

# SUSTAINABILITY MEETING 2023



**Astellas Pharma Inc.**  
**February 21, 2024**

# 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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# IMPROVING THE SUSTAINABILITY OF SOCIETY AND ASTELLAS



**Naoki Okamura**  
President and CEO

# MY PERSPECTIVE ON SUSTAINABILITY

-Through the “Action on Fistula™”<sup>1</sup> project to promote obstetric fistula<sup>2</sup> treatment in Kenya-

## Corporate Social Responsibility (CSR) in the 2010s

The majority of CSR activities were not related to Astellas’ core business; instead, the main focus was on social contribution activities such as donations

### My thoughts back then

- We should incorporate CSR activities directly into Astellas' **business activities**, instead of just supporting them through Astellas Foundations
- Astellas' **knowledge and capabilities should be leveraged**
- We should aim for **a collaborative project** where we can participate in the planning to create a more sustainable structure, rather than solely providing funds

**Started a project that could leverage Astellas’ capabilities and knowledge**

2014

## Launched the "Action on Fistula™" project in collaboration with the Fistula Foundation

- Faced budget problems, but generated savings by streamlining operations
- Employees were very supportive of the concept that the funding would be used to make a big difference to the lives of Kenyan women
- Focused on training local physicians and building network of hospitals. The number of fistula surgeons in Kenya increased steadily
- Established a support group to provide financial and employment support and psychological care for patients to reintegrate into society



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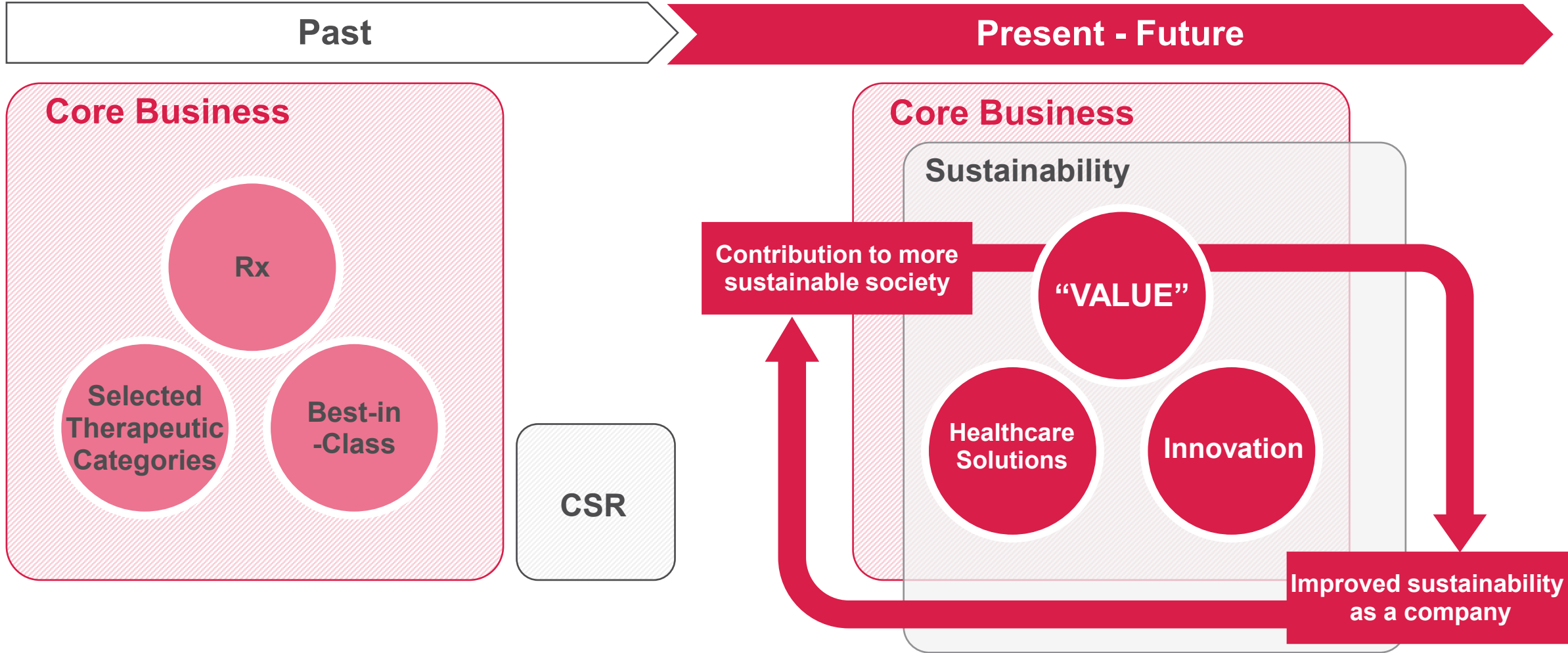
### Project became a life-changing project for women in Kenya

Plan was to deliver over 1,200 surgeries in 3 years, but ultimately provided treatment to **6,223 patients in 6 years**

1: Action on Fistula™: Started in 2014 by a grant given to Fistula Foundation from an affiliate of Astellas Pharma Inc., Astellas Pharma Europe Ltd. Astellas was one of many sponsors/supporters of Action on Fistula™. Fistula Foundation and Astellas jointly funded Phase I of the program, 2014-2017. Astellas funded approximately 25% of the second phase of the program running from 2017-2020.

2: Obstetric fistula: A hole between the vagina and rectum or bladder that is caused by prolonged obstructed labor when emergency care is unavailable, causing either fecal or urinary incontinence or both conditions. Untreated, fistula can lead to chronic medical problems including ulcerations, kidney disease, and nerve damage in the legs.

# ASTELLAS' SUSTAINABILITY



# CONTRIBUTION TO SOCIAL ISSUES THROUGH OUR CORE BUSINESS

## - SOCIAL IMPACT OF VEOZAH (fezolinetant) -



### VEOZAH's diverse values

### VMS (vasomotor symptoms)

One of the most common menopausal symptoms that women experience <sup>1</sup>

- On average, women experience **17 hot flashes / week, 11 night sweats / week**<sup>2</sup>
- Difficulty sleeping are reported by up to **65%** of women experiencing VMS<sup>3</sup>
- The more severe vasomotor symptoms are, the more sleep is affected, and daytime activities and work productivity are impaired<sup>4</sup>
- **>70%** of women in the US go untreated for VMS<sup>5</sup>



#### Scientific value

- **First non-hormonal NK3 receptor antagonist** approved to treat VMS due to menopause<sup>6</sup>

#### Clinical value

- **Sustained reductions in frequency and severity** of moderate to severe VMS<sup>7,8</sup>

#### Financial value

- **Higher work productivity**, reduced sleep disturbance, improved health-related QOL, and reduced impairment in daily activities<sup>9,10</sup>

#### Psychological value

- Improved **awareness and understanding of VMS** associated with menopause<sup>11</sup>

**VEOZAH contributes to improving women's QOL and increasing work productivity by freeing them from the burden caused by moderate to severe VMS**

VMS: Vasomotor symptoms (hot flashes and/or night sweats), NK3: Neurokinin 3, QOL: Quality of life  
VEOZAH: Approved as "VEOZA" in Europe 1-11: See the sources on slide 36

# Agenda

## I Initiatives for Evolving Sustainability

Vice President, Head of Sustainability  
**Shingo Iino**

## II People and Organization

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

## III CEO Succession Planning

Outside Director  
**Takashi Tanaka**

# INITIATIVES FOR EVOLVING SUSTAINABILITY



**Shingo Iino**  
Vice President, Head of Sustainability



# INITIATIVES FOR EVOLVING SUSTAINABILITY

FY2021

- Updated the Materiality Matrix and reidentified 19 key issues  
Then prioritized the **9 material issues (Materiality)** from the key issues

