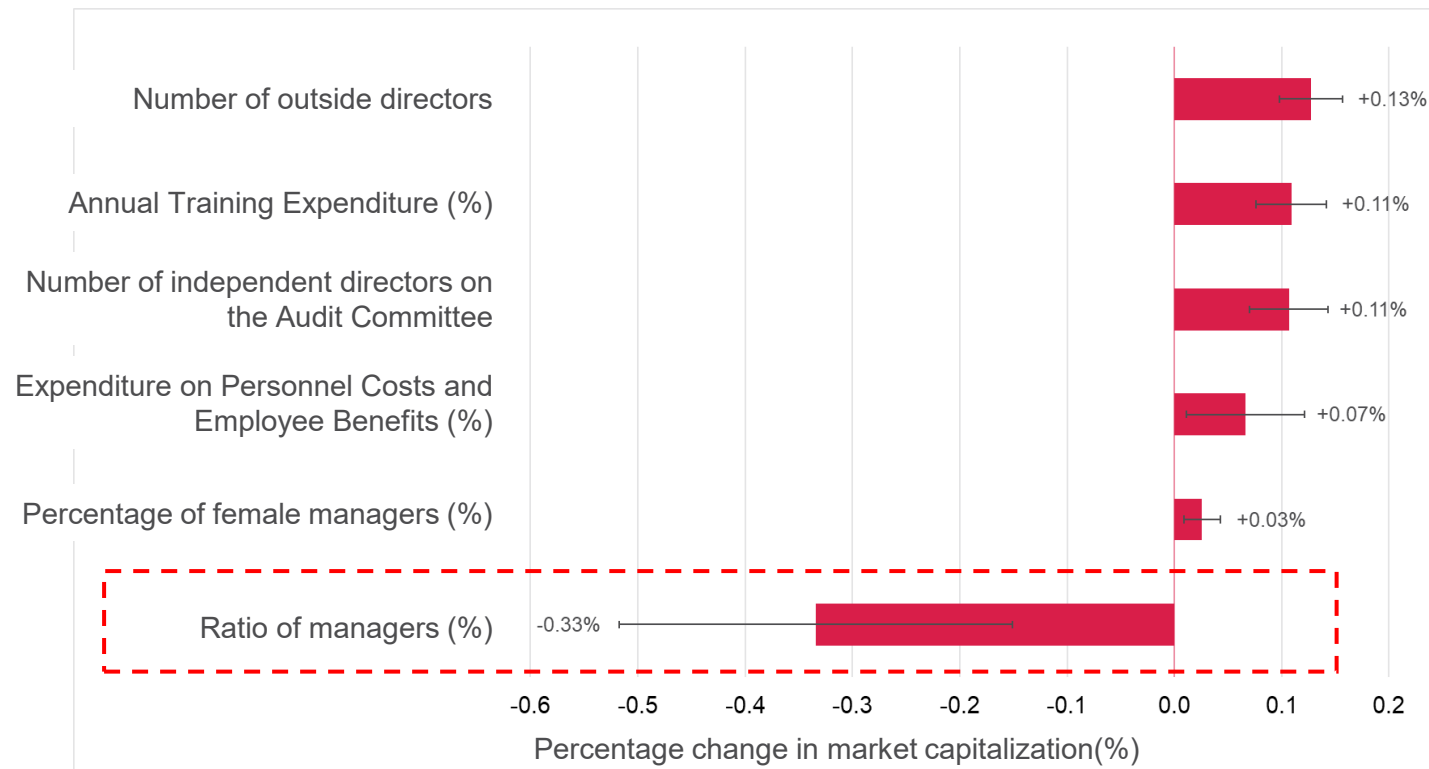
## Analysis Result 2

### Causal Inference (Representative Results)

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#### Ratio of managers

#### Causal Inference <sup>1)</sup>



A 1% increase in the ratio of managers leads to a 0.33% decrease in market capitalization (equivalent to about ¥9.2 billion) in the following year.

