

OCTOBER 2023

2023 Corporate Values & Sustainability Report

EXELIXIS[®]

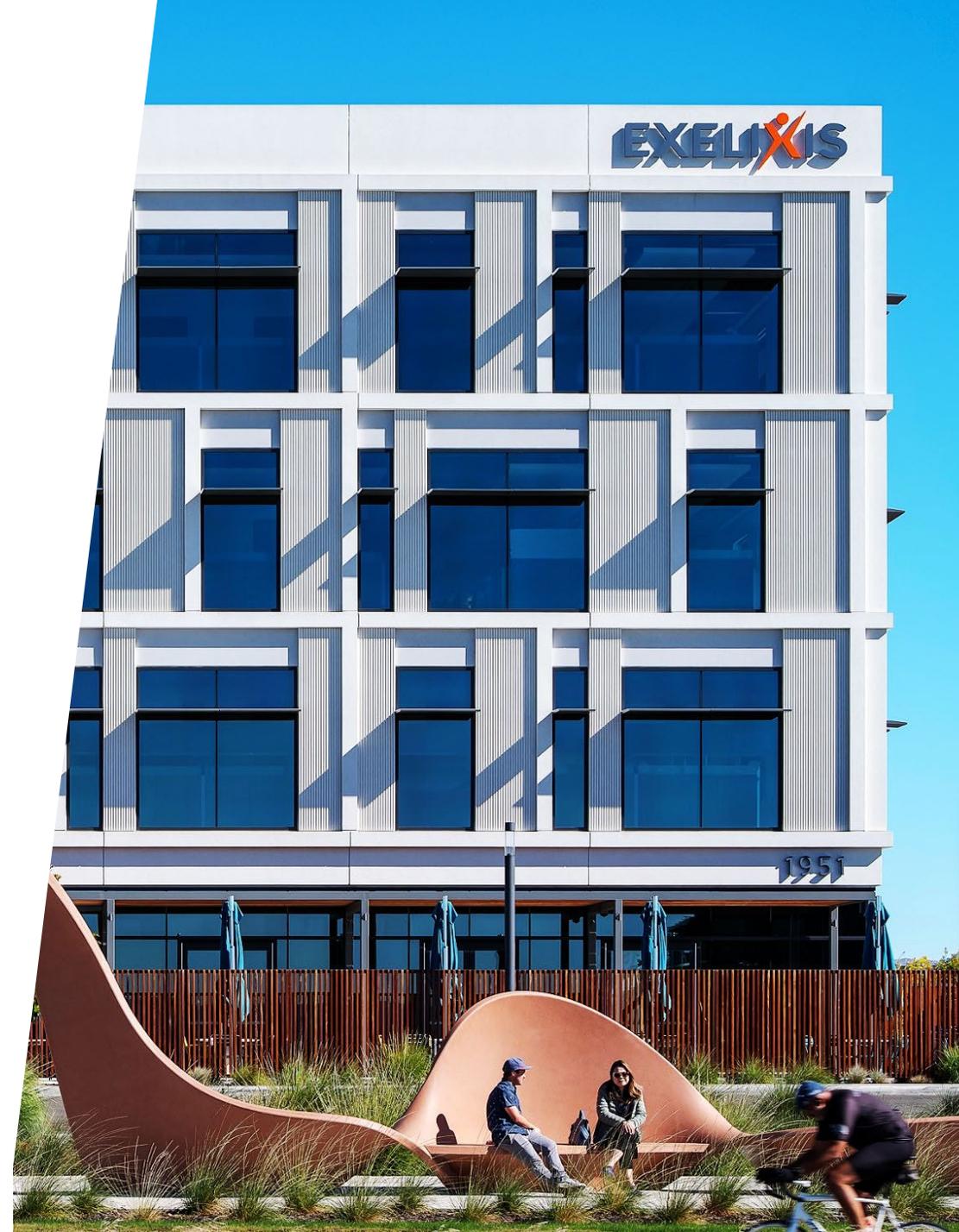


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Letter From Our CEO

At Exelixis, cancer is our cause. The opportunity to contribute to the discovery, development and commercialization of new medicines that can improve the standards of care for patients in areas of unmet medical need is why we come to work each and every day. It drives our stewardship of the global cabozantinib franchise, which benefits tens of thousands of patients annually, and it fuels the buildout of our growing and promising pipeline of potential new therapies. Simply put, we seek to deliver lasting, positive change in oncology to give patients more hope for the future.

As we pursue our cause, we're also committed to building a business that contributes positively on national and community levels. That's why I'm excited to share the company's latest Corporate Values & Sustainability Report, which tracks our business practices and activities relating to four core environmental, social and governance (ESG) themes introduced last year. Since the 2022 report, we've made strong progress in:

- **Access to Innovative and Safe Cancer Medicines:** We expanded our Inclusiveness Initiative, which seeks to increase the number of patients from underrepresented populations across Exelixis clinical trials, drawing on early successes to inform recruitment strategies for ongoing pivotal studies. We also launched a new website for Exelixis Access Services (EASE), our umbrella of support programs in the U.S. aimed at ensuring no patient goes without our medicines for financial reasons.
- **Community Engagement and Advocacy:** Exelixis employees have supported more than 1,200 nonprofit organizations in the communities where they live and work since the inception of our Employee Giving and Employee Volunteer programs. This includes

notable partnerships with organizations such as Life Science Cares Bay Area, Cancer Support Community San Francisco Bay Area and the Alameda County Community Food Bank.

- **Our People and Culture:** We prioritized building our collective strength as a team by enhancing our employee development and benefit programs. Learnings from our in-person and electronic interactions with employees concerning Diversity, Equity and Inclusion (DEI) informed new programming for our employee resource groups, including guest speakers, cultural celebrations and community engagement.
- **Environmental Management:** In 2022, we implemented a system that tracks the company's energy and natural gas usage. Our largest building at our Alameda campus, 1951 Harbor Bay Parkway, also received a prestigious LEED BD+C Gold Certification through the U.S. Green Building Council, which recognizes how well our building addresses carbon, energy, water, waste, transportation, materials, health and indoor environmental quality.

These are just a few of the highlights of an impactful year; for more details, I encourage you to review the report in full. Thanks for your interest in these initiatives, which are an essential component of our overall strategy to create sustained value for all of Exelixis' stakeholders.

Sincerely,

Michael M. Morrissey, Ph.D.

President and Chief Executive Officer, Exelixis

October 2023



About Us

Exelixis is a globally ambitious oncology company innovating next-generation medicines and regimens at the forefront of cancer care. Powered by bi-coastal centers of discovery and development excellence, we are rapidly evolving our product portfolio to target an expanding range of tumor types and indications with our clinically differentiated pipeline of small molecules, antibody-drug conjugates and other biotherapeutics.

This comprehensive approach harnesses decades of robust investment in our science and partnerships to advance our investigational programs and extend the impact of our flagship commercial product, CABOMETYX® (cabozantinib). Our discovery efforts have also resulted in three other commercially available products, COMETRIQ® (cabozantinib), COTELLIC® (cobimetinib) and MINNEBRO® (esaxerenone), and we have entered partnerships with leading pharmaceutical companies to bring these important medicines to patients worldwide. Exelixis is driven by a bold scientific pursuit to create transformational treatments that give more cancer patients hope for the future.

The Exelixis Credo

We drive for results, so patients can survive and thrive.

We are resilient in the face of adversity, and tireless in advancing our science.

We celebrate our long history of prolific drug discovery and rigorous drug development.

We unite to launch innovative medicines for difficult-to-treat cancers.

We exist to give people hope — one drug, one patient at a time.

We are Exelixis.



Our Approach to ESG

Exelixis' mission is to help cancer patients recover stronger and live longer. As we strive to extend and improve cancer patients' lives, we also recognize the need to contribute positively to the world in which we operate and the communities where we live and work. To that end, each Exelixis employee is expected to commit to the highest standards of ethical behavior and maintain values and principles that reflect both global awareness and sustainability. This means integrating environmental, social and ethical governance considerations directly into our research and development (R&D) projects and business operations as we strive to create sustained value for all our stakeholders.

At Exelixis, we view everything we do through the lens of delivering for our patients, and our ESG programs align with this socially oriented mission. We have organized the overview and discussion of our activities in this report with four core ESG themes:

- 1 Access to Innovative and Safe Cancer Medicines
- 2 Community Engagement and Advocacy
- 3 Our People and Culture
- 4 Environmental Management

Underlying these ESG core themes are responsible business practices and an exacting focus on sound and ethical corporate governance, rooted in the core corporate values reflected in our Corporate Code of Conduct (available at ir.exelixis.com/exelixis-corporate-code-conduct).

These are:



Be Exceptional

Take the right action and lead others to do the right thing at the right time in the right way.



Excel for Patients

Innovate to design solutions and remove barriers to show how much we care.



Exceed Together

Apply rigor, resourcefulness and respect to maximize opportunities and deliver impactful results.

Unless specified otherwise, this report reflects our current state as of June 30, 2023. To ensure a focus on the ESG topics most relevant to our stakeholders, we leveraged key ESG frameworks and standards to guide our reporting, notably the United Nations Sustainable Development Goals (UN SDGs) and the Sustainability Accounting Standards Board (SASB) Standards, now part of the International Sustainability Standards Board. More information about our alignment to these can be found in the "Frameworks and Standards" section at the back of this report. We have also indicated alignment to specific sustainable development goals throughout the report.



2023 EXELIXIS HIGHLIGHTS

1

No patient prescribed our medicine goes without for financial reasons

2

Employee Giving and Volunteer programs enable our employees to give back to more than 1,200 nonprofit organizations in our community

3

Enhanced employee development and benefits programs and progress on DEI initiatives help us grow our strong culture of diversity and inclusion

4

Our new sustainability systems, designed to increase energy efficiency and reduce waste, allow us to conduct business in a way that respects our environment and the Earth's changing climate

1

Access to Innovative and Safe Cancer Medicines

Exelixis can only accomplish its mission to help cancer patients if the medicines it discovers and develops are innovative and fulfill unmet medical needs.

Furthermore, those medicines must be of the highest quality, have an acceptable safety profile, be available expeditiously when prescribed by healthcare professionals (HCPs) and be accessible to cancer patients that would otherwise go without it due to lack of insurance or inability to pay.



Discovering New Treatment Options

Powered by bi-coastal centers of discovery and development excellence, Exelixis is working to evolve its product portfolio rapidly to target an expanding range of tumor types and indications. This comprehensive approach harnesses nearly 30 years of investments and partnerships that produced our flagship molecule, cabozantinib, resulting in our commercial products CABOMETYX and COMETRIQ.

We plan to continue supporting the ongoing investigation of cabozantinib in phase 3 trials for new indications and the advancement of a broad array of diverse biotherapeutics and small molecule programs for the treatment of cancer exploring multiple modalities and mechanisms of action. Of the clinical-stage assets that have emerged from our drug discovery and preclinical activities thus far, the furthest along are zanzalintinib, an oral tyrosine kinase inhibitor, and XB002, an ADC that targets tissue factor. Both of these assets are next-generation approaches that build on prior clinical experience, which we believe reduces program risk.