FY2022

- Established the **Sustainability Direction** as a guide to address the 9 most important issues and 2 key environmental issues highly required by society
- Developed the 7 Mid-term Priorities for Astellas and Our Commitments by FY2025

FY2023

- **Defined ~50 indicators to measure progress on Mid-term Priorities and reflect them in annual plans as company-wide initiatives**

# INITIATIVES FOR ENHANCING ACCESS TO HEALTH

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

**Innovative Drug Business** Patients prescribed Astellas products<sup>1</sup>

**159.5 million patients** **103 countries**

(Results by the first half of FY2023)

## 2. Enhancing availability of Astellas products

**Early Access Requests** Cumulatively for PADCEV, XOSPATA, and zolbetuximab

**2,500+** requests approved **1,000+** patients continued to receive early access to therapy **40+** countries

**Post-trial Access<sup>2</sup>** Nearly **250** oncology patients **30+** countries

**Patient Access Initiatives<sup>3</sup>** **50+** patients **25+** countries

**International Pharmacy Program (IPP)<sup>4</sup>** **80+** patients **19+** countries have received PADCEV through IPP since the start of the program in May 2021

(Results by the first half of FY2023)

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

**Health System Strengthening Program \***

Supporting **4 global charitable programs** to strengthen health systems and increase health literacy **Expected impact** **8+ million people**

**Efforts to improve health literacy by leveraging digital technology**

**1,000+** people accessed the program in the first month after launch<sup>5</sup>

**Patient Centricity Programs** **100+** patient advocacy/ patient organization programs supported **Expected impact** **20+ million individuals**

**Contribution to Global Health** **Development of new pediatric treatment option of schistosomiasis**

Provided Astellas' innovative formulation technology and know-how as a member of the Consortium **Expected impact** **12 million preschool-aged children<sup>6</sup>**

EMA adopted a positive scientific opinion

**Medical Education Programs** **100+** education grants

Providing learning opportunities for healthcare professionals through various educational programs supported by grants to organizations including medical/professional societies **Expected impact** **262,000+** learners

**Astellas Global Health Foundation \*** **Expected impact** **32+ million lives**

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

1: HARNAL, VESICARE, mirabegron, PROGRAF, XTANDI, XOSPATA, EVRENZO, PADCEV, 2: Continued on treatment with post-trial access to Astellas products (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 approval and before reimbursement, and primarily, after commercial availability in a country 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: As of December 31, 2023, 6: <https://www.pediatricpraziquantelconsortium.org/>



# INITIATIVES FOR ENHANCING ACCESS TO HEALTH

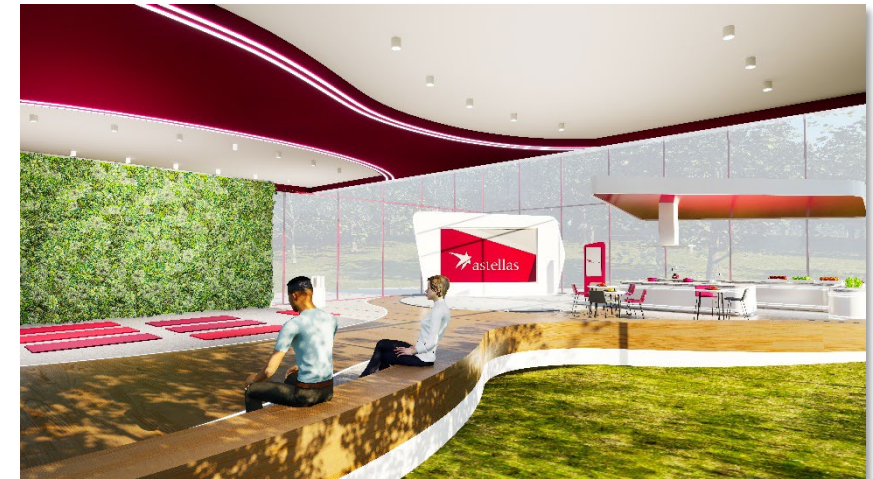
## Development of new pediatric treatment option to eliminate schistosomiasis

- Astellas provided its innovative formulation technology and know-how as a member of the Pediatric Praziquantel Consortium<sup>1</sup>
- EMA adopted a positive scientific opinion for potential new pediatric treatment option of schistosomiasis in preschool-aged children<sup>2</sup>



## Development of Astellas Healthcare E-city™ contributes to improving health literacy

- Astellas has collaborated with the Brazilian tech company (Pixit) to develop the virtual platform Astellas Healthcare E-city™<sup>3</sup>
- Astellas Healthcare E-city™ provides educational content on the early diagnosis and prevention of gastric cancer partnering with medical specialists from the State University of Brazil (Universidade de São Paulo)



1: An international public-private partnership that aims to reduce the global disease burden of schistosomiasis by addressing the medical needs of infected children between the ages of 3 months and 6 years. It is comprised of 11 organizations, including governments, academia, and pharmaceutical companies. <https://www.pediatricpraziquantelconsortium.org/>, 2: December 18, 2023 press release <https://www.astellas.com/jp/news/28791>, 3: <https://www.astellas.com/en/sustainability/astellas-healthcare-e-city>

Click [here](#) for the video



# STRENGTHENING BUSINESS CONTINUITY PLAN (BCP) FOR GEOPOLITICAL RISKS & NATURAL DISASTERS

Securing effective, efficient and sustainable supply of products by recognizing and preparing for unpredictable risks

## Risks

From regional conflicts, natural disasters and infectious disease pandemics

- Supply chain disruption
- City lockdowns
- Raw materials supply instability
- Energy shortages and rising energy costs

## Risk Control

### Sustainable manufacturing of Products

#### Stable sourcing of raw materials

- Identified raw and other materials that may become difficult to source due to growing geopolitical risks
- Securing substitutes for raw and other materials for main products, and continuing to accumulate inventories to prepare for unpredictable future risks



### Stable supply of products

#### Response to supply chain risks

- Collaborate with partners to achieve seamless distribution. Maintain supply by securing alternative routes in the short term (including Ukraine/Russia, Israel/Gaza)
- Build a system to centrally manage demand forecasts, inventory information, and supply plans for each region of the world to strengthen stable supply systems