#### HR initiatives

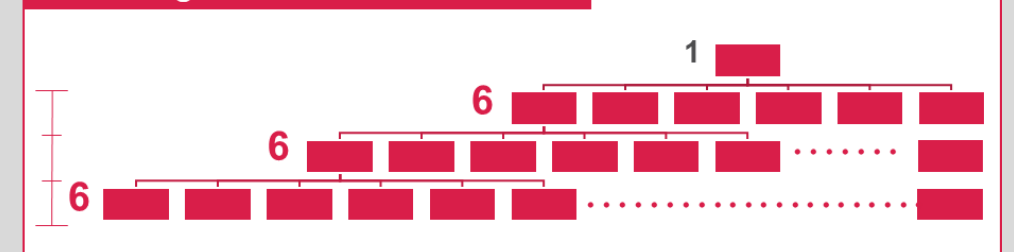
#### 《Ref.》 Flattening of the organization

Reduce the number of layers from CEO to flatten the organization, promoting faster decision-making and fostering an environment that generates innovation.

#### Example: Organization with SPOC<sup>2)</sup> = 3

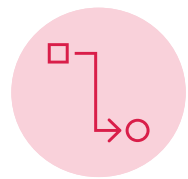


#### To Be: Organization with SPOC<sup>2)</sup> ≥ 6



1) Analysis using data from approximately 1,700 companies listed on the Tokyo Stock Exchange's Prime Market

2) SPOC (Span of Control): Number of members that one people manager manages



# Results of data-based analysis and Astellas Initiatives

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— The connection between market capitalization and non-financial indicators —

Indicators suggested to be related to market capitalization		1. Correlation Analysis	2. Simulation Analysis	3. Contribution Analysis	4. Causal Inference	Initiatives strengthened in Astellas
Human capital	% of Female Managers	↑	↑	↑	↑	Diversity
	Ratio of managers		↓		↓	Span of Control <sup>2)</sup>
	Employee Job Satisfaction		↑	↑		Employee Engagement
	Employee Evaluation of Corporate Management		↑	↑		Employee Engagement
Corporate Governance	Average remuneration paid to directors		↑	↑		Incentive for Top Management
	Number and ratio of outside directors <sup>1)</sup>	↑			↑	Corporate Governance Guideline Independence Criteria for External Directors