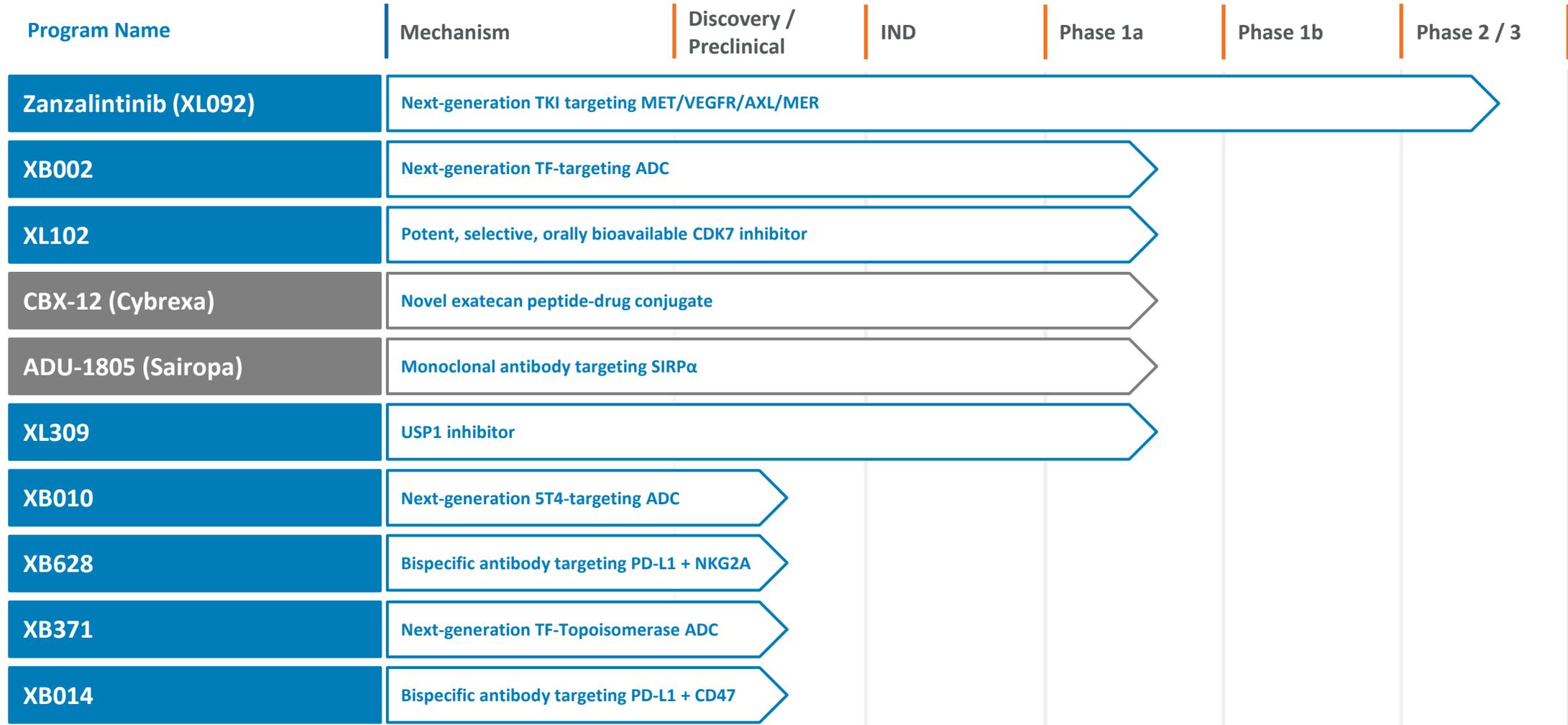
We are also focused on conserving cash and managing risks of clinical failure by in-licensing or securing options to acquire other investigational drug candidates from third parties if those assets demonstrate evidence of clinical success. Examples of this approach are: CBX-12 (alphalex™ exatecan), a clinical-stage, first-in-class peptide-drug conjugate invented by Cybrexa Therapeutics that utilizes Cybrexa's proprietary alphalex technology to enhance the delivery of exatecan, a highly potent, second-generation topoisomerase I inhibitor, to tumor cells; ADU-1805, a clinical-

stage and potentially best-in-class monoclonal antibody developed by Sairopa; and XL309 (formerly ISM3091), a potentially best-in-class small molecule inhibitor of USP1 in-licensed from Insilico Medicine that has potentially broad applicability in BRCA-mutant tumors.

In addition to the development candidates we designated in the second half of 2022, including XB628 and XB371, we anticipate advancing up to five new development candidates into preclinical development before the end of 2023. These promising candidates utilize diverse mechanisms of action and modes of therapy, providing multiple pathways for us to improve outcomes for a larger number of patients with cancer.



Robust Pipeline Beyond Cabozantinib



Investment into R&D

We have a disciplined approach to R&D and assess assets through all stages of development, advancing only those programs that meet our rigorous standards. R&D investment comprised 55% of our total revenues in fiscal year 2022. We leverage a diverse set of external collaborators and partners to advance a broad development effort in an efficient and cost-effective manner.

Biopharmaceutical R&D requires extensive investment because the process of discovering, refining and testing compounds for safety and efficacy is long and labor-intensive. On average, it can take over 10 years to develop a single new medicine.¹

Across the industry, companies test thousands of compounds in the laboratory, but only a handful of those compounds are advanced to clinical trials in cancer patients. Hundreds of patients are typically enrolled in clinical trials to assess a drug candidate's safety and efficacy, and the data from these trials are reviewed by

independent regulatory agencies, such as the U.S. Food and Drug Administration (FDA) and the European Medicines Agency, in an iterative process. Fewer than 12% of the investigational medicines that make it into phase 1 clinical trials ultimately receive regulatory approval.¹ To date, four products discovered by Exelixis have gone through this rigorous process and been approved for sale: CABOMETYX, COMETRIQ, COTELLIC and MINNEBRO. The revenue generated from the sale of these commercialized products by us and by our international collaboration partners helps to fuel the discovery and development of the next generation of drug candidates for cancer patients.



Safe and Ethical Clinical Trials

Exelixis conducts its sponsored clinical trials with the highest ethical standards. To that end, we are committed to full compliance with international guidelines such as the International Conference for Harmonisation (ICH) and Good Clinical Practice (GCP), as well as local health authority requirements.

Clinical Site Assessment and Compliance

Site selection procedures and routine monitoring are critical to the safety and reliability of our clinical operations. Prior to initiating operations at any clinical site, we assess its resources and clinical trial experience to determine the suitability of facilities, staff and equipment. Every site and clinical trial undergo a vigorous vetting process to ensure scientific quality and regulatory compliance.

Once a trial begins, we conduct routine monitoring at each study site to ensure protocol and GCP adherence, site quality, and patient safety and rights. The Exelixis Quality Assurance team conducts risk-based, independent site audits for each study. Our internal audit program assesses all sites for baseline risk, and the frequency of site audits is determined according to relevant risk factors.

We actively monitor for breaches of GCP standards, misconduct or violations of patient rights or safety. Should any such breach occur, we assess and report to the FDA and comparable authorities in other countries if warranted.

Patient Safety

Patient safety is of the utmost importance at Exelixis. We provide patients with all the information necessary to make an informed decision as to whether to participate or continue participation in a clinical study. In particular:

- ▶ Patients must provide informed consent via signature before they can be enrolled in a clinical study. The information provided to patients in this process must be reviewed and approved by the local or central Institutional Review Board and by independent ethics committees monitoring the trial
- ▶ Informed consents are updated as new information becomes known during a trial, and we review informed consents at least once per year to determine whether changes are needed

We believe this system of keeping patients informed on an ongoing basis is critical for patient safety as we continue to develop innovative treatments for various types of cancers.

Publication of Clinical Trial Results

We comply with regulatory requirements in the publication of clinical trial results through the U.S. National Library of Medicine. Please visit <https://clinicaltrials.gov/> for further information on our published clinical activities.

Safe and Ethical Clinical Trials

Diversity in Clinical Trials

At Exelixis, we aim to serve patients around the world across all racial and ethnic communities, including those who have been underrepresented in clinical trials. Placing a priority on inclusive clinical trial design and implementation may help to improve the applicability and accessibility of treatments for key affected populations.



Among patients participating in all of the clinical trials that led to U.S. FDA oncology approvals in 2022, between 0% and 8% were Black or African American, and between 1.7% and 12% were Hispanic or Latino.² Our “Inclusiveness Initiative,” a cross-functional collaboration within our Clinical Operations, Medical Affairs and Clinical Development teams, is aimed at improving representation of diverse communities in Exelixis-sponsored clinical trials. The objectives of the Inclusiveness Initiative are to identify and implement solutions to increase the number of patients from underrepresented populations in all phases of Exelixis clinical trials.

Some of the steps we have taken to enhance the participation of underrepresented communities in our clinical trials include:

- ▶ Hiring a Patient Recruitment Strategy Director in August 2023, responsible for enhancing clinical trial design and recruitment to improve representation of diverse and underserved patient populations in our trials
- ▶ Selecting clinical trial sites in proximity to underrepresented populations
- ▶ Preparing multilingual materials to educate patients about each clinical trial
- ▶ Utilizing social media techniques and digital marketing channels to further outreach to patient communities

Safe and Ethical Clinical Trials

CONTACT-02

We piloted the Inclusiveness Initiative in prostate cancer because it disproportionately impacts the Black community. Black men are 1.7 times more likely to be diagnosed with prostate cancer than white men, and 2.1 times more likely to die from the disease.³ For CONTACT-02, our ongoing phase 3 pivotal study of cabozantinib in combination with atezolizumab in metastatic castration-resistant prostate cancer, we performed a geographic population analysis of Black men in the U.S. to evaluate the distribution of our clinical trial sites. Additionally, we provided our sites with patient-friendly trial overviews in multiple languages, translated our U.S.-based patient website into Spanish and tailored the messaging of our email and advertising outreach awareness campaigns in the U.S. by driving viewers to the inclusivity pages of our website, all to help boost enrollment from underrepresented populations, including Black and Hispanic populations. The increased participation from underrepresented populations we have witnessed in CONTACT-02 confirmed the importance of considering the capacity to recruit a diverse patient population when selecting sites for a clinical study.

STELLAR³⁰³

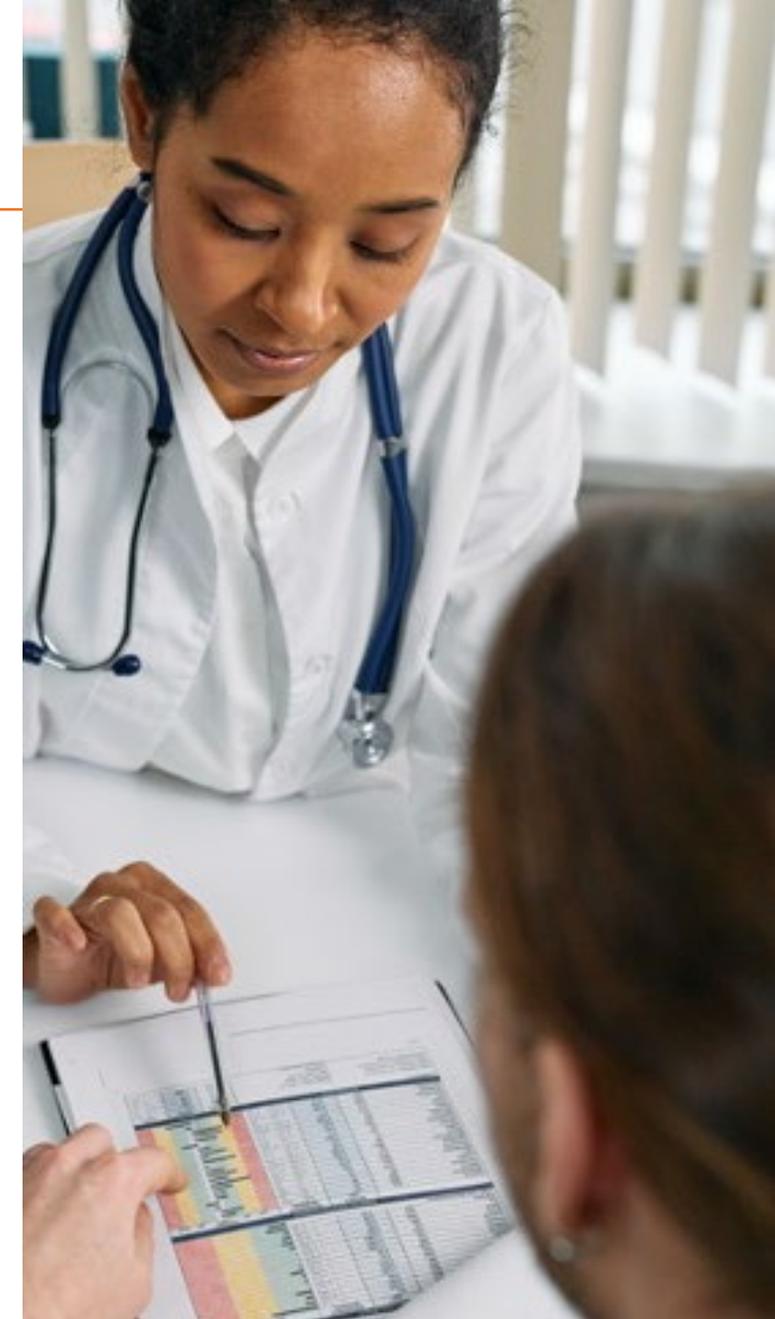
To advance our commitment to health equity in our clinical trials, we established a diversity plan for STELLAR-303, our ongoing phase 3 pivotal study of zanzalintinib in combination with atezolizumab in metastatic colorectal cancer. The diversity plan for STELLAR-303 helps fulfill the goals of the Inclusiveness Initiative by translating patient-friendly educational materials into local languages and engaging local U.S. communities to provide trial education for racial and ethnic minority communities near trial sites. We took learnings from the CONTACT-02 trial and collaborated with a community outreach vendor and our clinical research organization (CRO) to select sites in the U.S. in areas with high minority populations for recruitment via geo-mapping and feasibility questionnaires that included questions specific to diversity. For select sites in the U.S., we are leveraging social media influencers respected by Black communities to educate potential patients about the trial. **Through these tactics, as of the date of this publication, we have surpassed our target goal of recruiting 25% of participants from underrepresented communities, including Black or African American, Hispanic or Latino, and Asian people.**

Safe and Ethical Clinical Trials

STELLAR 304

We are continuing our commitment to make progress toward racial equity in clinical research with **STELLAR-304**, our ongoing phase 3 study of zanzalintinib in combination with nivolumab in non-clear cell renal cell carcinoma. The diversity plan for STELLAR-304 builds on the tactics we have used in CONTACT-02 and STELLAR-303. We continue to develop patient-friendly educational materials in multiple languages and select clinical trial sites based on responses to diversity-focused feasibility questionnaires. In addition, we are conducting regular assessments of diversity targets against goals. To build trust and relationships in the community, we are collaborating with the CRO to deploy a clinical trial educator to engage with trusted HCPs and patient groups in the communities near our trials.