# INITIATIVES FOR ENVIRONMENTAL SUSTAINABILITY

## Environmental Action Plan (Climate Change Measures) <SBT re-certified in January 2023>

### GHG emissions (Scope 1 + Scope 2)

Base year

FY2015

Reduce by **63%** by FY2030

Emissions in Base year

202 kilotons

Target

1.5°C target

### GHG emissions (Scope 3)

Base year

FY2015

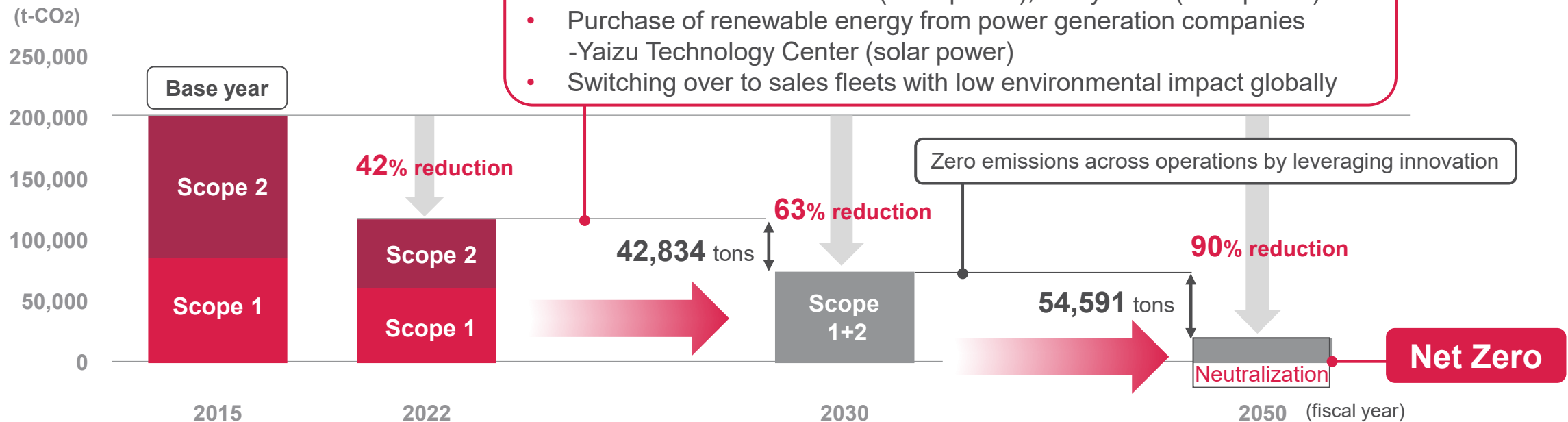
Reduce by **37.5%** by FY2030

Target

well-below 2°C target

Our Efforts to Reduce GHG Emissions

Identified suppliers with a large impact on Scope 3 emissions and engaging with them



GHG: Greenhouse gas, SBT: Science Based Targets



# PEOPLE AND ORGANIZATION



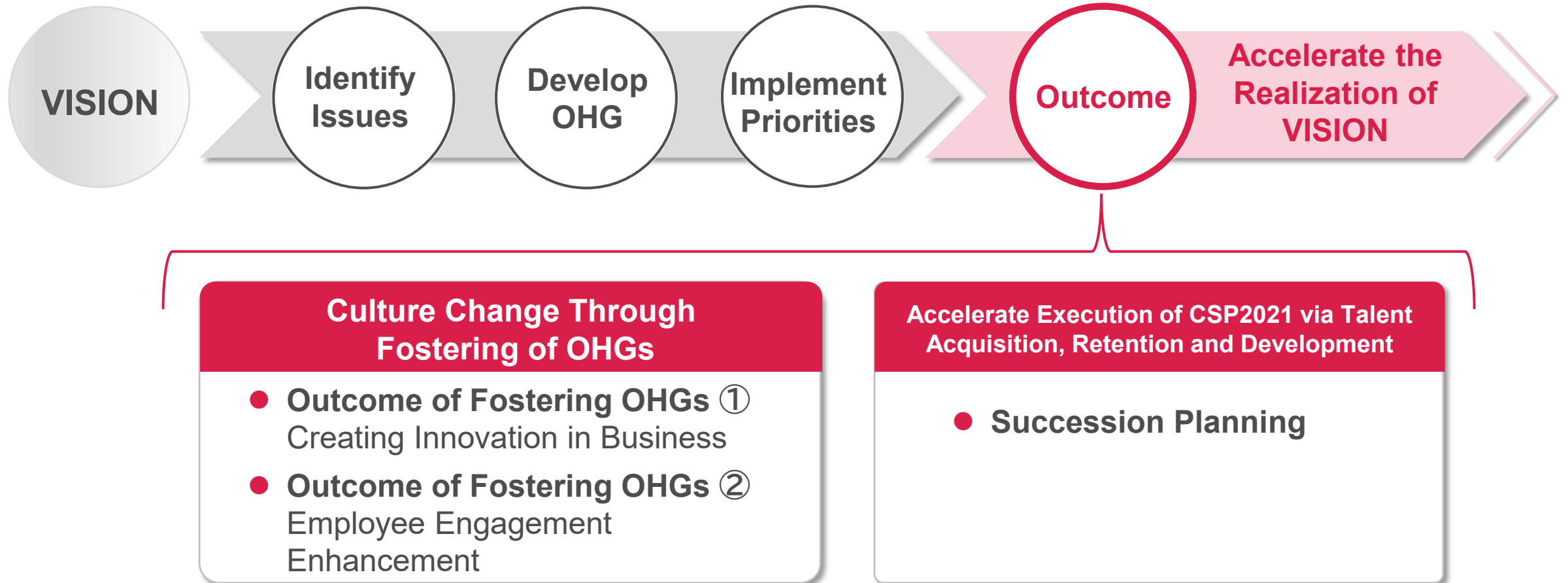
**Katsuyoshi Sugita**

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

# HR STRATEGY IN LINE WITH CORPORATE STRATEGY (Organizational Health Goal: OHG)

## Linkage between Corporate Strategy and HR Strategy

## Linkage between HR Strategy and KPIs





# OUTCOME OF FOSTERING OHGs ① Creating Innovation in Business

Results of OHG implementation in the form of **changes in employee behavior**

## Example 1 OASIS (One-Astellas Idea Developers)

- Astellas' unique project for drug discovery through voluntary and cross-functional collaboration among employees
- Initiatives expanding globally



## Example 2 Digital Innovation Contest

- Company-wide audition for ideas to leverage DX for business, led by the Digital Division
- Gold-winning ideas are being piloted



### Measures to Support Innovation Creation

#### Cost-benefit Analysis of Meetings

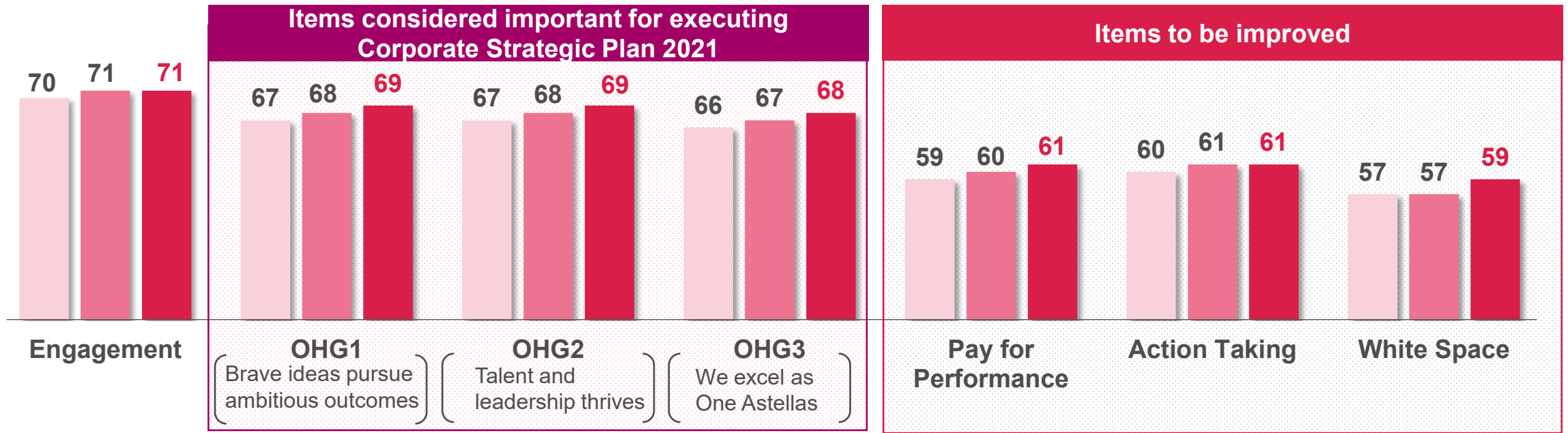
Sharing the results of analysis to determine whether the results are commensurate with the cost (time and labor) of internal meetings, thereby promoting decision-making with “just enough” number of people

**Aiming to increase white space and create innovation**

# OUTCOME OF FOSTERING OHGs ② Employee Engagement Enhancement

- Analyze survey results by question and confirm continuous improvement in all OHG items
- Identify areas for improvement and implement specific actions

Jan 2022   Oct 2022   Oct 2023



## Action for items to be improved

**Pay for Performance**

Implement new evaluation system to differentiate performance

**Action Taking**

Require all people managers to act according to survey results

**White Space**

- Reduce meetings and reports
- Participation in training

The survey using the current platform were conducted in January and October in 2022, and every October from the following year.