↑: Positive correlation

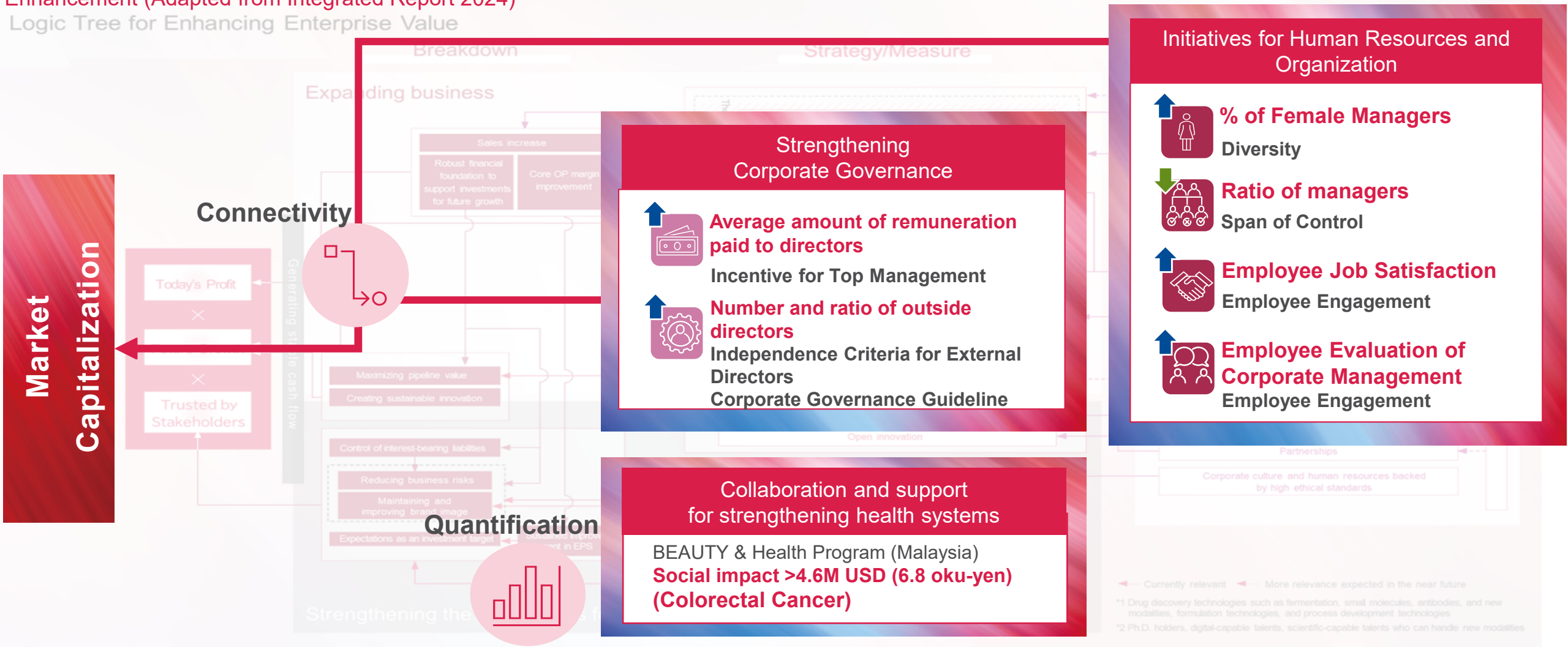
↓: Negative correlation

1) Outside director: Non-executive officers in other companies' published data are read as outside directors in Astellas

2) Span of Control: Number of members that one people manager manages

# Summary of “Quantification” and “Connectivity” of non-financial initiatives

Logic Tree for Enhancing Enterprise Value  
Enhancement (Adapted from Integrated Report 2024)  
Logic Tree for Enhancing Enterprise Value



# Updates on Astellas' Corporate Governance



**Takashi Tanaka**  
Outside Director

# Career History



**Takashi Tanaka**

Outside Director

Chair of the Nomination Committee  
Chair of the Compensation Committee

Resume, position and responsibilities at the Company

- April 1981    Joined Kokusai Denshin Denwa Co., Ltd. (KDD)
- April 2023    Executive Officer, General Manager, Solution Product Development Division, Solution Business Sector, KDDI CORPORATION
- June 2007    Managing Executive Officer, Executive Director, Solution Business Sector, KDDI CORPORATION
- August 2007    President, Wireless Broadband Planning Inc. (current UQ Communications Inc.)
- April 2009    Managing Executive Officer, Solution Business Sector, KDDI CORPORATION
- April 2010    Managing Executive Officer, Solution Business Sector, Consumer Business Sector, and Product Development Sector, KDDI CORPORATION
- June 2010    Senior Managing Executive Officer, Solution Business Sector, Consumer Business Sector, and Product Development Sector, KDDI CORPORATION; Chairman, UQ Communications Inc.
- December 2010    Representative Director, President, KDDI CORPORATION
- April 2018    Representative Director, Chairman of the Board, KDDI CORPORATION
- June 2018    Director, Okinawa Cellular Telephone Company (present post)
- June 2021    Director, the Company (Present post)
- June 2024    Director, Chairman of the Board, KDDI CORPORATION (present post)



**Mika Nakayama**

Outside director

Chair of the Audit & Supervisory Committee

Resume, position and responsibilities at the Company

- August 1984    Joined Nippon Synthetic Rubber Co., Ltd. (current JSR Corporation)
- April 2015    Officer, General Manager of Corporate Planning Department and General Manager of Diversity Promotion Office, JSR Corporation
- April 2017    Executive Officer, General Manager of Intellectual Property Department, JSR Corporation
- June 2020    Director, Senior Officer, General Manager of Sustainability Promotion Dept., JSR Corporation
- June 2022    Director (Audit & Supervisory Committee Member), the Company (present post)
- June 2024    Outside Director, Mitsubishi Kakoki Kaisha, Ltd. (present post)



# Updates on Astellas' Corporate Governance

## Ratio of Females on the Board of Directors

- Astellas agrees with the "Challenge for 30% by 2030" proposed by Keidanren and promotes the diversity of Board of Directors
- The Board of Directors for FY2024 is composed to meet the numerical target\* set by the Japanese government