In keeping with the goals of our Inclusiveness Initiative, we are collecting input from key opinion leaders on cancer clinical trial representation, including from a DEI-focused advisory board. We intend to educate our internal teams on the existing barriers and identify immediate and long-term interventions that can be implemented by Clinical Development, Clinical Operations, Public Affairs and Medical Affairs teams to increase enrollment of underrepresented patient populations in all phases of clinical research supported by Exelixis.



Supporting Patients

As a leading cause of death worldwide, cancer accounts for almost 10 million deaths annually.⁴ On top of the hardships of illness and recovery, patients with cancer frequently contend with financial obstacles to accessing the best care available to treat their illness. Every cancer patient deserves the opportunity to obtain care optimized for them, and we believe biopharmaceutical companies should strive to make therapies accessible upon prescription by an HCP.

Access and Affordability

At Exelixis, our core corporate values call upon us to **"Be Exceptional"** in what we do and how we lead, **"Excel for Patients"** by going the extra mile to work on their behalf and **"Exceed Together"** both as a business and contributor to the scientific community. We work tirelessly and dedicate substantial financial resources in our mission to offer patients high-quality and effective cancer treatments with acceptable safety profiles.

Once our products are commercially available, we aim to maximize patient access by providing discounts and rebates to public and private insurers and safety net providers with the expectation that intermediaries in the pharmaceutical supply system, such as pharmacy benefit managers (PBMs), will pass those discounts and rebates through to patients. We are resolute in our voluntary commitment that no patient prescribed an Exelixis medicine will go without it due to lack of insurance or inability to pay. For such patients, we provide financial assistance, if permitted, or provide the patient with the drug at no cost, if they meet all specific program eligibility criteria.

For the pricing of our products, we consider several factors:

- ▶ How to expand appropriate patient access to Exelixis products while balancing substantial investments necessary to maximize our chance of discovering, developing and commercializing the next generation of innovative therapies
- ▶ The value proposition offered by each of our products, including relevant healthcare economic information connected with product use and the strength of the product's clinical data relative to other approved and late-stage investigational products in the same therapeutic category
- ▶ The prices and formulary positioning of competing cancer therapies
- ▶ Manufacturing costs that enable us to produce medicines of the highest quality for our patients, while supporting a robust global supply chain and ongoing continued enhancement of our manufacturing operations

Supporting Patients

Patient Assistance

We provide our approved medicines at no cost to uninsured and underinsured patients who meet financial qualifications and also provide copayment and coinsurance assistance to eligible commercially insured patients.

Exelixis Access Services (EASE) is the umbrella of programs under which we provide a variety of support to help patients commence therapy with an Exelixis product as soon as possible following prescription by an HCP. EASE Case Managers serve as a single point of contact for HCPs and their patients, providing the information necessary to navigate access to these services and programs.

Patients benefit from a variety of services, including:

- ▶ **The Free Trial Program** that provides eligible patients with quick access to CABOMETYX at no cost after a prescribing decision has been made and while their payer coverage is being investigated. Patients can receive product as soon as the next day.
- ▶ **The EASE Co-Pay Program** that assists commercially insured patients with out-of-pocket medication costs. Eligible patients will pay as little as \$0 per month.
- ▶ **The EASE Patient Assistance Program (PAP)** that enables eligible uninsured and underinsured patients to receive their medication free of charge.
- ▶ **Clinical outreach and support services** that connect oncology nurses or other HCPs with patients enrolled in PAP to help them understand how to take their medicine and mitigate side effects.

We are proud of our EASE programs and believe that by providing these services, we make it easier for patients to continue to take their Exelixis medications as their prescribing HCPs have determined to maximize their potential medical benefits. Since the initiation of EASE in 2016:

- ▶ **Nearly 10,000** patients have enrolled into each of the EASE PAP and the EASE Co-Pay Program

While we believe the best way for a patient to have access to an investigational medication is via a clinical trial, patients who are not eligible for enrollment in a clinical trial may be able to access an investigational medication through PAP. For more information, please visit our Patient Access website at <https://www.ease.us/>.



Facilitate access to treatment

- ▶ 30-day free trial program
- ▶ Dose exchange program

Determine eligibility for financial assistance offerings

- ▶ Co-Pay Program
- ▶ Patient Assistance Program (PAP)

Confirmation of coverage and out-of-pocket responsibility

- ▶ Benefits investigations
- ▶ Prior authorization assistance
- ▶ Appeals support and follow-up

Product Quality and Patient Safety

As reflected in our Code of Conduct, patient well-being is a top priority for every employee at Exelixis. Our Quality Policy and Quality Manual are designed to ensure our products are developed in compliance with regulated Good Practice (GxP) guidelines.

All new hires receive training on the Quality Policy so that every Exelixis employee, regardless of job function, understands that they play a role in protecting patient wellness. The Quality Manual describes the principles and framework of the Exelixis Quality Management System (QMS), which supports the development, clinical evaluation, pharmacovigilance, clinical and commercial manufacturing, and post-marketing surveillance of pharmaceutical products throughout the product lifecycle. All employees and consultants working within the QMS or otherwise operating GxP functions are required to review and adhere to the standards set forth in the Quality Manual.

Product Quality

We audit our internal processes across departments and functions with qualified independent Quality Assurance auditors in order to critically assess our capabilities and evaluate our adherence to required policies, processes and procedures. The QMS aligns with the ICH guidelines as well as multiple local health authority regulations. The performance of our QMS, as defined in the Quality Manual, is assessed by senior quality professionals at quarterly Quality Council meetings. Audit metrics are presented at meetings of the Quality Council to review trends, potential actions and continuous improvement activities. As described in more detail below, the Quality Council reports to the Exelixis Ethics Committee, a governance feedback mechanism that helps us follow through on the integrity and ethical standards set by our Board of Directors and leadership.

To help identify emerging quality and safety concerns, we maintain a stability program to track and trend product issues with an appropriate escalation path. We perform ongoing, routine signal detection for all marketed and development products. We also conduct annual product quality reviews, which drive corrective action or feedback to contract manufacturing organizations (CMOs) and identify any emerging issues.



Product Quality and Patient Safety

Patient Safety

We proactively monitor the safety profile of our products through their entire lifecycle, from preclinical and clinical development through the post-market experience, and develop risk management and communication strategies designed to ensure the safety of the patients treated with them.

The Exelixis Benefit-Risk Executive Committee is responsible for reviewing product benefit-risk assessments. Membership in the committee includes the Chief Medical Officer and heads of all major, relevant departments (e.g., Global Patient Safety, Clinical Development and Regulatory Affairs), as well as other employees on an ad-hoc basis.

We have set up the necessary safety data collection and exchange from global partners through our Global Safety Database (GSDB). The GSDB compiles, integrates and produces reports of adverse event data from all sources (e.g., clinical trials, post-marketing reports made through our channels and otherwise, literature sources and regulatory authorities). It is used to collect, monitor, store, assess, analyze and report clinical trial serious adverse events and post-marketing adverse events.

All employees are trained annually on how and when to report adverse events, with the objective that every Exelixis employee, regardless of job function, understands the minimum requirements for adverse event reporting.

Exelixis collects various types of safety data relating to adverse events and special situations pertaining to our products in order to:

Maintain comprehensive safety profiles on our medicinal products

Help keep patients safe and HCPs informed

Analyze aggregate data for potential safety signals

Meet our regulatory reporting obligations

Maintain Exelixis' integrity



Product Quality and Patient Safety

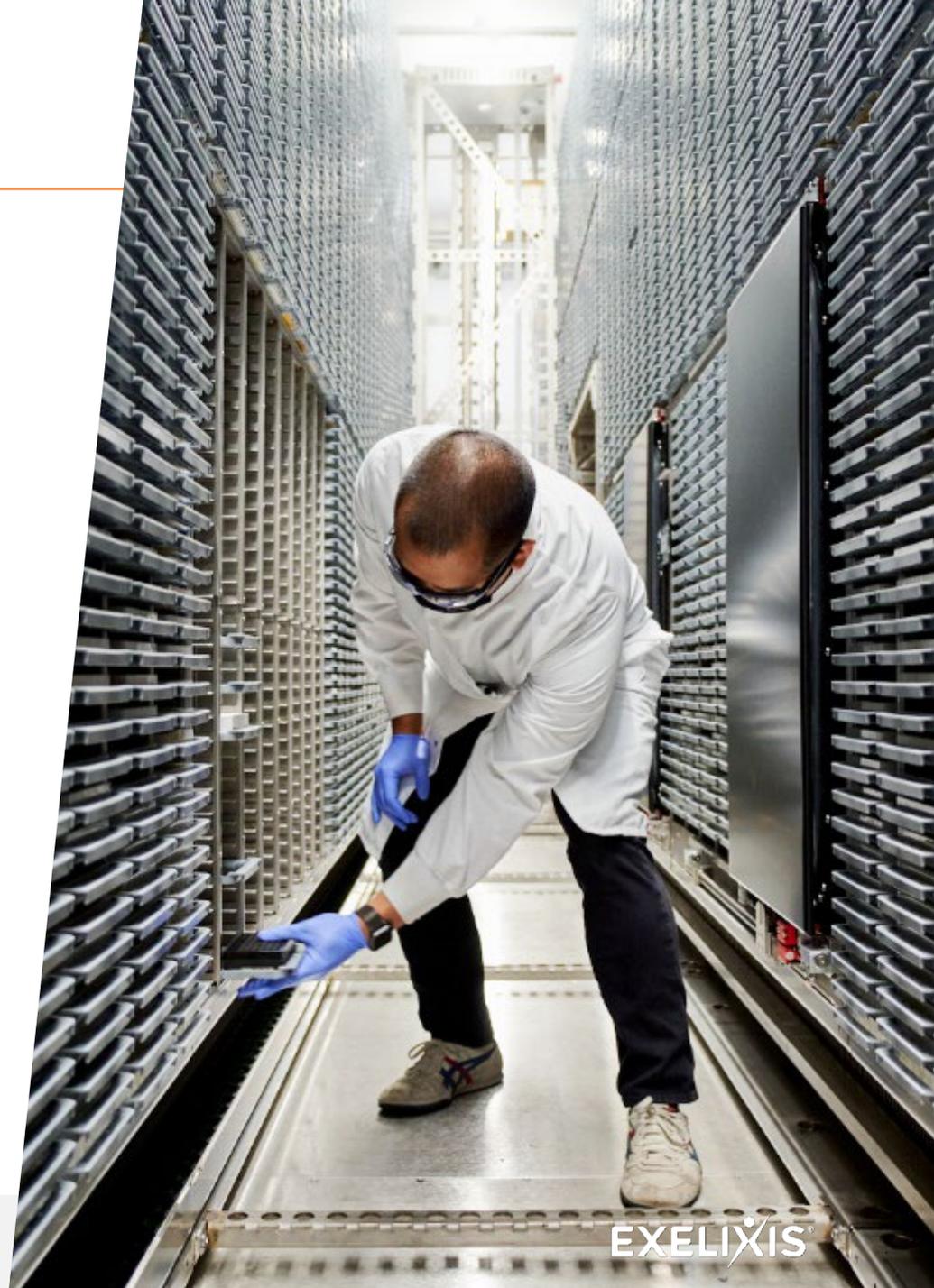
Product Integrity and Tracking

Our patients trust that we will protect their health, and we are ready to act immediately and comprehensively to protect them should the need arise. Above all, we strive to help keep patients safe and HCPs informed, while continuously looking to meet our global regulatory reporting obligations and maintain Exelixis' corporate integrity.

We strive to safeguard the integrity of Exelixis products with careful anticounterfeiting and serialization practices. In accordance with the Drug Supply Chain Security Act (DSCSA), every unit of a finished Exelixis product is given a unique serial number, creating a data chain that allows us to track that unit across our supply chain. We regularly review and revise our procedures to ensure compliance with the DSCSA.

We have a robust process to assess incoming product complaints. The Exelixis Quality Assurance organization partners with Global Patient Safety and other teams to assure that complaints related to safety are resolved in a timely manner.

Our system for the management of product recalls entails internal procedures, terms and requirements with our suppliers, and communication to the proper authorities in the event it should be necessary. Although we have never had the need to conduct a product recall, we conduct mock recalls (either ourselves or with our partners) to confirm pertinent processes remain ready and robust.



2

Community Engagement and Advocacy

Beyond serving patients by developing innovative medicines, at Exelixa we recognize the importance of connecting with other stakeholder groups. These include communities in which our employees live and work and like-minded organizations that are dedicated to improving cancer care, education, outreach and advocacy. Through our giving initiatives, we extend our impact and create partnerships to benefit patients and the HCPs and researchers championing their care.

We fund educational requests, sponsorships and charitable organizations, and support employee giving and volunteerism with a generous and caring spirit, knowing that together we can do more for all the communities we serve.