OHGs: Organizational Health Goals

# SUCCESSION PLANNING

- Human Resource Strategy in line with Corporate Strategic Plan 2021 -

## Leadership required to execute Corporate Strategic Plan 2021

Transformational Leadership

Result Driven

Global Mindset

### Characteristics of Astellas' Succession Planning (for Division Heads and above)

**1** Fully integrated global approach

**2** Select best candidate as successor, from both inside and outside the company

**100%**

Divisions participated in VP+ Succession Planning



**3** Actual placement is determined on fair competition and interviews



**4** Appoint the right people in the right places through a robust review process every year

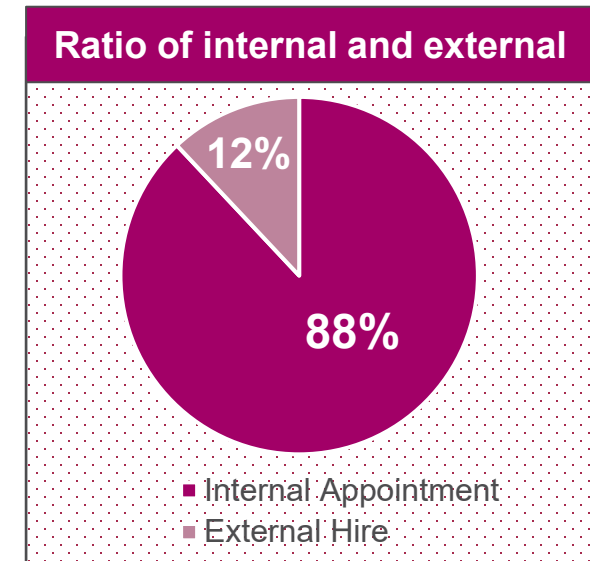
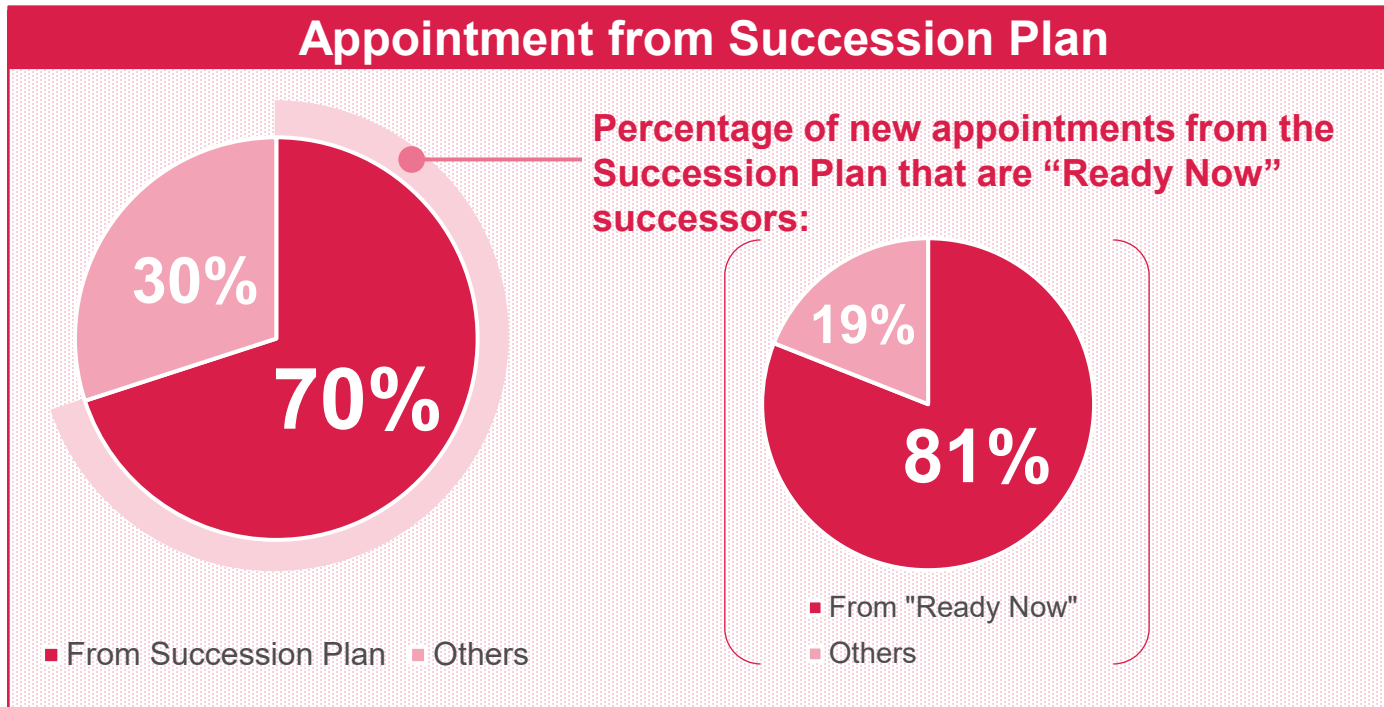


# SUCCESSION PLANNING

## - Operational Status : Appointment of Division Heads (FY2023) -

- More than half of newly appointed talent was appointed from the Succession Plan

- Appointment of the right people in the right places from a broader candidate pool, including external hires



**Ready Now**

Have the expertise and leadership capabilities for the position required

**Ready 1-2 Years**

Need to develop in both or either the expertise and leadership capabilities required for the positions

**Ready 3-5 Years**

Have the potential to fill the position but need to develop further in expertise and leadership