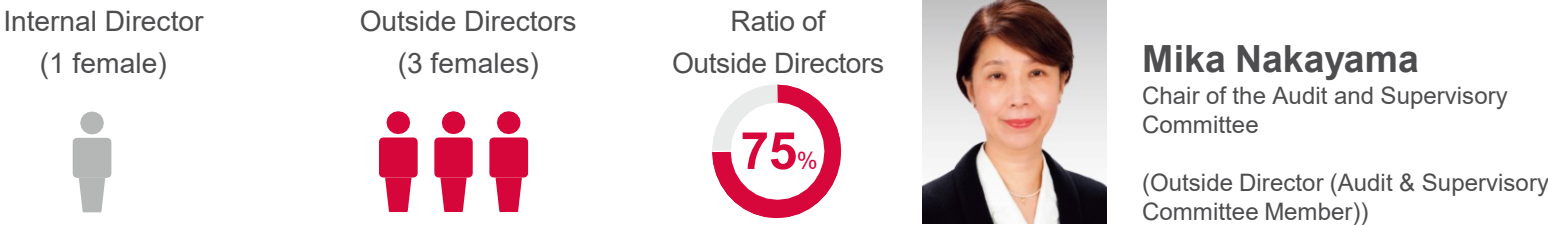
### The Board of Directors



## Appointment of an Independent Outside Director as Chair of the Audit and Supervisory Committee

- With the enhancement of support from the Audit and Supervisory Committee Office, a foundation has been established for independent outside directors to serve as the chair of the committee
- This fiscal year, an independent outside director was appointed as the chair, making the independence of the Audit and Supervisory Committee even clearer

### The Audit and Supervisory Committee



**Mika Nakayama**  
Chair of the Audit and Supervisory Committee  
(Outside Director (Audit & Supervisory Committee Member))

## Further enhance outside Directors' objective oversight of the execution of the Company's enterprise priorities

- The Outside Directors' Meeting is held as a regular meeting in which only independent outside directors participate
- In November 2024, a new initiative was launched within the Outside Directors' Meeting to further enhance outside Directors' objective oversight of the execution of the three enterprise priorities (EPs)

➤ Introduced on the next page

\*To have at least 30% of female directors by 2030 at companies listed on the Tokyo Stock Exchange's Prime Market

# New initiatives by independent outside Directors; Establishment of EPM

## Objectives

With regard to the three enterprise priorities (EPs), the Enterprise Priority Monitoring group (EPM) will contribute to Astellas’ sustainable growth and enhancement of enterprise value over the medium to long term by further strengthening the outside Directors’ objective oversight through the following:

- Deepening the understanding of outside Directors regarding the current status and outlook of 3EPs
- Achieving enhanced monitoring of the progress of 3EPs by the Board of Directors
- Exchange and coordination of opinions for the outside Directors to provide oversight and advice at the Board of Directors regarding 3EPs

Name	Enterprise Priority Monitoring group (EPM)
Member	All independent outside Directors
Chair	Takashi Tanaka, Director
Co-chair	Mika Nakayama, Director
Period of Activity	From November 15, 2024 (Friday) to the end of FY2025 (To be discussed for the period after this)
Frequency	Generally held in conjunction with the Outside Directors’ Meeting on a monthly basis



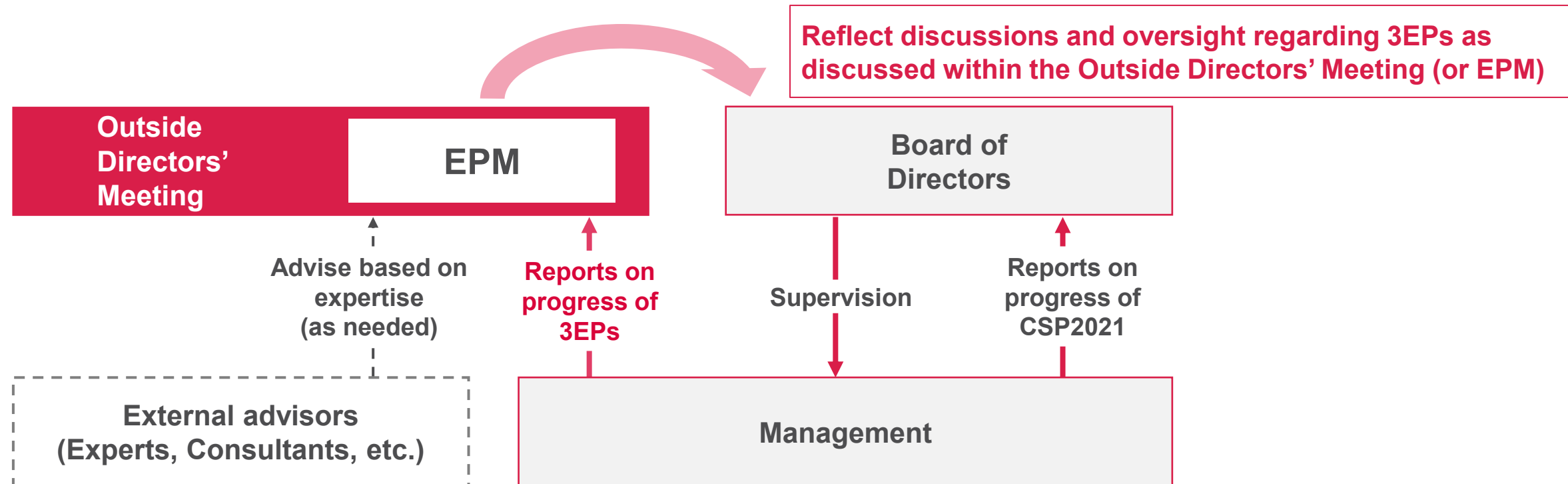
# Enhancing outside Directors' objective oversight through EPM