Industry,
Innovation &
Infrastructure

Employee Giving and Volunteer Programs (EGVP)

To build on our longstanding value of giving back to our local communities, we offer two meaningful programs to our employees — the Exelixis Employee Giving and Volunteer Programs — that provide opportunities for our team to make a purposeful impact in communities where they live and work.



Employee Giving Program

The Employee Giving Program doubles the impact of employee donations to philanthropic and community organizations that are important to them. Our employees support hundreds of different organizations each year — with focus areas ranging across a broad spectrum of causes.

Employee Volunteer Program

In 2022, we launched the Exelixis Employee Volunteer Program to complement our Employee Giving Program, with a focus on giving back to the communities where we live and work in a meaningful way. Both programs are open to all regular, full-time and part-time employees, and eligibility to participate starts on day one of employment.

Since the inception of these programs, Exelixis employees have supported more than 1,200 nonprofit organizations at the local, regional and national levels.

To encourage participation in the Employee Giving and Volunteer Programs, employees receive the following benefits, which help Exelixis maximize our community impact:

Company Monetary Match

- ▶ 1:1 company donation match up to \$2,000 for eligible charities per year

Volunteer Time Off

- ▶ 25 hours of paid time off per year to support volunteer work in the local community

Volunteer Rewards

- ▶ Rewards earned for every hour volunteered
- ▶ Rewards for serving on a nonprofit board

Select EGVP Spotlight

Alameda County Community Food Bank (ACCFB)

Exelixis employees have provided support to ACCFB through our EGVP, including by participating in team volunteer events at the organization and by providing charitable donations to support its mission. Employees have utilized their volunteer time off at the food bank on several occasions to help sort produce and vegetables for the ACCFB's nearly 400 community partners that distribute food boxes throughout Alameda County.



Helping Build a More Inclusive World

As we develop therapies to help cancer patients recover stronger and live longer, we apply the same results-driven mindset to enhance the communities in which we live and work. In late 2022, Exelixis launched eight employee resource groups (ERGs) completely managed by Exelixis employees. One of these ERGs, EXELability, empowers and celebrates those with disabilities and promotes an inclusive and supportive work environment. Moreover, in 2023, in collaboration with the Exelixis EGVPs and the Exelixis Charitable Contribution Program, EXELability launched a partnership with the Special Olympics Northern California (SONC). More than two dozen Exelixis employees joined the SONC at its 2023 5K/10K Polar Plunge race in San Francisco and its 2023 Summer Olympic Games in Santa Clara, California. Employees managed the swimming competition at the Summer Games in addition to fundraising for the organization. Exelixis also invited SONC athletes to speak to employees about the impact of SONC and its programs during a quarterly speaker series presentation.



In 2022 and 2023, Exelixis employees gathered on campus for volunteer events for these local nonprofit organizations, and together they:

- ▶ Assembled nearly **1,000 STEM (Science Technology Engineering Mathematics) kits** benefiting children attending the Ayudando Latinos a Soñar summer programs in Santa Cruz
- ▶ Assembled more than **2,500 reusable bags** filled with nonperishable meals and snacks for children in the San Francisco Bay Area and greater Philadelphia area with help from the national nonprofit organization Blessings in a Backpack
- ▶ Hosted **three blood drives** with the Stanford Blood Center, collecting more than 100 units of lifesaving blood
- ▶ Built nearly **150 bird houses** in recognition of Earth Day, which were then delivered to Girls Inc. of the Island City, Franklin Elementary School and Edison Elementary School in Alameda, CA, and the Boys and Girls Club of Philadelphia to decorate and learn about the importance of birds to the health of our ecosystem
- ▶ Assembled more than **2,000 hygiene kits** filled with supplies such as soap, toothbrushes, toothpaste and other essentials for GLIDE in San Francisco and La Clínica in Oakland

Patient Advocacy

Exelixis is committed to raising awareness of health-related cancer issues and providing the public with accurate and appropriate information, assistance and/or education on the prevention, diagnosis and treatment of disease. Guided by our Policy on Interactions with Patients and Patient Advocacy Groups, our employees interact with patients, caregivers and patient advocacy groups to further public health and raise awareness and understanding concerning the forms of cancer treated by Exelixis products and the different types of treatment available.

The following are examples of nonprofit patient advocacy organizations that Exelixis supports through its charitable contribution program:

- Academy of Oncology Nurse & Patient Navigators (AONN+)
- American Cancer Society
- American Cancer Society Cancer Action Network
- American Liver Foundation
- Blue Faery: The Adrienne Wilson Liver Cancer Association
- Cancer Support Community San Francisco Bay Area
- CancerCare
- Conquer Cancer, the ASCO Foundation
- Family Reach
- Friends of Cancer Research
- Global Liver Institute
- International Kidney Cancer Coalition
- KCCure (Kidney Cancer Research Alliance)
- Kidney Cancer Association
- Kidney Cancer Coalition (KidneyCAN)
- National Alliance for Caregiving
- National Health Council
- National Kidney Foundation
- NCCN Foundation
- ThyCa: Thyroid Cancer Survivors' Association
- Urology Care Foundation

Select Partnership Spotlights



Academy of Oncology Nurse & Patient Navigators (AONN+) Cancer Advocacy & Patient Education (CAPE) Initiative

Exelixis supported AONN+'s forthcoming CAPE Initiative for renal cell carcinoma (RCC), a web-based library of best-practice information that HCPs in the RCC space can give to their patients and caregivers at each point of interaction throughout their treatment journey. This individualized resource library will help nurse navigators and HCPs empower newly diagnosed cancer patients to take an active role in managing their disease, resulting in an improved patient experience.



CancerCare My TrialList

Exelixis is a founding sponsor of CancerCare's [myTRIAList](#), an online educational platform that provides cancer patients and caregivers with comprehensive, accessible and understandable information about clinical trials to help them better manage their disease and gain access to the latest treatment advancements. The platform includes resources, such as a trial finder, educational materials and videos featuring trial investigators explaining the objectives of specific clinical trials, that will ultimately help guide patients' treatment decisions.



Kidney Cancer Association Women in RCC (WiRCC) Initiative

In 2023, Exelixis was the exclusive sponsor of the Kidney Cancer Association's WiRCC initiative launch. WiRCC was founded as a platform to support information and resource sharing between female HCPs focused on treating RCC. This unique program is an ongoing initiative that will help create a sense of community, greater diversity among HCPs and, ultimately, better patient care.



Cancer Support Community San Francisco Bay Area

Exelixis is a proud partner of the Cancer Support Community (CSC) San Francisco Bay Area, which provides group counseling, nutrition, exercise and educational programs for patients with cancer and their families at no cost. Exelixis provides support through our charitable Giving Program for the CSC's top fundraising events, including their annual Hope Walk and Gala. Each year, Exelixis employees come together to show their support for the organization's mission and to raise funds for its programs that serve cancer patients and their families in our local community.

Government Affairs and Public Policy

The voices of small and mid-sized innovative biopharmaceutical companies like Exelixis are rarely heard in national debates over prescription drug pricing and regulatory policy; while the role that these companies play in public health is underappreciated, it is outsized. These biotech companies are engines of discovery that drive critical advances in the fight against unmet medical needs in areas like oncology. Such companies account for the origination of 66% of U.S. FDA approvals since 2021 and often spend many years, and billions of dollars, attempting to develop a single prescription medicine, all at the company's own risk.⁵

Exelixis engages with key federal and state policymakers, patient advocacy groups and other industry stakeholders who share our interest in the promotion of a productive and healthy public health ecosystem. In 2019, Exelixis offered testimony during a hearing of the Health Subcommittee of the U.S. House of Representatives Energy & Commerce Committee on the critical contributions of small and mid-sized biotech companies to the development of novel, lifesaving medicines. Since the passage of the Inflation Reduction Act in 2022, Exelixis has continued to engage both Congress and federal health agencies on the implementation of the law and its potential impacts on Exelixis and the biopharmaceutical industry generally.

Today, Exelixis represents a clear voice in the debate over these important public policies, having helped to drive greater awareness and acknowledgment from legislators and policymakers of the important role played by emerging biotech companies in our nation's medical innovation ecosystem.

Examples of biotechnology advocacy organizations in which Exelixis participates as a corporate member include:

- American Association for Cancer Research
- American Society of Clinical Oncology
- Bay Area Council
- Biocom California
- Biotechnology Innovation Organization
- California Life Sciences
- National Association of Manufacturers

Stakeholder Engagement

In order to achieve our goal of delivering results and new medicines to improve outcomes for cancer patients, we rely on the partnership, support and commitment of several key stakeholder groups. Outreach is not limited to our Investor Relations & Public Affairs team; employees from our Marketing, Sales and DEI teams, along with members of senior management, also engage in stakeholder outreach. More information on how we engage with our stakeholders is included in the following table.

Stakeholder	Key Methods of Engagement	Outcomes
HCPs	<ul style="list-style-type: none"> • Forums and advisory groups • Industry conferences • Meetings • Newsletters • Press releases and corporate updates • Website and online channels 	<ul style="list-style-type: none"> • Community inclusion • Education • Goal achievement • Innovation and collaboration • Transparency
Patient Advocacy	<ul style="list-style-type: none"> • Advocacy conferences • Charitable contributions, sponsorships and medical education grants • Forums and advisory groups • Meetings • Website and online channels 	<ul style="list-style-type: none"> • Community inclusion • Education • Innovation and collaboration • Transparency
Investment Community	<ul style="list-style-type: none"> • Annual (10-K) and Quarterly (10-Q) Reports and Proxy Statement • Earnings calls/webcasts • Investor conferences • Industry conferences • Meetings • Non-deal roadshows • Other SEC filings • Press releases and corporate updates • Website and online channels 	<ul style="list-style-type: none"> • Access to management • Education • Goal of achieving appropriate valuation • Transparency
Employees	<ul style="list-style-type: none"> • Annual and midyear performance assessments • Company town halls and events • Exelixis’ Ethics Helpline • Employee Resource Groups • Surveys • Website and company intranet • Workshops and professional development courses 	<ul style="list-style-type: none"> • Employee retention, development and engagement • Employee education • Recruitment of diverse and high-quality candidates
Local Communities	<ul style="list-style-type: none"> • Community support donations and sponsorships • Employee Giving and Volunteer Programs 	<ul style="list-style-type: none"> • Community support • Employee engagement
Federal and State Legislators, Policymakers, Regulators	<ul style="list-style-type: none"> • Congressional briefings • Direct lobbying • Engagement with industry trade associations and coalitions • Formal regulatory comments 	<ul style="list-style-type: none"> • Educating policymakers and legislators • Promoting manufacturer transparency • Improving public policies
External Partners/Vendors	<ul style="list-style-type: none"> • Auditing/surveys on performance meetings 	<ul style="list-style-type: none"> • Goal achievement • Innovation and collaboration • Transparency

3

Our People and Culture

Exelixis nurtures a culture where all employees feel empowered to be their authentic selves. We respect and appreciate each employee's unique perspective and experiences, and believe that celebrating, encouraging and supporting both similarities and differences contributes to our company mission.

As a socially responsible company, we have included sustainability measures in our annual corporate goals that inform the compensation of our executive officers. In addition, during 2022 and 2023, we took into account feedback from our employees when advancing our DEI initiatives and enhancing our employee benefits programs, all of which are part of our broader efforts to cultivate a welcoming and inclusive professional environment as we continue to grow. We take pride in our core corporate values to Be Exceptional, Excel for Patients and Exceed Together, and we remain committed to fostering a culture where each and every employee feels a sense of belonging to the Exelixis team and our mission.



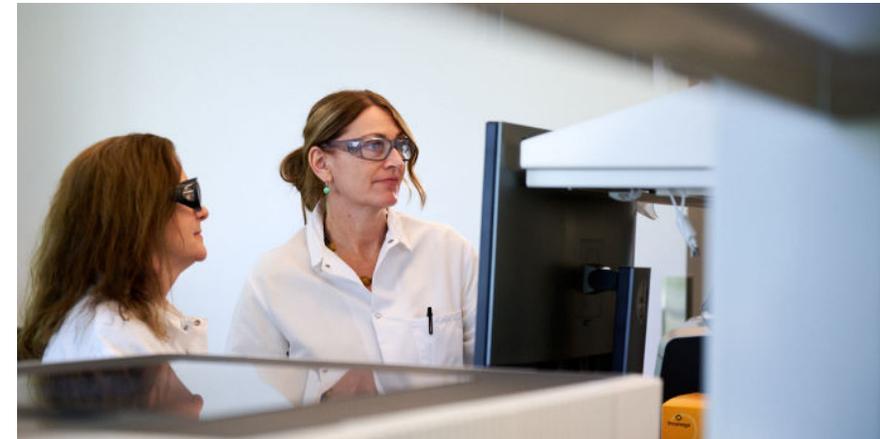
Our Workforce

As of June 30, 2023, we had **1,283** full-time equivalent employees, representing a **5%** increase in our employee workforce in the first six months of 2023 and a **34%** increase from the beginning of 2022. Of these employees, **636** are members of our R&D teams and **647** are members of our commercial, general and administrative teams. Of these employees, **232** hold Ph.D. degrees, **25** hold M.D. (or foreign equivalent) degrees, **36** hold Pharm.D. degrees and **122** hold other professional degrees such as a J.D. or M.B.A.