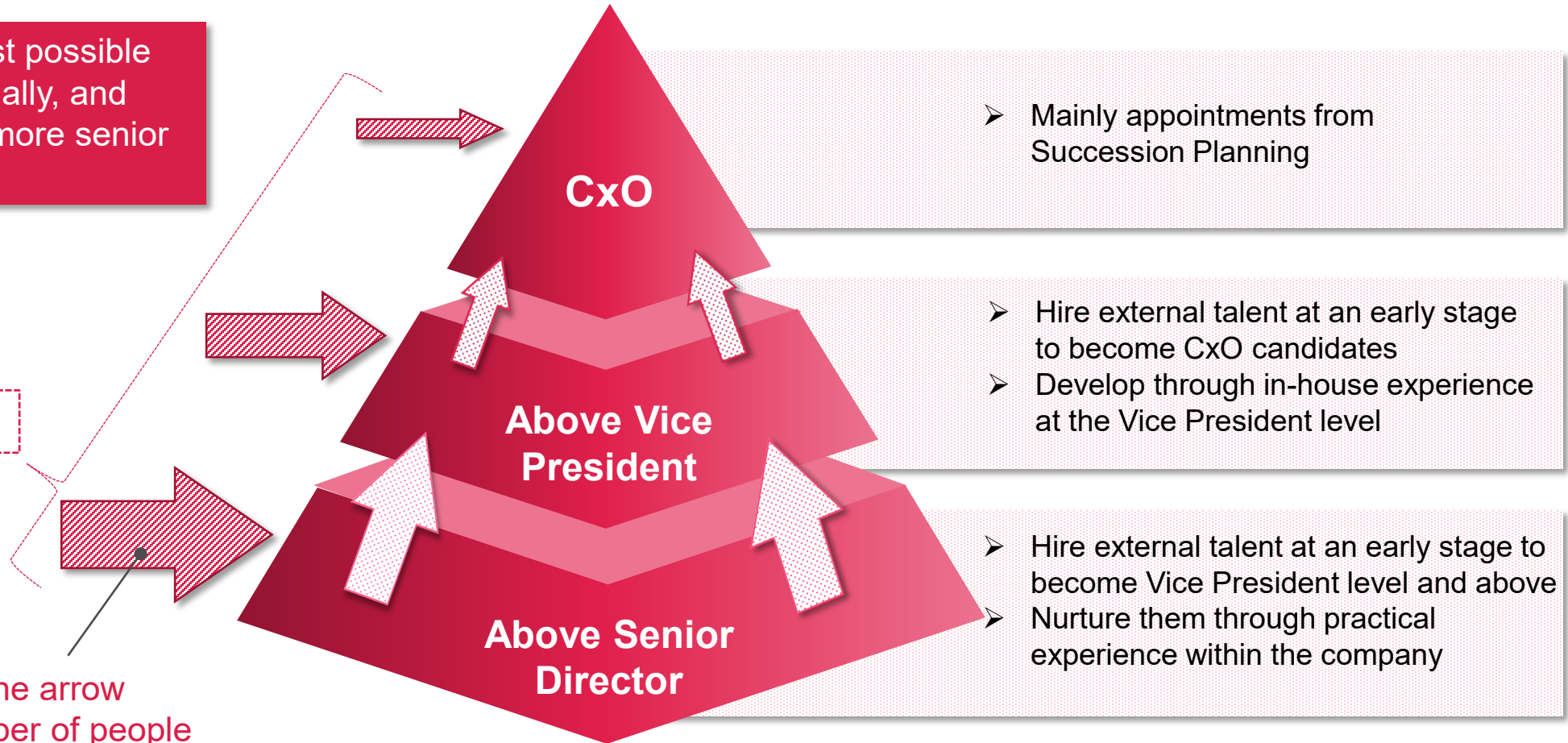
# SUCCESSION PLANNING - Strengthening the Talent Pipeline -

- Establish a globally consistent system based on **training and development through practical experience**
- Further strengthen the talent pipeline, both internally and externally

✓ Hire at the earliest possible stage, train internally, and then promote to more senior positions

**External Hire**

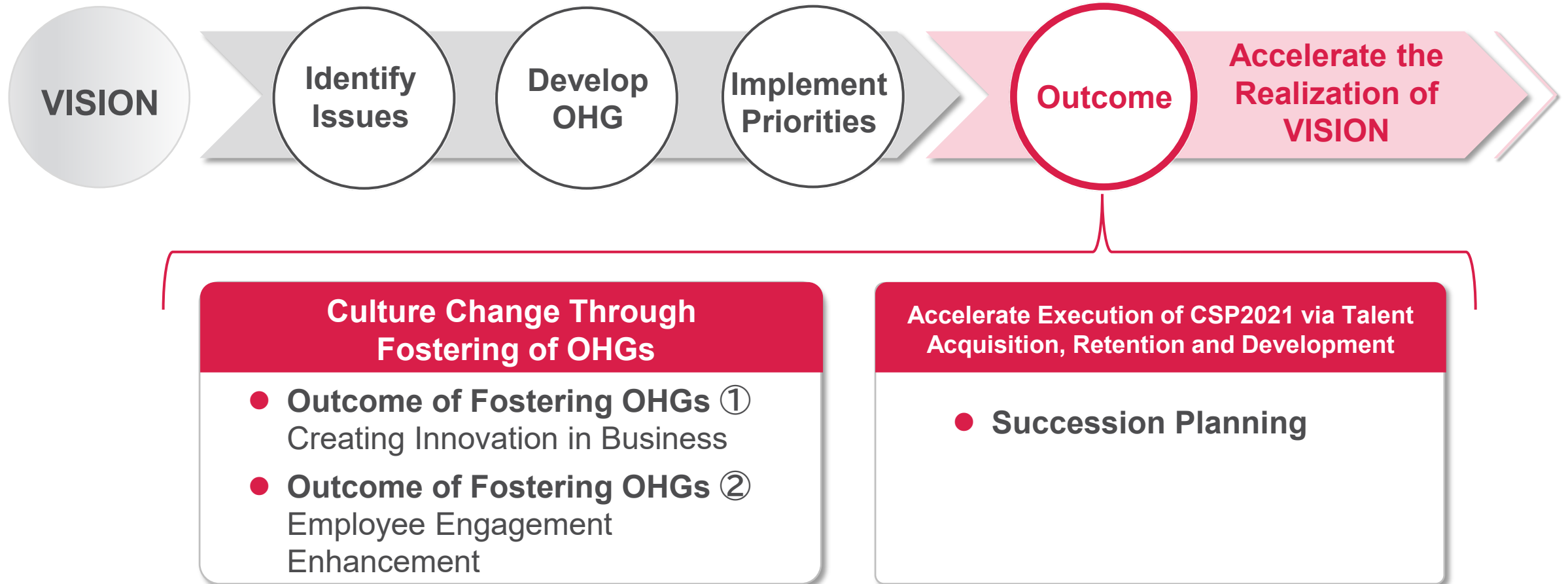
The thickness of the arrow indicates the number of people



# HR STRATEGY IN LINE WITH CORPORATE STRATEGY (Organizational Health Goal: OHG)

## Linkage between Corporate Strategy and HR Strategy

## Linkage between HR Strategy and KPIs



# CEO SUCCESSION PLANNING



**Takashi Tanaka**  
Outside Director



Outside Director  
**Takashi Tanaka**

Chairperson of Nomination Committee  
Chairperson of 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 (present post)
- June 2018      Director, Okinawa Cellular Telephone Company (present post)
- June 2021      Director, the Company (present post)



Outside Director  
**Rie Akiyama**

Member of Audit & Supervisory Committee

Resume, position and responsibilities at the Company

- April 1992      Joined Sanwa Bank Ltd. (current MUFG Bank, Ltd.)
- April 1999      Registered as attorney-at-law (Tokyo Bar Association)
- April 1999      Joined Baba Law Office (current Baba & Sawada Law Office) (present post)
- June 2019      Outside Director, GOLDWIN INC. (present post)
- June 2023      Director (Audit & Supervisory Committee Member), the Company (present post)



# CEO SUCCESSION PLANNING

## CEO Succession Planning

### Candidates include:

Emergency successor, next CEO, and subsequent CEOs

### Succession planning includes:

Evaluating candidate readiness, identifying strengths of each candidate and areas to be developed, creating development plans for each candidate, estimating time to become qualified for the role, etc.