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Launching a new initiative within the existing outside Directors' Meeting to further **enhance outside Directors' objective oversight**

## *About the Outside Directors' Meeting (外役会: Soto Yaku Kai):*

- Consists of independent outside Directors only
- Held regularly (usually monthly) and supports an open exchange of opinions
- Also serves as an opportunity for direct communication with the full-time Audit & Supervisory Committee Member and Financial Auditors





# Appendix

GLOBAL ENGAGEMENT SURVEY

- toward achievement of OHG1 – Brave Ideas Pursue Ambitious Outcomes

Many scores declined compared to October 2023

Item	Change from Oct 2023	Question
Risk Taking	-	I am encouraged to take informed risks in getting my work done.
Innovation	+1	My team demonstrates a high level of innovation.
White Space	-1	We have the resources (e.g., time, tools, expertise) we need to explore new ideas.
Speak My Mind	-1	I feel free to speak my mind without fear of negative consequences.
Lean from Mistake	-2	We learn from our mistakes.
Challenge Status Quo	-1	I feel free to challenge the way things are done here
Empowerment	-	I feel empowered to make decisions regarding my work.
Engagement	-2	How happy are you working at Astellas? I would recommend Astellas as a great place to work.
Accountability	+1	Where I work, employees held accountable for their work.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

OHG1

- Removed nearly 300,000 LMS\* learning assignments
- Provided the voluntary white space creation training

\*LMS: Learning Management System

GLOBAL ENGAGEMENT SURVEY

- toward achievement of OHG2 – Talent and Leadership Thrives

Many scores declined compared to October 2023

Item	Change from Oct 2023	Question
Promotion Policy	-5	I understand Astellas' promotion policies and practices for employees like me.
Manager	-	I would recommend my managers to other.
Career Path	-	My manager has meaningful discussions with me about my career development.
Role Model	-1	Senior leaders at Astellas lead by example.
Growth	-3	I have good opportunities to learn and grow at Astellas
Role	+1	My role is an excellent fit with my strengths.
Leadership	-2	I have confidence in the leadership team.
Career Goals	-1	My career goals can be met as Astellas.
Feedback	+1	My manager provides me with feedback that helps me improve my performance.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

OHG2

- Implemented new performance evaluations for clearer performance differentiation
- Hosted sessions for managers on the above evaluation system changes

# GLOBAL ENGAGEMENT SURVEY

## - toward achievement of OHG3 – We Excel as One Astellas

Many scores declined or remained the same compared to October 2023

Item	Change from Oct 2023	Question
Communication	-6	Astellas does a good job of communicating with employees.
Awareness	-	I know what the different parts of Astellas do.
Resources	-1	I have the resources I need to do my job well.
Procedures	-	Where I work, the work is well organized (smooth workflow, good methods and procedures, productive meetings, etc.)
Transparency (Communication)	-4	Astellas communicates openly and honestly.
Collaboration	-	Team at Astellas collaborate efficiently to get things done.
Contribution Success	-	I understand how my work contributes Astellas' success.
Strategy	-2	I understand how Astellas plans to achieve its goals.
Priorities - Manager	+1	My manager keeps our team to focus on clear priorities.