Employee Composition	FY 2020	FY 2021	End of FY 2022	As of June 30, 2023
Total headcount (# full-time employees)	773	954	1,223	1,283
Increase in employee workforce as compared to end of previous year (%)	25%	23%	28%	5%
Employees on R&D teams (#)	409	509	600	636
Employees on commercial, general and administrative teams (#)	364	445	623	647
Employee Degrees				
Employees with Ph.D., M.D., Pharm.D. degrees (#)	158	198	270	293
Employees with other professional degrees (#)	65	88	111	122

Talent Management

At Exelixis, we invest in building our collective strength as a team and are committed to promoting and maintaining a culture of respect and equal opportunity. Diversity will enhance our ability to achieve our mission.



Talent Recruitment, Compensation and Benefits

We understand the importance of attracting and retaining the right talent to help us achieve our mission. We provide generous compensation packages designed to attract and retain high-quality employees, and all of our employees are eligible for cash bonuses and grants of equity awards. We regularly evaluate our compensation programs with an independent compensation consultant and utilize industry benchmarking to ensure we are competitive with the biotechnology and biopharmaceutical companies with which we compete for talent. We utilize a third-party firm to conduct an annual pay equity analysis as part of our commitment to fair compensation for all employees; our most recent analysis demonstrated no gender- or ethnicity-based disparities and a gender pay parity ratio of 1:1. Factors such as job grade, education, title, tenure and managerial status were the primary variables impacting pay.

In addition, we are proud to provide a variety of programs and services to help employees meet and balance their needs at work, at home and in life, including an attractive mix of healthcare, insurance and other benefit plans. We deliver a benefits program that is designed to keep our employees and their families mentally, physically and emotionally healthy. This includes a wellness subsidy program, virtual and onsite fitness classes, adoption assistance, mental health coverage and subsidized commuter benefits. Our inclusive benefits are also designed to support family life with options like generous parental leave policies, grandparent leave, adoption, surrogacy and fertility programs, new parent and nursing mother support programs, mental health services, childcare tuition subsidy and tutoring services, dependent care for children and adults, family care coordination, pet insurance and more. For more information on our benefits programs, please visit <https://mybenefits.exelixis.com/>.



Talent Development

Through our Learning and Development team, we offer professional development courses ranging from technical training to competency-based workshops and leadership development programs facilitated by external partners who are experts in their respective fields. Examples of popular training topics include change management, business communications, conflict resolution, learning agility and developing managerial excellence. We specifically focus on providing support and onboarding programs for new leaders to accelerate their successful acclimation.

Managers also take an active role in identifying individualized development plans to assist employees in realizing their full potential and to create opportunities for promotions and added responsibilities that enhance the engagement and retention of our workforce.

Exelixis also offers a tuition reimbursement program to all full-time and part-time employees of up to \$5,250 of tax-free reimbursement per calendar year. We support certification programs and other professional development opportunities on an as-needed basis and encourage employees to champion their own learning.



Employee Engagement

We continually assess employee turnover, recruitment initiatives, compensation and benefits programs, safety in performing critical laboratory work, diversity and other matters relevant to human capital management. We review results of these assessments on a periodic basis with the Compensation Committee of our Board of Directors, which is charged with oversight of the development, implementation and effectiveness of our policies and strategies relating to human capital management.

During the past five completed fiscal years, our employee turnover has remained consistently below average for the U.S. life sciences industry.

Approximately 20% of our employees have been with us for more than five years, and many of our current employees have returned to Exelixis after working elsewhere. Our longest tenured employees have been with Exelixis for 25 years.



Diversity, Equity and Inclusion Spotlight

DEI is essential to help us continue to evolve as a collaborative, inclusive organization that celebrates our similarities and differences. We are early in our DEI journey, but we are fully committed to the ongoing process.

In 2021, we conducted an inclusion survey, which was completed by 100% of our employees, hired Exelisis' first DEI director and launched a formal DEI action plan, establishing the foundation for programs, goals and initiatives going into 2022 and beyond. We are proud to offer the following resources for our employees and look forward to adding more offerings as we continue to grow.

Employee Resource Groups (ERGs): Employee-founded and employee-led groups that provide space for those with common experiences, and their allies, to build community and improve employee experience by discussing important issues and providing support for each other. We currently have eight ERGs, including those for working parents, women, the Pan Asian community, LGBTQ+ community, project managers, people with disabilities, and the Latinx and Black communities. All ERGs are inclusive and open to participation by all employees.



DEI Advisory Committee: A group of diverse employee representatives dedicated to elevating our efforts to create and promote an inclusive culture at Exelisis to ultimately help the organization deliver on our mission of helping cancer patients recover stronger and live longer. As an interface between all employees and Exelisis executive leadership, the committee focuses on providing feedback on DEI initiatives, improving workplace climate and establishing anti-discrimination practices to enable all employees to feel valued, seen and respected. The committee's members represent multiple ethnic backgrounds, gender identities, departments, divisions, job levels and locations (Alameda, Greater Philadelphia area, field and remote). In 2023, the DEI Advisory Committee created a DEI mission statement for the company and also helped to establish a DEI floating holiday that employees can use to celebrate a holiday or observance of their choice without using personal vacation time.

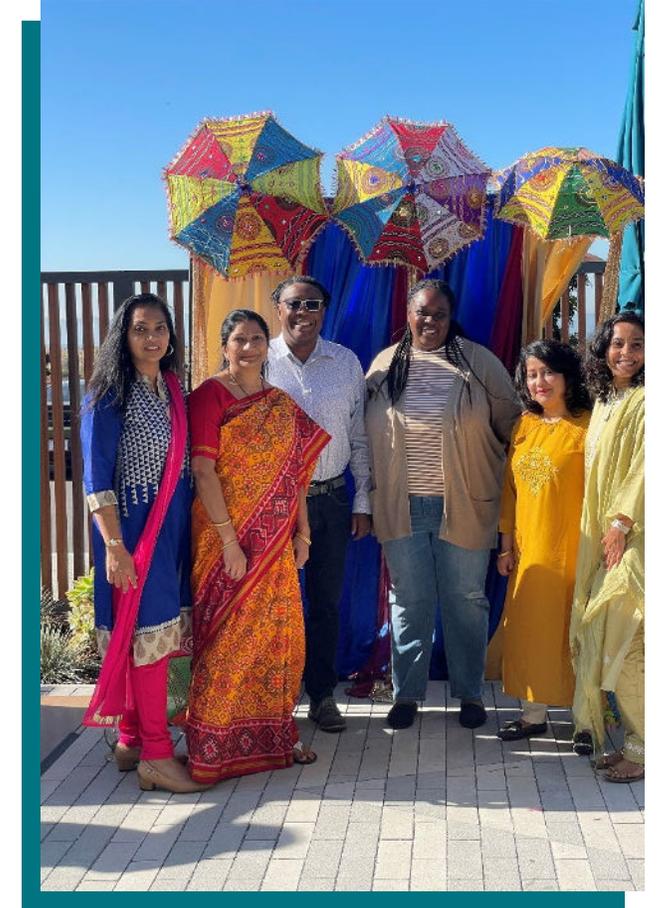
Diversity, Equity and Inclusion Spotlight

DEI Speaker Series: Our ERGs have hosted numerous speakers throughout the year to educate and inspire employees on topics including:

- ▶ In honor of Black History Month, we celebrated the legacy of Henrietta Lacks with an event hosted by Black EXELence featuring members of the Lacks family
- ▶ For Women's History Month, Women of Exelixis hosted a speaker panel featuring several of Exelixis' women leaders, with each sharing insights about what equity means to them and how they support it within their teams
- ▶ In honor of Asian American and Pacific Islander Heritage Month, Pan Asian Community at Exelixis hosted an event in partnership with Stop AAPI Hate to discuss anti-Asian discrimination and violence
- ▶ Out and Proud Exelixis Network and Parents EXEL co-hosted a workshop with Our Family Coalition to provide education on fostering LGBTQ+ allyship, the impact of societal expectations regarding gender expression and how to discuss LGBTQ+ issues with children and youth of all ages

Cultural Celebrations & Community Engagement: We also hosted numerous cultural celebrations throughout the year and organized community engagement initiatives to give back to and celebrate the communities that are important to our employees, including:

- ▶ Collaborated with ERGs to organize events for Diwali, Eid al-Fitr and Lunar New Year
- ▶ Coordinated with Out and Proud Exelixis Network to celebrate Pride Month by raising the Progress Pride Flag across the Alameda and Greater Philadelphia area campuses and arranged a company-wide event; also, participated in various Bay Area Pride celebrations (e.g., Oakland and San Mateo County)
- ▶ Hosted 120 high school students from Alameda Unified School District for an onsite career day with the DEI department and volunteers from various ERGs
- ▶ In celebration of Asian American and Pacific Islander Heritage Month, Pan Asian Community at Exelixis and Exelixis' EGVP organized a blood drive with Stanford Blood Center



Diversity Metrics

Total Employee: High-Level Diversity (%)	End of FY 2021	End of FY 2022	As of June 30, 2023
Women	53%	52%	51%
Racial/ethnic minorities	55%	59%	59%
Veterans	Less than 1%	Less than 1%	Less than 1%
Total Employee: Racial/Ethnic Diversity (%)			
White	45%	41%	41%
Asian	39%	43%	43%
Black or African American	5%	5%	6%
Multiracial	4%	4%	4%
Hispanic or Latino	6%	6%	6%
Native Hawaiian or Pacific Islander	1%	1%	1%
Native American or Alaska Native	Less than 1%	Less than 1%	Less than 1%
Employee Resource Groups (ERGs)			
# of ERGs	N/A	8	8

Gender Diversity by Employment Hierarchy (Women, % of Total)

As of June 30, 2023

Executives



Managers



Professional Staff



Anti-Discrimination Policy

Exelixis is an equal opportunity employer and maintains policies that prohibit unlawful discrimination based on race, color, religion, gender, sexual orientation, gender identity/expression, national origin/ancestry, age, disability, marital status and veteran status. Our anti-discrimination policy and complaint procedures are included in our employee handbook and reiterated in periodic trainings given to all employees and managers.



Employee Health and Safety

We promote and foster a safe environment and strive to provide employees with the tools and environment they need in order to perform their work safely.

Our Lab Safety Committee is composed of leadership from our Discovery and Facilities teams and oversees the working conditions in our laboratory and office environments. The Lab Safety Committee also conducts laboratory safety inspections on a quarterly basis. Full safety reports are presented to the Exelixis Ethics Committee during quarterly meetings.

We adhere to the standards set by the Environmental Protection Agency, the Occupational Safety and Health Administration (OSHA), Cal-OSHA and Bay Area Air Quality Management District, among other governing bodies, to ensure compliance with laws and regulations to maintain a safe working environment.