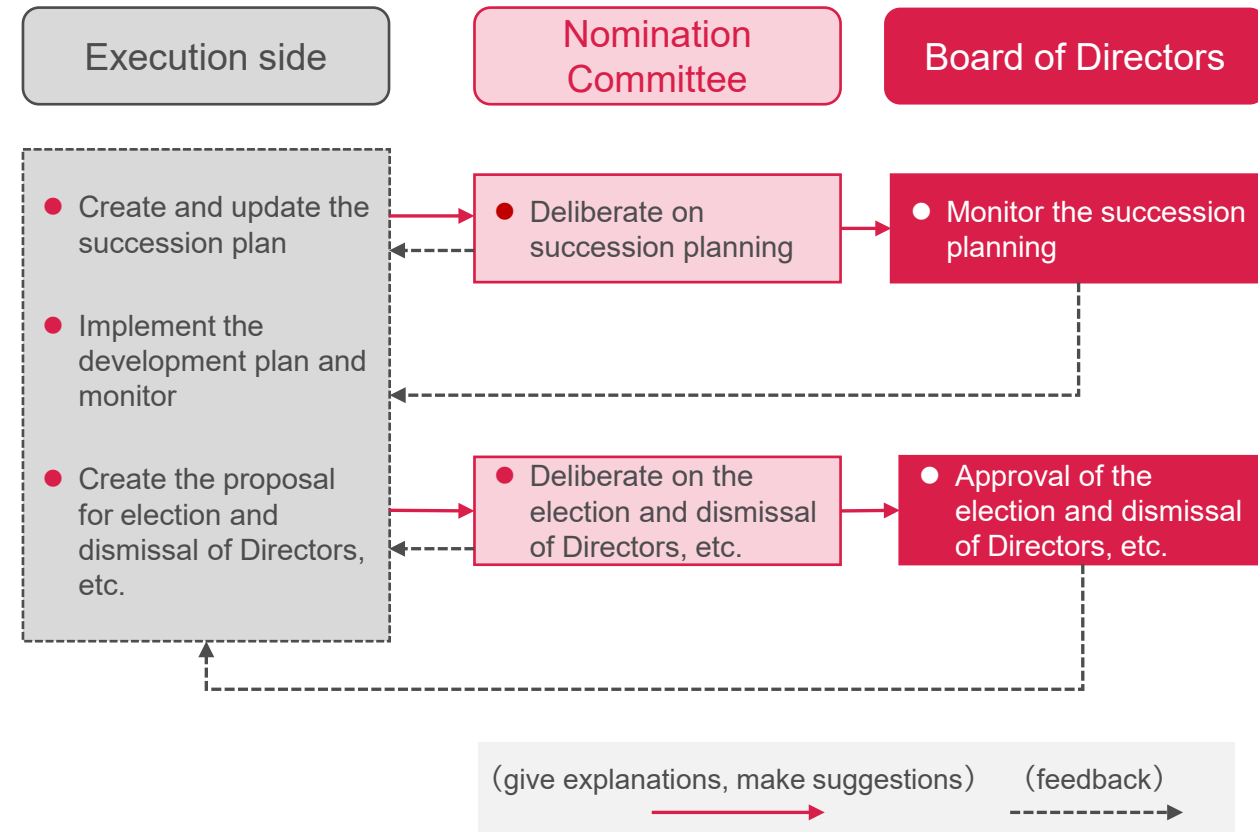
### Nomination Committee

- Conduct deliberations on succession planning at least once a year for CEO and other Top Management. Discuss transparently from various perspectives including methods of selecting successors and training potential successors, and appropriately report to the Board of Directors
- After properly assessing the candidate's situation, deliberate the election and dismissal of Directors, etc. and report the results of deliberations to the Board of Directors

Nomination Committee is chaired by an outside director and consists of 4 outside directors (As of FY2023)

### Board of Directors

- Provide appropriate oversight on succession planning
- Make decisions regarding the appointment and removal of Directors, etc.



# DELIBERATIONS OF THE NOMINATION COMMITTEE:

## President and CEO Succession in April 2023

**Current CEO was selected through transparent and objective deliberations, incorporating the perspectives and opinions of outside Directors**

### Process of appointing Naoki Okamura as new CEO

- Oct 2022** The Nomination Committee deliberated after receiving a detailed briefing on succession planning from former CEO, Kenji Yasukawa. The briefing covered the status, strengths, and development plans of each candidate, which was appropriately reported to the Board of Directors. Preliminary discussions were also conducted regarding future appointments of Directors, etc.
- Feb 2023** During deliberations on the decision for the CEO successor, the Nomination Committee confirmed that the current CEO, Naoki Okamura, is the best successor based on the selection criteria and considering the business environment and strategy. The Board of Directors approved the decision.

### Updating the potential successors under current CEO

#### After the change of CEO

- Jun 2023** Discussions were held regarding candidates for the next successor updated by the current CEO Naoki Okamura and were appropriately reported to the Board of Directors.
- Dec 2023** Current CEO Naoki Okamura explained the assessment of the key capabilities required for Top Management for each candidate in addition to regular updates. The Nomination Committee discussed and reported to the Board of Directors.



# APPENDIX

# PERFORMANCE OF INITIATIVES FOR EVOLVING SUSTAINABILITY

## 1. Transforming to be a cutting-edge, VALUE-driven life science innovator

Mid-term Priorities for Astellas	Our Commitments by FY2025	Main Indicators	FY2023 First-half Performance
<p>Translate innovative science into VALUE through the Focus Area approach to R&amp;D, introducing novel therapies and modalities to treat diseases with high unmet medical needs.</p>	<p>Aim to improve the lives of patients and caregivers around the world and contribute to reducing the overall load on the healthcare system.</p>	Number of IND filed new drug candidates	1 project
		Number of new drugs launched	2 products (VEOZAH, IZERVAY)
<ul style="list-style-type: none"> <li>Maximize patient access to Astellas' innovations and enable them to achieve better outcomes.</li> <li>Beyond the biopharmaceutical space, develop and commercialize novel healthcare solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Provide as many patients as possible with access to our products.</li> <li>Impact more than 36 million people (cumulatively) by 2025 by improving disease awareness, prevention, and access to healthcare services.</li> </ul>	Number of patients treated through various access programs	More than 1,380 patients
		Number of people affected by access to health care programs	40+ million people (Cumulative forecast from 2018 to the end of FY2025)
<p>Advocate value-based pricing for stakeholders to ensure innovative medicines in new modalities contribute to the health of patients around the world and realize sustainable healthcare systems.</p>	<p>Contribute to sustain healthcare systems through advocating for value-based pricing.</p>	Number of implementation of value based innovative pricing solutions to address value, affordability or access	5 cases
<ul style="list-style-type: none"> <li>Create an environment within Astellas that fosters innovation.</li> <li>Align strategy with the right capabilities, embraced in a culture that promotes innovation.</li> </ul>	<p>Foster talents and an organizational culture with trusted capabilities to deliver innovation.</p>	Percentage of organizations with six hierarchical levels or less from the CEO	80%
		Average span of control for all departments	6.0
		Engagement Survey Score	71 (as of October 2023, 0-100, 100 is highest)

IND: Investigational New Drug

Span of Control: Number of subordinates managed by one manager



# CONTINUED - PERFORMANCE OF INITIATIVES FOR EVOLVING SUSTAINABILITY

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

Mid-term Priorities for Astellas	Our Commitments by FY2025	Main Indicators	FY2023 First-half Performance
Sustains a resilient business that continuously supplies products during unpredictable or emergency situations.	Establish a more sustainable and resilient value chain.	Progress of the emergency power supply reinforcement project	Strengthen collaborations with suppliers and partners to achieve seamless distribution
		Key remarkable finding related to stable supply	Conducted risk assessments of key products and continued to source alternatives and accumulate inventories
Further enhance capability to secure patient safety and product quality as well as optimizing customer interaction for maximizing VALUE for patients.	Ensure patient safety and product quality by fostering a Culture of Quality and by evolving customer experience.	Completed Culture of Quality scorecard for commercial manufacturing facilities	Completed Culture of Quality scorecard for commercial manufacturing facilities (Takaoka, Toyama, Takahagi, Yaizu, Dublin, Kerry, Shenyang).