Activities in FY2024 toward achievement of Organizational Health Goals (OHG)

**OHG3**






Measures to address the most important issues at the company-wide level described in OHG 1 and 2 have been formulated and are being implemented



# Impact Valuation for the BEAUTY & Health Program

For impact valuation, eight non-financial value items from the long list were converted to monetary values and two were quantified

Impact of BEAUTY & Health program

Classification		Target benefited from impact			
		Primary Impact (Direct (medical) impact on patients)	Secondary Impact (Indirect impact on patients)	Tertiary Impact (Impact on families and healthcare providers)	Quaternary Impact (Social, Industrial, and environmental impact)
Areas of impact	 Medical Value	#1 Increased access to optimal treatment*	—	#5 Reduction of medical institutions burden*	#9 Extension of life expectancy**
	 Psychological Value	—	#4 Value of hope for healing*	#6 Reduction of phycological burden on family members (caregivers)**	#7 Increased population health literacy**
	 Economic Value	Income impact	—	#6 Reduction of physical burden on family members (caregivers)*	#10 Contribution to the local economy*
		Expenditure impact	—	#3 Reduction in costs associated with treatment*	#8 Social security contribution*
	 Scientific Value	Not calculated since those are not applicable for this program			
	 Environmental Value				

\*: Items for monetary conversion, \*\* Items for quantitative/qualitative evaluation



# Definition of impact evaluation items for BEAUTY & Health Program

#	Impact item	Definition
1	Increased access to optimal treatment	The state of having access to appropriate drugs and medical care for those who need it
2	Patient's work productivity	Loss of absence or quitting work (or study in children) due to illness (absenteeism) and loss of progress in work (presenteeism)
3	Reduction in costs associated with treatment	How much the program has reduced the total cost of treatment
4	Value of hope for healing	A treatment with even a small chance of cure or other significant improvement is worth more than what is expected
5	Reduction of medical institutions burden	The program treatment time is reduced, the work load of various staff including doctors in the medical field is reduced, and the working hours are reduced and the time for other necessary work is increased. Also, as a result of reducing the risk of work errors, etc., it will lead to improved productivity in medical work.
6	Reduction of burden on family members (caregivers)	Return to work faster (or avoid the burden of care due to illness through prevention) by reducing the burden of extra expenses and lost income due to various additional expenses, including medical expenses, and time constraints, thereby recouping some of the lost work productivity
7	Increased population health literacy	Disseminating the importance of preventive medicine to healthy people will improve their knowledge and awareness of preventive medicine.
8	Social security contribution	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases and improve symptoms, thereby reducing medical expenses such as hospitalization and nursing care, and reducing the burden of social security expenses.
9	Extension of life expectancy	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases and improve symptoms, thereby extending people's lives over the medium to long term.
10	Contribution to the local economy	Medical enlightenment activities make it possible to treat and prevent diseases, slow the progression of diseases, and improve symptoms. As a result, the healthy life expectancy of citizens is extended over the medium to long term, and the local economy develops as the working population increases.



# Impact Estimates of BEAUTY & Health Program:

## Increased access to optimal treatment

Increased access  
to optimal treatment

Cancer can be detected and treated at an earlier stage, resulting in better treatment and longer survival



The value of life in a year  
[\$/ year person] \* 1



Survival time at each  
stage of cancer  
[year/patient] \* 2



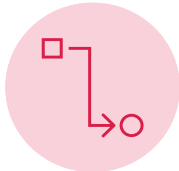
Increase/decrease in the  
number of patients at each  
stage of cancer [person]\* 3

\*1: The willingness-to-pay threshold of \$50,000 per LYG (Life Year Gained) referred to in the Ministry of Health Malaysia "COLORECTAL CANCER SCREENING USING COLONOSCOPY AND ECONOMIC EVALUATION"

\*2: Referred Overall Survival (OS) published by Malaysia's National Cancer Institute

\*3: Based on the current number of patients by stage in Malaysia and the assumed number of patients by stage, the number of changes in the number of patients by stage due to early detection is calculated.





# Objective and Explanatory Variables

## Objective Variable

**Market Capitalization**

(Enterprise Value)

## Explanatory Variables

### Human Capital Indicators 22 indicators

- Parental Leave Utilization Rate (Male)
- Expenditure on Personnel Costs and Employee Benefits (%)
- Gender Wage Gap
- Retention Rate of New Graduates After 3 Years
- Labor Union Membership Rate
- % of Female Employees
- % of Female Managers (%)
- Compensation Level (JobTalk)
- Average Employee Age
- Employee Overall Rating of Growth Systems (JobTalk)
- Employee Rating of Corporate Culture
- Employee Job Satisfaction
- % of Employees with Disabilities
- % of Female New Hires
- Parental Leave Utilization Rate (Female)
- Non-Regular Employment Rate
- Monthly Overtime Hours Per Employee
- Employee Satisfaction Rate (%)
- Employee Evaluation of Corporate Management
- Management Position Ratio (%)
- Percentage of New Hires (%)
- Annual Training Expenditure