Employee Health and Safety

Emergency Preparedness and Safety Training

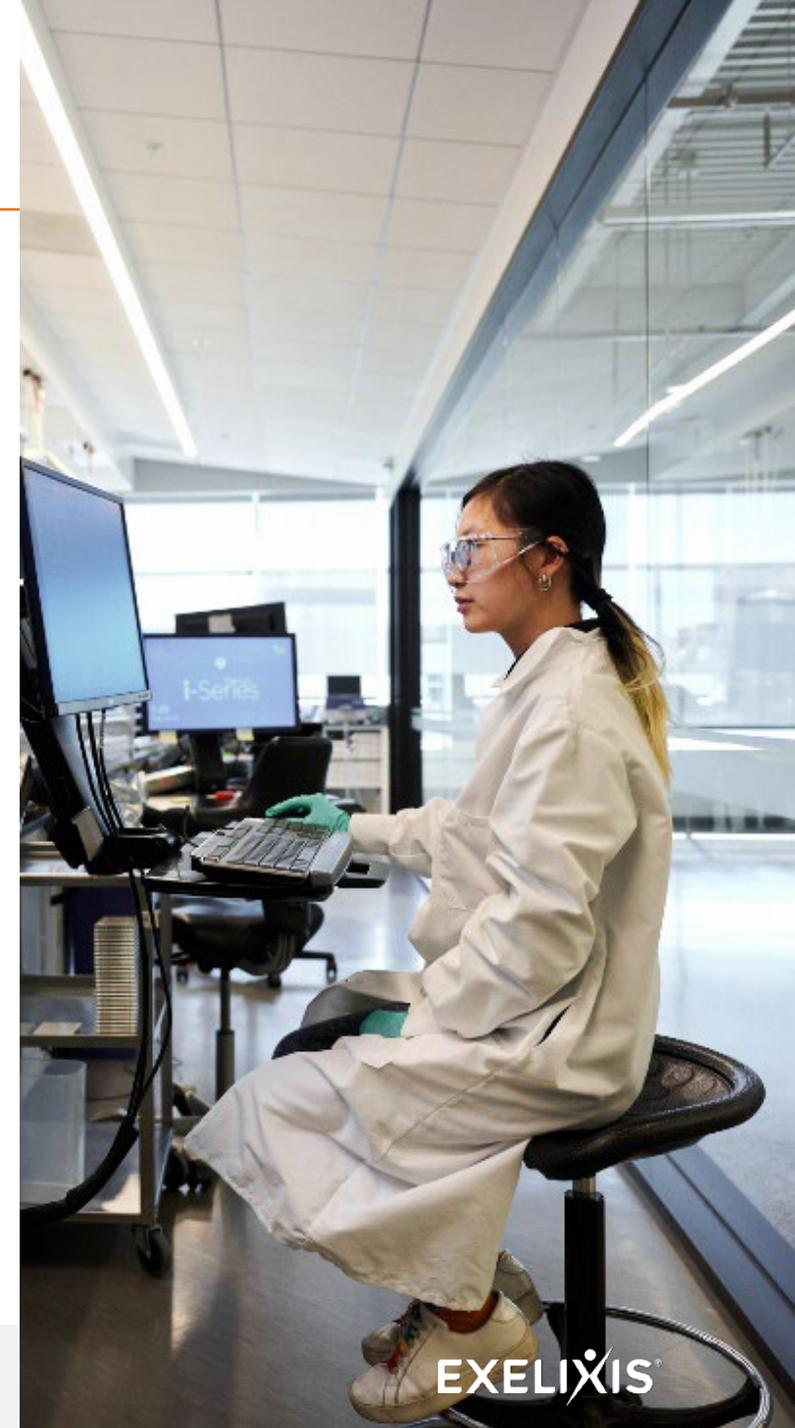
Our emergency preparedness program includes annual emergency evacuation drills, and we have an emergency communication tool in place. External defibrillators are present in all of our buildings, and we periodically offer first aid and CPR training in addition to including first aid responders as part of the Exelixis Security team.

All new laboratory staff are trained on chemical hygiene, the use of personal protective equipment and other relevant laboratory safety topics, including working with blood-borne pathogens. Staff are retrained annually through our learning management system. We also extend these trainings to Facilities staff and others who support our work in the labs.

To maintain a safe environment for all staff, we regularly perform thorough safety inspections of our laboratories and continuously update our procedures based on the observations made during these inspections. Additionally, we conduct periodic industrial hygiene monitoring to ensure

lab staff working with certain known hazardous chemicals do not exceed regulated exposure limits, and we regularly test and certify fume hoods, biosafety cabinets and other individual pieces of equipment on which employees rely to maintain a safe work environment. Our Accident and Incident Investigation Program governs our response to workplace injury or chemical exposure.

Because of our training and inspection practices, we have an excellent safety record. From 2018 through 2022, we recorded 24 minor work-related injuries, resulting in 52 days of missed work, across a workforce ranging from under 400 to over 1,200 employees during that time period. From January 2023 through June 2023, we recorded three minor work-related injuries, resulting in zero days of missed work, during which time our workforce continued to grow to almost 1,300 employees. After reviewing each incident, we found that none resulted from insufficient safety procedures, and we provided retraining to employees as necessary.



4

Environmental Management

Exelixis is committed to conducting business in a way that respects our environment and the Earth's changing climate.

As part of this commitment, Exelixis recognizes that climate change threatens human safety and well-being on a dramatic scale. We feel all businesses — especially those like ours that are dedicated to human health — have a duty to minimize their impact on climate change and promote a long and prosperous future for all of Earth's inhabitants.

In 2022 and throughout 2023, we incorporated many environmentally sustainable practices into our facilities and operations, including a technology system that tracks energy and natural gas usage and a new LEED BD+C Gold Certification for our newest building at our Alameda campus. We plan to incorporate more of these practices as we continue to grow.



Energy and Emissions

As a growing healthcare company engaging in energy-intensive R&D operations, we prioritize reducing our energy use where possible and shifting our energy consumption to renewable sources.

Sustainable Facilities

A key facet of our environmental strategy is to invest in energy- and water-efficient equipment, technology and other building features as we continue to grow our physical footprint. Our facilities meet, and in many cases exceed, building code standards for energy efficiency and environmental impact.

Our largest building at our Alameda campus (1951 Harbor Bay Parkway) received a LEED BD+C Gold Certification through the U.S. Green Building Council in November 2022. LEED-certified buildings improve efficiency, lower carbon emissions, save money and are a vital part of mitigating the effects of climate change. As part of the certification process, the 1951 Harbor Bay Parkway building was assessed on how well it addresses carbon, energy, water, waste, transportation, materials, health and indoor environmental quality.

Important sustainability-oriented features across the broader Alameda campus include:

EFFICIENT FEATURES

 **ALL
NEW**

LED light sources, occupancy sensors and daylight sensors installed to minimize our energy usage for lighting in all of our newly constructed offices and labs.

 **50+**

electric vehicle (EV) charging stations campus-wide to support our employees who commute via EV.

 **SOLAR
ENERGY**

rooftop and carport solar panels to support the campus' power needs.

 **100%**

clean electricity (generated via eligible renewable sources and large hydroelectric sources) from Alameda Municipal Power in addition to power generated from our onsite solar panels.

 **WATER
EFFICIENCY**

water conservation program that includes indoor water use reduction measures, as well as drought-tolerant landscaping and a water-smart irrigation system.

Energy and Emissions

Green Transportation

Reducing the emission of greenhouse gases is an important factor in combating climate change and protecting our planet. To help reduce the carbon footprint of our commuting workforce, we have maintained an extensive commuter support program since 2019 to replace single-occupancy vehicle trips with shared transport. Transportation options include shuttles, van pools and carpools with subsidies for employees using mass transit or carpooling. In 2023, we improved our van pool program with a total of 29 vehicles serving our employees who commute to our Alameda campus, which is nearly double the number of vehicles we had in 2022. From July 2022 through June 2023, the number of Alameda-based employees using our commuter support programs also more than doubled, allowing them to use other means than single-occupant vehicles for their commute to work.

Environmental Baseline

Spearheaded by our Information Technology and Facilities teams, we have developed and implemented our “Energy Dashboard” software system to help us track energy and natural gas usage across the building footprint of our Alameda campus. This tool not only synthesizes and organizes data to give us insights on our performance, but it also provides opportunities to optimize our use of these resources. We aim to better understand our baseline environmental footprint in order to set reduction and efficiency goals in the years to come.

Energy Usage	12 months ended June 30, 2022	12 months ended June 30, 2023
Total net electricity usage ¹ (kWh)	4,479,180	5,318,220
Total gross electricity usage ² (kWh)	4,924,680	5,952,420
Total solar electricity generation ³ (kWh)	445,500	634,200
Total gross natural gas usage ⁴ (therms)	166,491	168,429

¹ Includes total electricity usage across all buildings at Alameda campus, less total solar electricity generated for the 1951 Harbor Bay Parkway building since its operations began in February 2022 (and 1951 Harbor Bay Parkway is the only building at the Alameda campus that generates solar electricity). In addition, we did not assume responsibility for maintenance of the 1751 Harbor Bay Parkway building until June 2022, so energy usage data for that building for the twelve months of July 2021 through June 2022 is annualized based on known monthly usage.

² Includes total electricity usage across all buildings at Alameda campus, including energy usage for the 1951 Harbor Bay Parkway building since its operations began in February 2022. In addition, we did not assume responsibility for maintenance of the 1751 Harbor Bay Parkway building until June 2022, so energy usage data for that building for the twelve months of July 2021 through June 2022 is annualized based on known monthly usage.

³ Includes total solar electricity generated for the 1951 Harbor Bay Parkway building since its operations began in February 2022 (and 1951 Harbor Bay Parkway is the only building at the Alameda campus that generates solar electricity). Our personnel did not occupy the 1951 Harbor Bay Parkway building until April 2022.

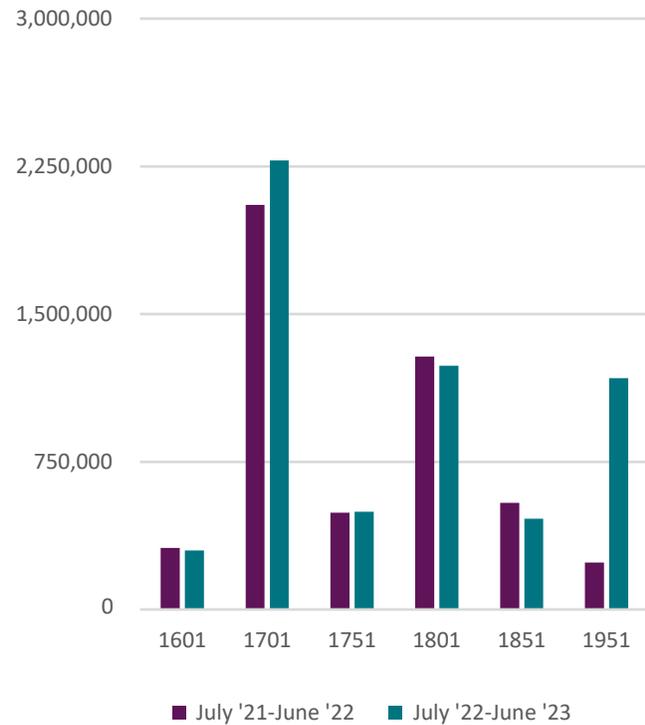
⁴ Includes total natural gas usage across all buildings at Alameda campus, except for the 1951 Harbor Bay Parkway building, which does not use any natural gas. In addition, we did not assume responsibility for maintenance of the 1751 Harbor Bay Parkway building until June 2022, so energy usage data for that building for the twelve months of July 2021 through June 2022 is annualized based on known monthly usage.

Energy and Emissions

The graphs below provide a more detailed breakdown of our electricity and natural gas usage from each of the buildings* at our Alameda campus.

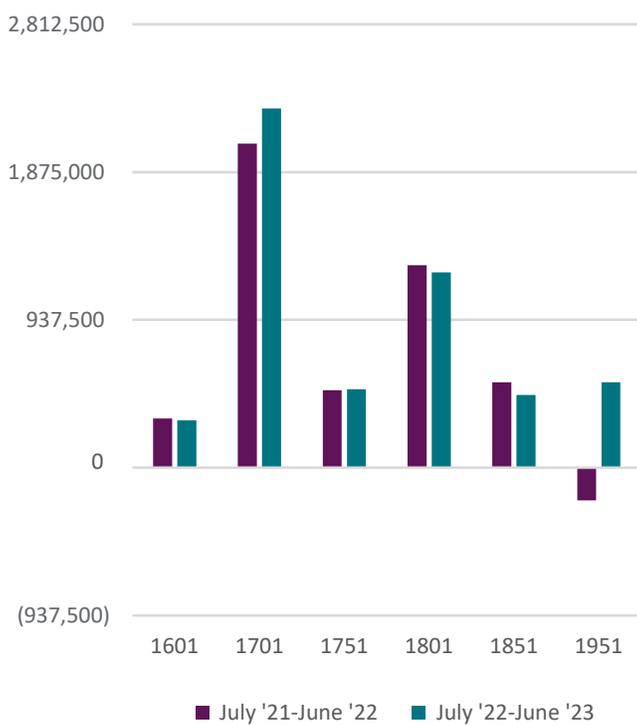
Electricity (kWh) Gross Usage

July '21-June '22 vs. July '22-June '23



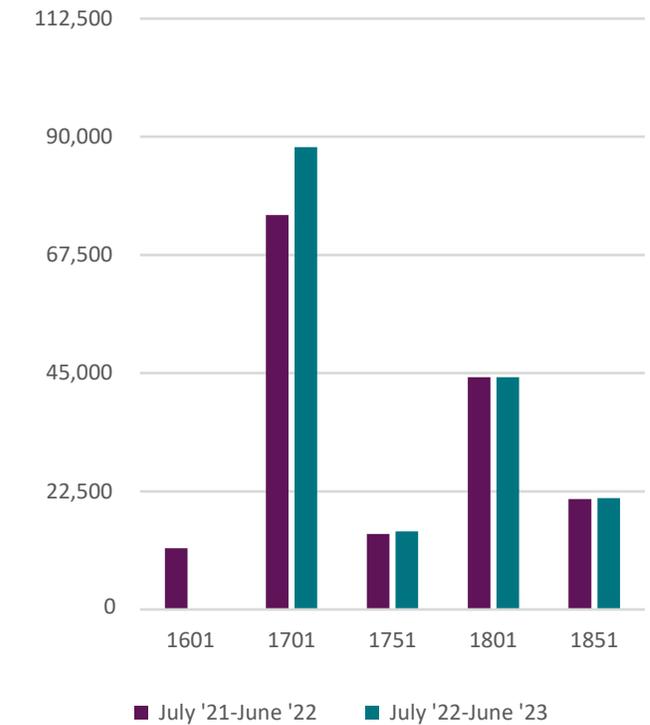
Electricity (kWh) Net Usage

July '21-June '22 vs. July '22-June '23



Gas (therms) Gross Usage

July '21-June '22 vs. July '22-June '23



*Each number on the x-axis represents the address of an Exelixis building

CASE STUDY

1951 Harbor Bay Parkway (Alameda, CA, Campus)

220K
Square feet

 **100%**

Electric power, including for heat and hot water, mitigating the need for onsite natural gas