### Environmental Sustainability

Mid-term Priorities for Astellas	Our Commitments by FY2025	Main Indicators	FY2022 Performance
Reduce greenhouse gas emissions toward a goal consistent with the Paris Agreement's and achieve net-zero emissions by 2050.	Achieve by FY2025 the amount of reasonable reduction of greenhouse gas emissions target*. *GHG emission reduction targets by FY2030 •Scope1+2 63% reduction (base year: FY2015), •Scope 3 37.5% reduction (base year: FY2015)	GHG emission reduction ratio (Scope1+2) (Base year: FY2015)	41.8%
		GHG emission reduction ratio (Scope3) (Base year: FY2015)	1.8%

# OUTCOME BY OHG PENETRATION ② Employee Engagement Enhancement

There were no significant changes in the overall engagement score and response rate. Scores improved in two of the three areas for our opportunities. Continued efforts to improve engagement

## Engagement Score:

**71** ( $\pm 0$ )

Response Rate:  
**84%** (+2)

**51%**  
of answers to questions showed improvement

Number of comments:  
**20,506**

### Our Strengths

**82**

#### Non-discrimination

A culture that recognizes, complements, and makes the most of each other's differences

**78**

(+1)

#### Integrity

Always honest choices and decisions

**78**

(+1)

#### Contribution Success

understand how my work contributes Astellas' success.

### Our opportunities

**61**

#### Action taking

Implement measures to address issues identified from the survey results

**61**

(+1)

#### Pay-for-performance

Compensation based on results

**59**

(+2)

#### White space

Resource needed to explore new ideas

Figures in parentheses ( ) indicate increase/decrease from the scores of October 2022 survey.

# GLOBAL ENGAGEMENT SURVEY

## - toward achievement of organizational health goals (OHG1\*) -

All scores increased or remained the same compared to Oct 2022

Item	Change from Oct 2022	Question
Risk Taking	+2	I am encouraged to take informed risks in getting my work done.
Innovation	+2	My team demonstrates a high level of innovation.
White Space	+2	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.
Learn from Mistake	+1	We learn from our mistakes.
Challenge Status Quo	-	I feel free to challenge the way things are done here
Empowerment	-	I feel empowered to make decisions regarding my work.
Engagement	-	How happy are you working at Astellas? I would recommend Astellas as a great place to work.
Accountability	-	Where I work, employees held accountable for their work.

Activities in FY2023 toward achievement of Organizational Health Goals (OHG)

**OHG1**

Accelerating innovative organizational development by flattening organizational hierarchies, strengthening manager capability, and White Space Training.

\*OHG1: Brave ideas pursue ambitious outcomes

# GLOBAL ENGAGEMENT SURVEY

## - toward achievement of organizational health goals (OHG2\*) -

All scores increased or remained the same compared to Oct 2022

Item	Change from Oct 2022	Question
Promotion Policy	+1	I understand Astellas' promotion policies and practices for employees like me.
Manager	+1	I would recommend my managers to other.
Career Path	-	My manager has meaningful discussions with me about my career development.
Role Model	-	Senior leaders at Astellas lead by example.
Growth	-	I have good opportunities to learn and grow at Astellas
Role	-	My role is an excellent fit with my strengths.
Leadership	-	I have confidence in the leadership team.
Career Goals	-	My career goals can be met as Astellas.
Feedback	-	My manager provides me with feedback that helps me improve my performance.

Activities in FY2022 toward achievement of Organizational Health Goals (OHG)

**OHG2**

Focus on talent development with simplified competencies, succession planning, and enhanced Women Connect & Lift program

\*OHG2:Talent and leadership thrives



# GLOBAL ENGAGEMENT SURVEY

## - toward achievement of organizational health goals (OHG3\*) -

All scores increased or remained the same compared to Oct 2022

Item	Change from Oct 2022	Question
Communication	+2	Astellas does a good job of communicating with employees.
Awareness	+2	I know what the different parts of Astellas do.
Resources	+2	I have the resources I need to do my job well.
Procedures	+2	Where I work, the work is well organized (smooth workflow, good methods and procedures, productive meetings, etc.)
Transparency (Communication)	+1	Astellas communicates openly and honestly.
Collaboration	+1	Team at Astellas collaborate efficiently to get things done.
Contribution Success	-	I understand how my work contributes Astellas' success.
Strategy	-	I understand how Astellas plans to achieve its goals.
Priorities - Manager	-	My manager keeps our team to focus on clear priorities.

Activities in FY2023 toward achievement of Organizational Health Goals (OHG)

**OHG3**

Continued implementation of Ask Me Anything by CxOs, introduction of Global Recognition Program, and other measures

\*OHG3: We excel as one Astellas

Ask Me Anything: Large interactive sessions designed to promote two-way communication between management and all

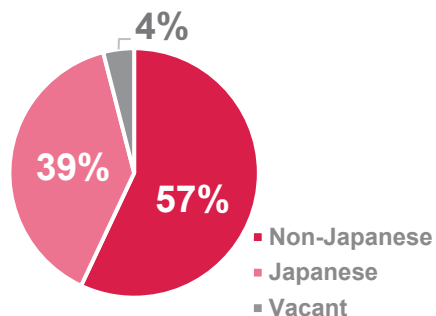


# SUCCESSION PLANNING - Diversity of Successors -

Continued to maintain a high diversity of Successor ratios from last year

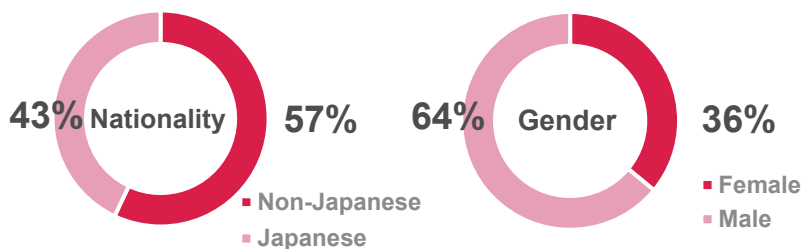
## FY2022

Division Head Class Positions:



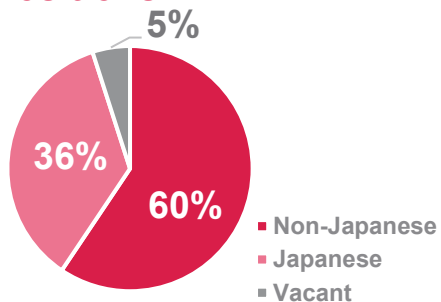
Total 178 positions

Successors: total 522 People



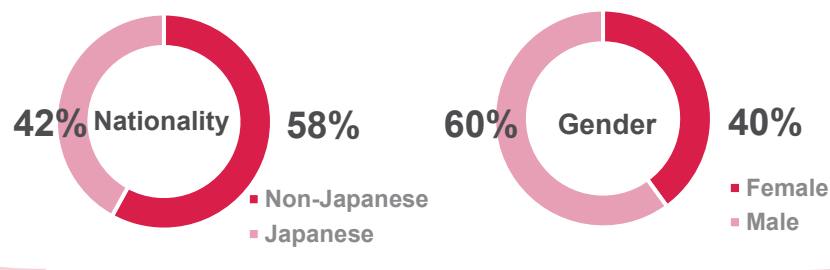
## FY2023

Division Head Class Positions:



Total 193 positions

Successors: total 553 People



### Enhancement Points and Actions

#### ➤ Enhancement Point

- Internal talent development
- Recruitment of external talent
- Increase ratio of female Division Heads

#### ➤ Action

- Promoting internal appointments through internal recruiting
- Improved exposure of talent at Executive Committee and cross-divisional talent reviews
- Provide training for female talent
- Hire external talent at an early stage and develop them internally before promoting them to senior positions