### Corporate Governance Indicators 24 indicators

- Attendance rate of independent directors at board meetings
- Proportion of independent directors on the Nomination Committee
- Number of advisors or consultants
- Number and proportion of independent directors
- Proportion of independent directors on the board
- Number of auditors
- Number of independent/external auditors
- Number of directors on the Audit Committee
- Number and proportion of independent directors on the Audit Committee
- Number and proportion of independent directors on the Compensation Committee
- Number and % of women on the board
- CEO's age, tenure, and total tenure duration
- Average remuneration paid to directors
- Number of directors on the board
- Number and proportion of non-executive directors on the board
- Age gap between the oldest and youngest directors
- Average age and tenure of directors
- Longest tenure of a director
- Number of directors with 5 or 10+ years of tenure
- Age and tenure of the Chairman of the Board
- Number of board meetings held
- % of foreign nationals on the board

# Initiatives for enhancing Access to Health

## 1. Astellas core business (Rx, Rx+)

### Innovative Drug Business

Patients prescribed Astellas products<sup>1</sup>

**172+** million patients **103** countries

(Results by the first half of FY2024)

## 2. Enhancing availability of Astellas products

### Early Access Requests

Cumulatively for XTANDI, XOSPATA, PADCEV, and VYLOY

**7,465**

requests approved cumulatively

**1,614**

patients continued to receive early access to therapy

**43** countries

### Post-trial Access<sup>2</sup>

**696**

oncology patients

**39**

countries

### Patient Access Initiatives<sup>3</sup>

**29**

Programs

**17**

countries

### International Pharmacy Program (IPP)<sup>4</sup>

**153**

patients

**20**

countries

have received PADCEV through IPP since the start of the program in May 2021

(Results by the first half of FY2024)

## 3. Supporting third-party ATH activities and foundations

### Health System Strengthening Programs

Supporting **4** global charitable programs to strengthen health systems for cancer through NGOs and NPOs

**18,584**

people directly benefited in most recent impact reports<sup>5</sup>

### Health initiatives for the local community<sup>6</sup> (collaboration with CNC Co., Ltd.)

**10** projects implemented in collaboration, involving over **1,700** people through collaborative projects

### Efforts to improve health literacy by Astellas Healthcare E-city

**152,580**

people accessed the program within a year after launch

### Patient Centricity Programs

**100+** patient advocacy/ patient organization programs supported

Expected impact

**20+** million individuals

### Contribution to Global Health

Provided Astellas' innovative formulation technology and know-how as a member of the Consortium

EMA adopted a positive scientific opinion

### Development of new pediatric treatment option of schistosomiasis

Expected impact

By 2030, new treatment option will be available for treatment of up to

**12** million preschool-aged children<sup>7</sup>

### Medical Education Programs

**105** education grants

Providing learning opportunities for healthcare professionals through various educational programs supported by grants to organizations including medical/professional societies

**158,000** learners

### Astellas Global Health Foundation<sup>8</sup>

Since 2018, the Foundation have supported **21** charitable initiatives focused on improving Access to Health, building resilient communities, and providing disaster support