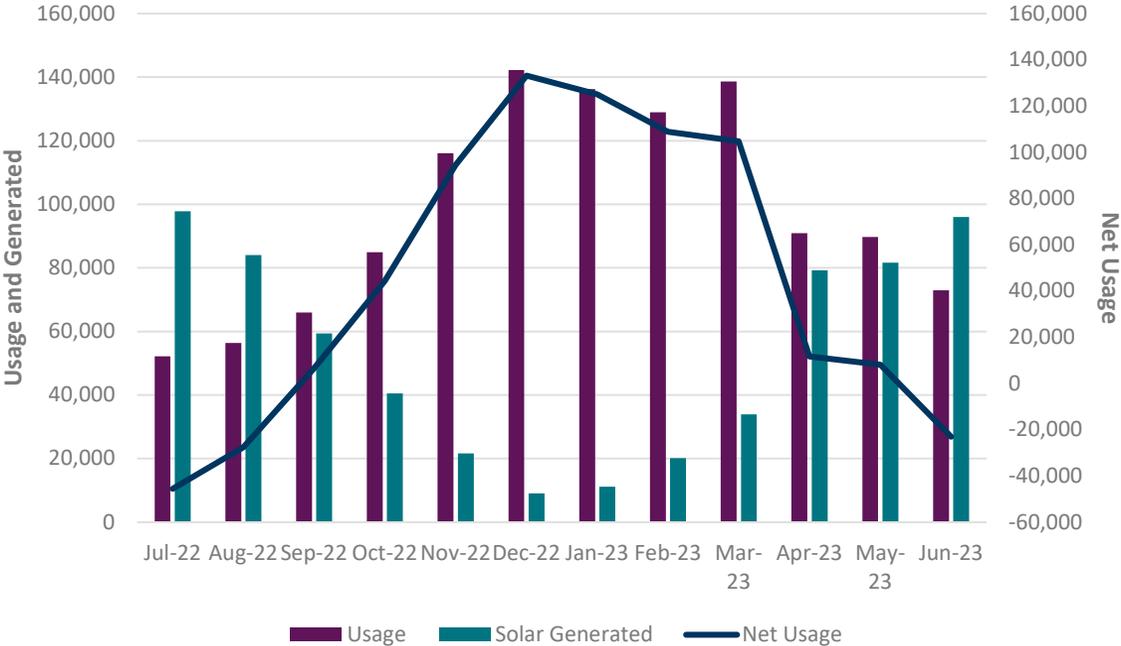


Numerous energy-efficient features in building design

Our LEED-certified building at 1951 Harbor Bay Parkway was designed with efficient glazing and shading, and this all-electric building offsets carbon with the purchase of renewable energy to supplement the energy generated by the solar panel system. The building was situated to take advantage of natural light while mitigating heat gain, and the architect worked closely with the contractor, consultants and vendors to design an energy-efficient glass fiber reinforced concrete panel and energy-efficient glass/dual-pane window system.

The following graph provides a month-by-month analysis of total electricity usage, onsite solar generation and net electricity usage for the 1951 Harbor Bay Parkway building during the period from July 2022 through June 2023:

Total Electricity Consumption and Solar Generation for 1951 (kWh)



Waste Management

Chemical waste and potentially harmful materials are necessary consequences of the drug discovery process. As an organization, we aim for strict adherence to applicable laws and regulations regarding the handling of hazardous materials and wastes that are used or generated in the course of business. On a yearly basis, we review our hazardous waste streams and collaborate with vendors specialized in hazardous waste disposal to identify additional opportunities for the reduction, consolidation or upcycling of overall waste. As an example, we have upcycled certain waste streams to use in fuels blending for energy generation that would otherwise have been incinerated.

We have also instituted measures to minimize the amount of office waste that we produce, such as removing waste bins at individual workstations and instead instituting fewer communal waste stations, and we have implemented biofuels recycling for cooking oils used in our cafeteria, as well as strategic composting disposal for organic matter.

Wherever possible, we take steps to decrease the environmental impact of our laboratory activities, such as supercritical fluid chromatography, which utilizes an environmentally friendly approach to purifying small molecules, and reduced our use of flammable and hazardous solvents by approximately 800 liters from July 2022 through June 2023. To mitigate the large amounts of laboratory waste generated as a byproduct of our R&D activities, in 2021 we implemented a solvent dispensing system that eliminates the typical packaging for commonly used chemicals. From July 2022 through June 2023, roughly 2,720 pounds of glassware, cardboard and foam were diverted by use of 136 kegs instead of glass bottle cases.

We continue to investigate innovative ways to reduce our environmental impact, including our “take back” programs in the U.S., which allow for easy disposal of unused products. We make sure products that are no longer needed by the patient can be disposed of properly. Any expired products are destroyed, and there is a certificate of destruction for the product.

Hazardous and Medical Waste	Twelve months ended June 30, 2022	Twelve months ended June 30, 2023
Hazardous Waste Generated (lbs)	31,263	33,682
Medical Waste Generated (lbs)	29,025	39,340

5

Governance and Responsible Business Practices

At Exelixis, we recognize that our company will not be successful in its mission to improve outcomes for cancer patients unless we operate on a solid foundation of good governance, corporate responsibility and accountability. We embed strong legal and regulatory compliance practices and oversight into our scientific and business activities so that these are conducted in a legal and ethical manner, and in the best interests of all Exelixis' stakeholders.

We have created and work to uphold a rigorous culture of compliance at every level of our organization so that we can safely and effectively deliver on our corporate mission.

Board Governance, Diversity and Oversight of ESG Initiatives

The Nominating and Corporate Governance Committee (NCGC) of the Exelixis Board of Directors is responsible for reviewing and assessing the company's sustainability strategy and policies, including with respect to ESG matters, and for overseeing management in its implementation of ESG programs and sustainability efforts. The Compensation Committee of the Board of Directors has oversight of our policies and strategies relating to human capital management including, but not limited to, recruiting, retention, career development and progression, management succession planning (other than CEO succession), diversity and employment practices.

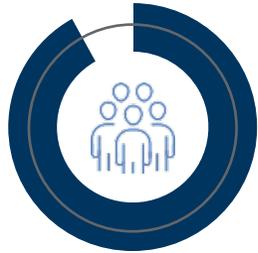
The execution of our ESG programs involves the collaboration of representatives across various business teams, including Legal Affairs & Compliance, Public Affairs & Investor Relations, Human Resources, Facilities and others. All members of Exelixis' senior management team play an active role in shaping our ESG strategy and participate in its development. Furthermore, management periodically provides updates on our ESG programs to the NCGC and full Board of Directors as necessary.

In considering candidates for directorship, the Exelixis Board of Directors believes that its members should reflect a diversity of viewpoints, background, experience and other characteristics such as, but not limited to, gender, race and ethnicity. Accordingly, when evaluating new candidates for nomination, the NCGC considers (and will ask any search firm that it engages to provide) candidates who would contribute to diversity, including both women and individuals from underrepresented communities who meet the relevant business and search criteria. In the review process, the NCGC evaluates prospective candidates for directorship with consideration of the qualities and skills of current directors, our operating requirements and the long-term interests of our stockholders.

Moreover, the Board of Directors is committed to ongoing refreshment and has pledged to replace two directors, one per year over the next two years, with two new independent directors. By the end of 2025, we will have added six new independent directors in four years. This continuous refreshment program underscores our commitment to upholding best-in-class corporate governance to ensure the right balance of skills and expertise to guide our continual evolution and long-term strategic plan.

Board Independence and Diversity

BOARD INDEPENDENCE



91%

10 out of 11 members of the Board are 'independent' under the SEC rules and regulations and the Nasdaq listing standards

BOARD DIVERSITY



Gender
27%

3 out of 11 members of the Board are women



Ethnicity or National Origin
55%

6 out of 11 members of the Board identify as non-white or were born outside of the U.S.

Part I: Gender Identity

Female

Male

Directors

3

8

Part II: Demographic Background

Black / African American

1

1

White

1

7

Hispanic / Latin American

1

0

Business Ethics

Commitment to High Standards and Ethics

Our Code of Conduct reflects the values that drive the performance of our business operations and describes how our officers, directors, employees and contractors are expected to conduct themselves when representing Exelixis. The Code of Conduct also underscores our commitment to comply with laws that regulate our business activities as a biotechnology company. We expect all our employees to understand and abide by our Code of Conduct and other relevant policies that are essential to their daily duties and our business. Each employee is trained on, and reviews and acknowledges, these policies in their initial onboarding; they then undergo refresher training on an annual basis or when there is a change in law that warrants training.

We believe in continuous improvement and will periodically engage third parties to evaluate our compliance procedures. Management and the NCGC review the Code of Conduct each year and approve updates as appropriate.

Select Policies and Practices Critical to Our Business

Recognizing and Reporting Safety Data (i.e., adverse events)

Respect for Privacy and Protection of Personal Information Policy

Insider Trading Policy

Cybersecurity Policies and Practices

Social Media and Corporate Communications Policy

Records and Information Management Policy

Global Trade Compliance Policy

Corporate Travel & Expense Policy



Business Ethics

A Focus on Compliance

Our commitment to ethics and compliance is reflected in our products, business activities and culture, in addition to our sustainability efforts; it influences not only what our employees do but also how they do it. Our dedication to compliance is demonstrated through: (1) efforts and activities to promote clear and understandable policies, procedures and tools assisting compliance; (2) extensive training programs and testing to evaluate understanding; and (3) monitoring and auditing systems to ensure employees and vendors are complying with requirements.

Exelixis' compliance training program aligns to our Business Conduct Manual and tracks completion of training assignments for Exelixis personnel. Certain trainings are company-wide, such as those concerning our Code of Conduct, cybersecurity efforts and drug safety reporting, while others are role-based and tailored toward specific employee teams, such as our Commercial, Medical Affairs and Clinical Development teams who, as an example, receive more detailed training regarding compliant interactions with members of the healthcare community. In addition to these general and role-specific trainings, **all employees receive at least 3.5 hours of healthcare compliance training annually.**

Trainings are made up of interactive, online and live modalities as appropriate to balance flexibility and access with strong engagement and retention. Knowledge checks allow us to assess employee proficiency and comprehension, and surveys and focus groups are periodically used to obtain feedback and measure training effectiveness. A robust reminder and escalation process ensures training completion, and in 2022, over 99% of our employees completed all of their required trainings.

ETHICS HELPLINE

Employees and other stakeholders may confidentially report any potential concerns to Legal Affairs & Compliance, Human Resources, any member of Exelixis' senior management or the Ethics Committee, chaired by our CEO. As part of our whistleblower program, employees may also provide information to members of the Ethics Committee directly, on either an anonymous or self-identified basis, via the Exelixis Ethics Helpline, at www.ExelEthicsHelpline.com or by calling the toll-free number (800) 461-9330.

We have no tolerance for retaliation or discrimination against employees who raise good faith questions or concerns. Any act or threat of retaliation by other Exelixis personnel will be considered a serious violation of our Code of Conduct.

The Board of Directors, through its Audit Committee, receives quarterly reports of disclosures made through the Ethics Helpline, as well as any concerns raised to the Ethics Committee or otherwise submitted through our internal compliance reporting system. The Audit Committee is responsible for the oversight of such matters, or, as appropriate, will assign such oversight to another committee of the Board of Directors.

Ethics Committee

Exelixis has established an internal governance structure that is designed to assist senior management with risk management, the ethical leadership of the company and maintenance of its culture of compliance. The Ethics Committee provides regular reports on how the company is fulfilling the commitments stated in our Code of Conduct, including compliance with applicable international, federal and state laws, regulations and guidelines. It also provides a reliable mechanism for the escalation of challenges and issues of concern as they arise within the matrix of the company’s complex business operations.

The Ethics Committee sits at the top of our internal risk and ethics management structure. Led by Exelixis’ President and Chief Executive Officer, the Ethics Committee is responsible for oversight of our business ethics, fulfillment of legal and regulatory requirements, and maintenance of the safety and quality of our products. Six subcommittees, each with deep expertise in the relevant areas of Exelixis’ operations, operate under the Ethics Committee’s guidance to identify, respond to, and escalate key issues or concerns, as needed. The Ethics Committee also helps functional team leaders to identify and evaluate business risks, enabling the mitigation of those risks more effectively. Ethics Committee reports are shared with members of the Risk Committee of our Board of Directors, providing a regular and reliable flow of information so our directors may fulfill their own duties.