# SUSTAINABLE BIODIVERSITY INITIATIVE

## Basic Policy on Biodiversity

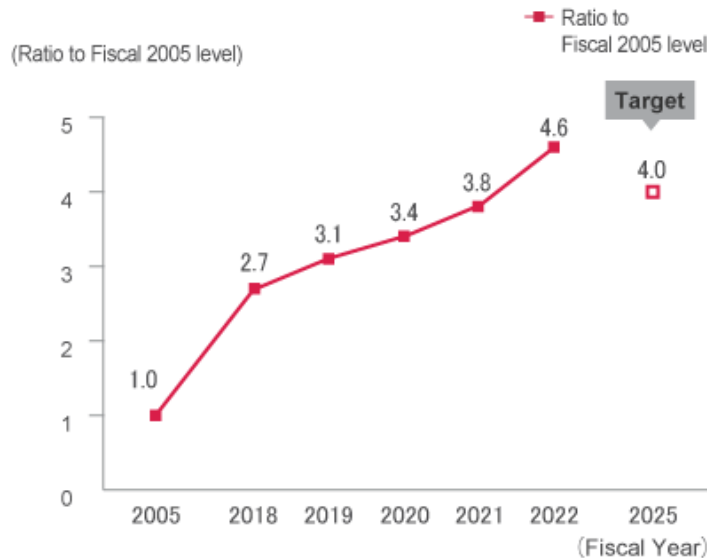
Astellas is thankful for the benefits brought about by biological diversity, and understands its business activities in all fields have an impact on ecosystems. We will make a positive contribution to the preservation of biodiversity by working to lessen that impact

Astellas assesses the three main factors that are causing the deterioration of biodiversity as being environmental pollution, resource consumption, and climate change, and has created a Biodiversity Index to evaluate the impact of its business activities on biodiversity

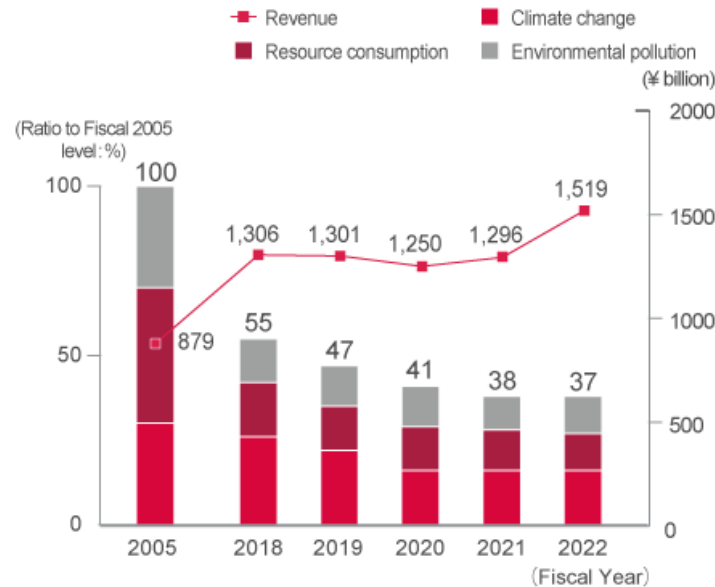
## Environmental Action Plan (Biodiversity)

Raise the Biodiversity Index to quadruple the FY2005 level by FY2025 (Global)

Biodiversity Index



The Biodiversity Burden Index and revenue



$$\text{Biodiversity Index} = \frac{\text{Consolidated revenue in assessment fiscal year}}{\sum \left( \frac{\text{Burden in assessment fiscal year}}{\text{Burden in the base year}} \times \text{Weight} \right)}$$

Categories	Sub-Categories	Weight (%)
Environmental pollution	NOx, SOx emissions	10
	Chemical substances emissions	10
	BOD, COD load	10
	(subtotal)	(30)
Resource consumption	Water withdrawal (global)	20
	Biological raw material usage	10
	Landfill waste volume	10
	(subtotal)	(40)
Climate Change	GHG emissions (global)	30
	(subtotal)	(30)
Total		100



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3. Nappi RE, Kroll R, Siddiqui E, et al. Global cross-sectional survey of women with vasomotor symptoms associated with menopause: prevalence and quality of life burden. *Menopause*. 2021;28(8):875-882
4. DePree B et al. Association of menopausal vasomotor symptom severity with sleep and work impairments: a US survey. *Menopause: The Journal of The North American Menopause Society* Vol. 30, No. 9, pp. 887-897
5. Sarrel, P. , Portman, D. , Lefebvre, P. , Lafeuille, M. , Grittner, A. M. , Fortier, J. , Gravel, J. , Duh, M. S. & Aupperle, P. M. (2015). Incremental direct and indirect costs of untreated vasomotor symptoms. *Menopause*, 22 (3), 260-266. doi: 10.1097/GME.0000000000000320.
6. Astellas' press release: <https://www.astellas.com/en/news/27756>
7. Fezolinetant for Treatment of Moderate-to-severe Vasomotor Symptoms Associated With Menopause (SKYLIGHT 1): a Phase 3 Randomised Controlled Study , Samuel Lederman, Faith D Ottery, Antonio Cano, Nanette Santoro, Marla Shapiro, Petra Stute, Rebecca C Thurston, Marci English, Catherine Franklin, Misun Lee, Genevieve Neal-Perry, *Lancet*. 2023 Apr 1;401(10382):1091-1102. doi: 10.1016/S0140-6736(23)00085-5, PubMed: [https://doi.org/10.1016/S0140-6736\(23\)00085-5](https://doi.org/10.1016/S0140-6736(23)00085-5), PMID: 36924778
8. Efficacy and Safety of Fezolinetant in Moderate-to-Severe Vasomotor Symptoms Associated With Menopause: a Phase 3 RCT, Kimball A. Johnson, MD, Nancy Martin, MD, PharmD, Rossella E. Nappi, MD, PhD, Genevieve Neal-Perry, MD, PhD, Marla Shapiro, CM, MDCM, Petra Stute, MD, Rebecca C. Thurston, PhD, Wendy Wolfman, MD, Marci English, MPH, Catherine Franklin, BS, Misun Lee, PhD, Nanette Santoro, MD, *J Clin Endocrinol Metab*. 2023 Feb 3;dgad058. doi:10.1210/clinem/dgad058doi/10.1210/clinem/dgad058, PubMed: <https://pubmed.ncbi.nlm.nih.gov/36734148/> PMID: 36734148
9. Fezolinetant for treatment of moderate-to-severe vasomotor symptoms associated with menopause: analysis of health-related quality of life from the SKYLIGHT 1 and SKYLIGHT 2 studies, Antonio Cano, Rossella E. Nappi, Petra Stute, Martin Blogg, Marci English, Antonia Morga, Ludmila Scrine, Emad Siddiqui, Faith D. Ottery, presentation at IMS, October 2022
10. Treatment of moderate-to-severe vasomotor symptoms associated with menopause with fezolinetant: pooled responder analysis from SKYLIGHT 1 and SKYLIGHT 2 (Encore of IMS 2022 presentation), Rossella E Nappi, Kimball A Johnson, Petra Stute, Wendy Wolfman, Martin Blogg, Marci English, Antonia Morga, Ludmila Scrine, Emad Siddiqui, Faith D Ottery, 14th European Congress on Menopause and Andropause (EMAS); May 3-5, 2023; Florence, Italy
11. Understanding Attitudes, Beliefs, and Behaviors Surrounding Menopause Transition: Results From Three Surveys, Gloria Richard-Davis, Andrea Singer, Deanna D. King, and Lisa Mattle, *Patient Relat Outcome Meas*. 2022 Dec 14;13:273-286. doi: 10.2147/PROM.S375144, PubMed: <https://pubmed.ncbi.nlm.nih.gov/36540377/> PMID: 36540377