Expected impact

**32+** million lives

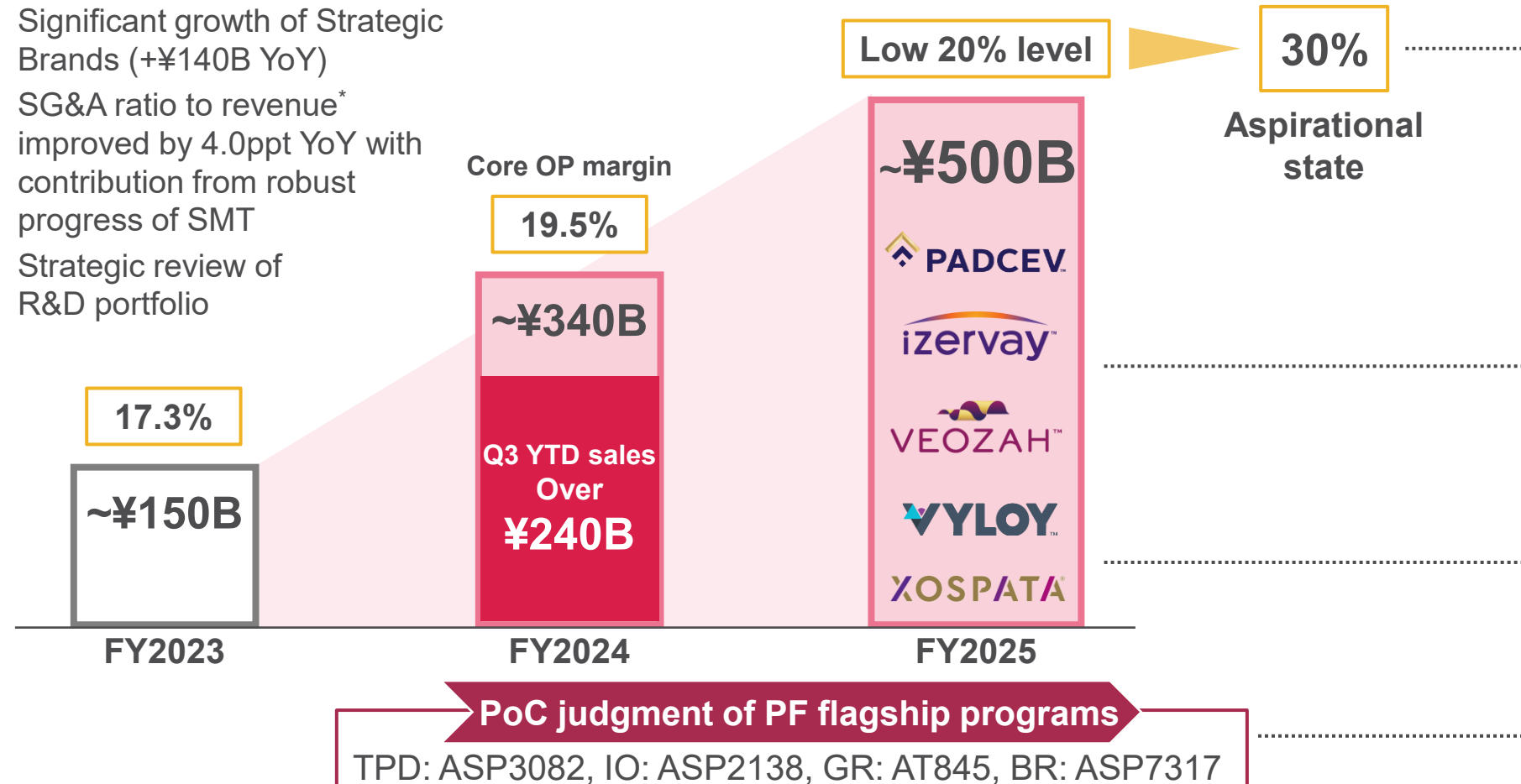
1: HARNAL, VESICARE, mirabegron, PROGRAF, XTANDI, XOSPATA, EVRENZO, PADCEV, 2: Continued on treatment with post-trial access to XTANDI, XOSPATA, PADCEV and IZERVAY (continued course of therapy following the end of a clinical trial given the patient is showing continued benefit), 3: Provide access for certain products after regulatory approval through various affordability programs called patient access initiatives, 4: IPP: A program that facilitates access to certain therapies in countries where the therapy is not yet approved, 5: expected impact: 8M people, 6: Forecasted numbers for the end of FY2024, 7: <https://www.pediatricpraziquantelconsortium.org/>, 8: AGHF is an independent organization separate from Astellas.

# Progress in Q3 YTD/FY2024 and Latest Outlook

*Entering a fundamental growth phase to overcome XTANDI LOE and pursue further growth*

## Q3 Progress

- Significant growth of Strategic Brands (+¥140B YoY)
- SG&A ratio to revenue\* improved by 4.0ppt YoY with contribution from robust progress of SMT
- Strategic review of R&D portfolio



## Three Enterprise Priorities

### Sustainable Margin Transformation

- Company-wide cost optimization before XTANDI LOE
- Fund growth investment and profit improvement

### Growth Strategy

- New operating model by brand level to maximize brand performance
- Agile ways of working to promote faster decision-making

### Bold Ambition

- Agile R&D model to accelerate from discovery to PoC, acquiring new assets, etc.
- Strengthening in-house capabilities for clinical trial execution and data-driven decision making

\*Excl. US XTANDI co-pro fee

LOE: Loss of exclusivity, SMT: Sustainable Margin Transformation, PoC: Proof of concept, PF: Primary Focus, TPD: Targeted Protein Degradation, IO: Immuno-Oncology, GR: Genetic Regulation, BR: Blindness & Regeneration