Ethical Marketing of Pharmaceutical Products

We are committed to the ethical marketing of our products. Advertising and promotional activities, including product-specific and disease state awareness efforts, serve the broader healthcare community by sharing important medical and programmatic information that helps inform patients, HCPs and related stakeholders in a manner that can ultimately lead to improved patient access and care. Our Sales and Marketing teams serve in a critical educational role regarding our products and the data in our FDA-approved product labels. Consistent with our legal and ethical obligations, we prohibit the promotion of our products for off-label use, and only in appropriate forums for scientific exchange or in response to specific requests do we supply HCPs with medical information that is beyond the scope of our product labeling.

Promotional Policy and Process

We maintain a review and approval process for all promotional material. Exelixis' Review of Advertising, Marketing and Promotion Committee includes representatives from Regulatory Affairs, Legal Affairs & Compliance, and Medical Affairs and is responsible for reviewing and approving all Exelixis promotional and disease state materials used by Exelixis Field Commercial Personnel.

Promotional information regarding Exelixis products will be complete, not misleading, and consistent with FDA labeling. It will describe safety information fully and accurately and be approved by the appropriate Exelixis review committee prior to use.

Training and Compliance

Members of our Sales and Marketing department, including new hires, receive training on ethical drug marketing so they are equipped with the appropriate knowledge prior to engaging in product promotion. Our field-based employees also receive an additional, more detailed training session and a role-based interactive module covering the applicable interactions and promotional activities with HCPs, and we monitor their progress toward completing all required trainings and adhering to our ethical standards in their job performance.

Our teams are encouraged to work with the Legal Affairs & Compliance department to take a proactive approach in identifying and reporting areas of concern. Any issues identified are tracked in a compliance log and metrics are reported quarterly to the Healthcare Compliance Committee and Ethics Committee.

We did not sustain any monetary losses in 2022 as a result of legal proceedings associated with false marketing claims. Exelixis discloses all material legal and regulatory proceedings in our Annual Reports on Form 10-K and Quarterly Reports on Form 10-Q.

Data Security and Patient Privacy

We understand the importance of keeping patient, employee and company data secure. Our established programs, policies and procedures are designed toward maintaining that security, preventing data breaches and guiding our responses to any cyberattacks or other incidents.

Cybersecurity

Exelixis maintains a robust cybersecurity and information security program leveraging best practices and standards. Our Security Operations team works together with our internal Information Technology (IT) team to monitor threats and vulnerabilities 24/7. We engage with third parties to proactively identify vulnerabilities in our systems with periodic penetration testing and threat intelligence.

All employees receive cybersecurity training upon hire with annual or more frequent training thereafter with job-specific topic considerations. As of June 30, 2023, nearly all employees have completed their required annual cybersecurity training or are undergoing their initial trainings as new hires. In addition, our IT team conducts ongoing phishing exercises and follows up with additional training in cases of non-compliance in these events.

Our Information Security Incident Response Plan details how to identify, escalate and respond, and provides guidance for roles and responsibilities, in the event of a data security breach. In such an event, an incident response team is formed under the oversight of our Information Security Governance Committee. The Information Security Incident Response Plan is reviewed on an annual basis by the Information Security Governance Committee and is updated as appropriate to promote alignment with Exelixis' security and business objectives.

Patient Privacy

Exelixis requires that patient data be securely maintained, both during and after a clinical trial or to the extent collected, as part of our regulatory and commercial activities. We respect the privacy of patients and avoid use of, or exposure to, protected health information. Patient information is de-coupled from identifying information in order to pseudonymize the data, but still allows our teams to monitor patient progression, safety and efficacy metrics, etc. Data from third-party contract research organizations are stored in vendor systems that are validated for GCP requirements and include the auditing of controls and access.

Our policy concerning Respect for Privacy and Protection of Personal Information is the guiding document for privacy and includes provisions and guidance relating to the handling and management of patient and other personal information, to maintain compliance with laws and regulations such as the Health Insurance Portability and Accountability Act (HIPAA), General Data Protection Regulation (GDPR) and California Consumer Privacy Act (as amended by the California Privacy Rights Act, CCPA), among others. All employees receive training on this policy.

Risk Management and Business Continuity

Risk Management

The Ethics Committee and its reporting subcommittees facilitate dynamic risk management throughout the company by maintaining close supervision of each element of our business and driving insights through regular risk-based reporting. We supplement that reporting with periodic “deep-dive” assessments in areas of business operations identified as higher risk. To complete these assessments, we retain the services of outside experts or counsel, ensuring both appropriate expertise and sufficient objectivity are brought to the task of evaluating the effectiveness of the relevant operational activity and its level of legal and regulatory compliance.

In addition to these ongoing risk assessment activities, each year, our Healthcare Compliance and Quality teams conduct their own annual risk assessments, taking a close look at business activities that combine significant operational complexity with high inherent regulatory and legal risk, such as financial interactions with HCPs and product manufacturing operations. These annual risk assessments inform decision-making concerning where the company should focus particular attention through deep-dive assessments.

Business Continuity

Exelixis established a comprehensive Business Continuity Management Program (BCMP) in 2021, which is overseen by a cross-functional team of high-level stakeholders across the company, including members of senior management. The BCMP aligns with the globally recognized standards of ISO22301:2019 and the Disaster Recovery Institution International (DRI) Professional Practices. The Core Team defined a series of business continuity priorities to guide the integration of recovery efforts across the business into a single plan and align with emergency response planning.



Vendor Management and Supply Chain Resilience

We have established a global network of highly competent and reputable manufacturers and suppliers who manufacture our products to meet our inventory targets. We source raw materials that are used to manufacture our drug substance from multiple third-party suppliers in Asia, Europe and North America. We stock sufficient quantities of these materials and provide them to our third-party CMOs so they can manufacture adequate drug substance quantities per our requirements for both clinical and commercial purposes.



*Drug Substance:

The active pharmaceutical ingredient. This is what has the therapeutic effect in the body.

**Drug Product:

The formulated mixture of the drug substance and other inactive ingredients to create the final form that ends up on the pharmacy shelf.

Vendor Selection and Monitoring

Exelixis utilizes third-party CMOs to manufacture our commercial and investigational products, and we continually evaluate their ability to meet the appropriate quality standards and their compliance with applicable Good Manufacturing Practices.

When selecting potential CMOs, we assess their technical expertise, regulatory track record and other factors, such as environmental, health and safety matters and overall business reputation. Exelixis will not utilize CMOs that do not meet our strict selection criteria. Our selection criteria include assessing whether potential CMOs have had any product recalls or concerns over use of insufficiently trained workforce, child labor or other human rights abuses, regulatory violations, or embargoes or sanctions. In addition, given the increase in commercial and clinical demand for our products, we assess each potential CMO's financial stability and business continuity management plan. We expect all CMOs to uphold all U.S. regulatory requirements and any applicable laws outside the

U.S. where a CMO may be located, as well as ensure that their personnel are properly qualified and trained.

After contracting with a CMO, we continue to conduct audits and periodic reviews designed to ensure the consistent supply of safe and efficacious products for our patients.

Externally, we audit our third-party materials and service suppliers rigorously, both before and after entering into a contract, and we regularly evaluate whether our level of oversight for each vendor is appropriate based on the criticality of the service or materials provided and the past performance of the vendor.



Business Continuity in Our Value Chain

An ongoing cross-functional and team-based communication plan is established between Exelixis and our manufacturers and suppliers, with an appropriate management and executive oversight governance structure.

The communication plan is designed to ensure that:

- (A) Our CMOs continue to meet our on-time product delivery needs;
- (B) We continue to monitor and address any issues that arise during the manufacturing process; and
- (C) We continue to enhance our manufacturing processes appropriately.

The cross-functional teams consist of both quality assurance and technical experts.

TO MAINTAIN BUSINESS CONTINUITY THROUGHOUT THE VALUE CHAIN, WE ALSO:

- ▶ **Engage** with a third-party partner that tracks supplier risk to help us identify key issues and risks
- ▶ **Maintain** risk assessment registries, which determine the stability of a company to secure our global supply chain
- ▶ **Continually improve and strengthen** our supply chain, identifying secondary and tertiary suppliers for raw materials to ensure business continuity



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Frameworks and Standards

In order to focus on the ESG topics most relevant to our stakeholders, we leveraged key ESG frameworks and standards to guide our reporting, notably the Sustainability Accounting Standards Board and the United Nations Sustainable Development Goals.

Sustainability Accounting Standards Board (SASB) Standards

In the table below, which includes the SASB Standards for the industry of Biotechnology and Pharmaceuticals, we provide a reference to where in our ESG report you can find more information about a particular relevant ESG topic.

SUSTAINABILITY DISCLOSURE TOPICS & ACCOUNTING METRICS: BIOTECHNOLOGY AND PHARMACEUTICALS

Topic	Accounting Metric	SASB Code	Location in Report
Safety of Clinical Trial Participants	Discussion, by world region, of management process for ensuring quality and patient safety during clinical trials	HC-BP-210a.1	Safe and Ethical Clinical Trials
	Number of FDA Sponsor Inspections related to clinical trial management and pharmacovigilance that resulted in: (1) Voluntary Action Indicated (VAI) and (2) Official Action Indicated (OAI)	HC-BP-210a.2	
	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	HC-BP-210a.3	
Access to Medicines	Description of actions and initiatives to promote access to healthcare products for priority diseases and in priority countries as defined by the Access to Medicine Index	HC-BP-240a.1	Supporting Patients
	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	HC-BP-240a.2	
Affordability & Pricing	Number of settlements of Abbreviated New Drug Application (ANDA) litigation that involved payments and/or provisions to delay bringing an authorized generic product to market for a defined time period	HC-BP-240b.1	Supporting Patients
	Percentage change in: (1) average list price and (2) average net price across U.S. product portfolio compared to previous year	HC-BP-240b.2	
	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous year	HC-BP-240b.3	
Drug Safety	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	HC-BP-250a.1	Product Quality and Patient Safety
	Number of fatalities associated with products as reported in the FDA Adverse Event Reporting System	HC-BP-250a.2	
	Number of recalls issued, total units recalled	HC-BP-250a.3	
	Total amount of product accepted for take-back, reuse or disposal	HC-BP-250a.4	
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-BP-250a.5	
Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	HC-BP-260a.1	Product Quality and Patient Safety
	Discussion of process for alerting customers and business partners of potential or known risks associated with counterfeit products	HC-BP-260a.2	
	Number of actions that led to raids, seizure, arrests and/or filing of criminal charges related to counterfeit products	HC-BP-260a.3	
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-BP-270a.1	Ethical Marketing of Pharmaceutical Products
	Description of code of ethics governing promotion of off-label use of products	HC-BP-270a.2	
Employee Recruitment, Development & Retention	Discussion of talent recruitment and retention efforts for scientists and research and development personnel	HC-BP-330a.1	Talent Management
	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals and (d) all others	HC-BP-330a.2	
Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	HC-BP-430a.1	Vendor Management and Supply Chain Resiliency
	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	HC-BP-510a.1	
Business Ethics		HC-BP-510a.1	Business Ethics
	Description of code of ethics governing interactions with HCPs	HC-BP-510a.2	

Disclosure Statement

The statements in this publication relating to Exelixis' various sustainability programs and related goals, efforts and objectives, as well as Exelixis' broader business plans and commitments, are forward-looking statements that involve many risks and uncertainties. Exelixis' actual results could differ materially from those contained in these forward-looking statements due to a number of factors affecting Exelixis' product pipeline, including those discussed in Part II, Item 1A – "Risk Factors" included in Exelixis' Quarterly Report on Form 10-Q filed with the Securities and Exchange Commission (SEC) on August 1, 2023 and Annual Report on Form 10-K filed with the SEC on February 7, 2023, and in Exelixis' future filings with the SEC. All forward-looking statements in this publication are based on information available to Exelixis as of the date of this publication, and Exelixis undertakes no obligation to update any forward statements contained herein, except as required by law.

¹ Congressional Budget Office. *Research and Development in the Pharmaceutical Industry*. Available at <https://www.cbo.gov/publication/57126>. Accessed October 2023.

² U.S. Food & Drug Administration. *Center for Drug Evaluation and Research Drug Trials Snapshots Summary Report 2022*. Available at: <https://www.fda.gov/media/168662/download?attachment>. Accessed October 2023.

³ ACS Cancer Facts and Figures 2023. Available at <https://www.cancer.org/content/dam/cancer-org/research/cancer-facts-and-statistics/annual-cancer-facts-and-figures/2023/2023-cancer-facts-and-figures.pdf>. Accessed October 2023.

⁴ Sung, H., Ferlay, J., Siegel, R.L., et al. *Global Cancer Statistics 2020: GLOBOCAN Estimates of Incidence and Mortality Worldwide for 36 Cancers in 185 Countries*. *CA Cancer J Clin.* 2021;71(3):209-249.

⁵ *The Changing Landscape of Research and Development: Innovation, Drivers of Change, and Evolution of Clinical Productivity*, IQVIA Institute for Human Data Science (April 23, 2019) (Landscape Report), available at <https://www.iqvia.com/institute/reports/the-changing-landscape-of-research-and-development>. Accessed October 2023.