PROGRESS WITH PURPOSE: PATIENT CENTRICITY AT CYTOKINETICS

December 2025

OVERVIEW

Since the publication of our last patient centricity white paper in 2021, we've grown, including how we listen, learn, and act alongside the patient communities we serve. At Cytokinetics, patient centricity is not a slogan or a side project. It's a deeply held value that shapes how we think, how we work, and how we define success. Our actions are guided by one of our core corporate values—Patients are our North Star—they guide us. Patients inform daily decisions we make—from discovery through development—and this value connects every corner of our organization.

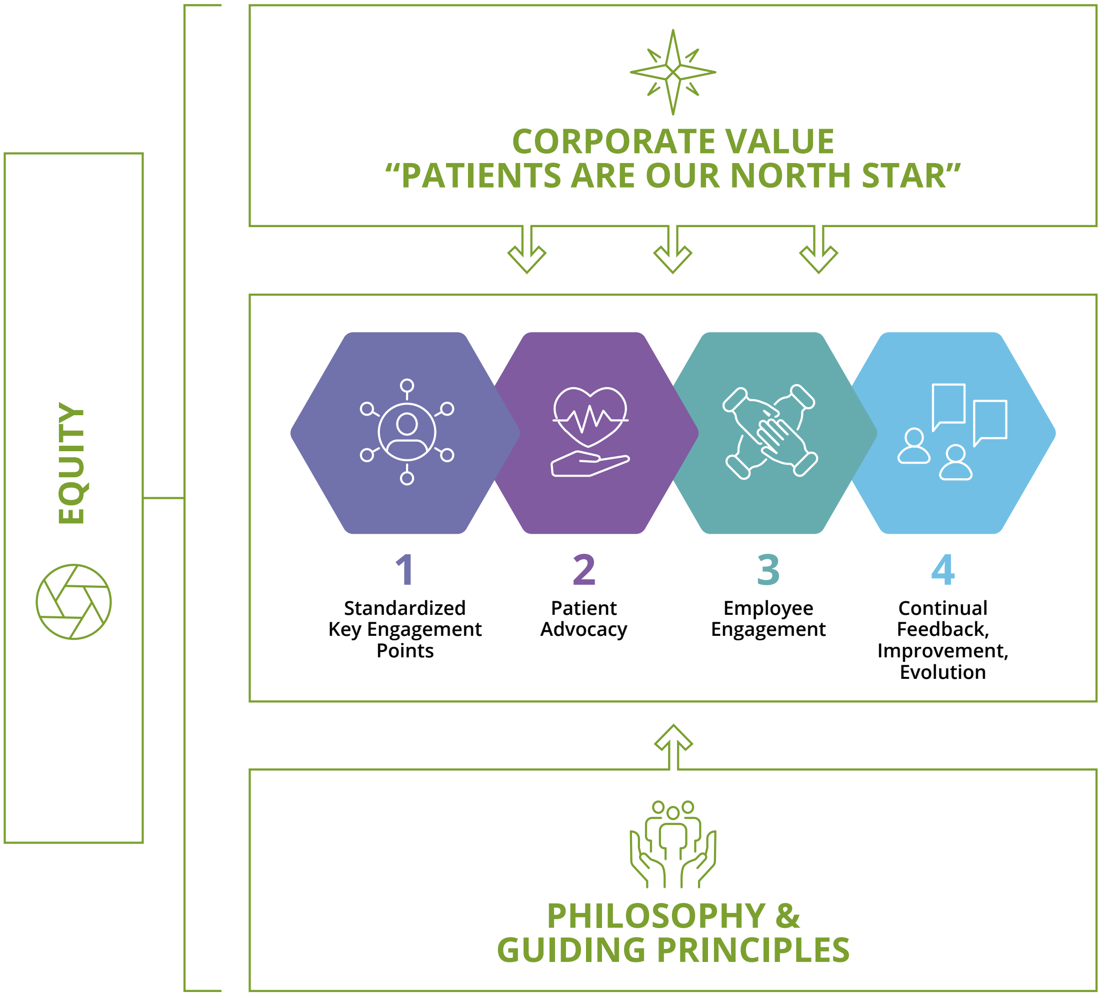
Our commitment matters more than ever as we advance activities to address hypertrophic cardiomyopathy (HCM). As we evolve from clinical-stage R&D toward a commercial future, we are pausing to ask ourselves a critical question: how are we showing up for patients, today and tomorrow? This white paper is both a reflection and a recommitment—an honest snapshot of where we are, and where we are going.

Leading with Purpose

Realizing our **Vision 2030** is a journey we walk together with patients. Our aim is to lead with purpose: to sustain an ethically grounded approach to drug development that doesn't just include patient voices but depends on them. Their guidance helps us ask better questions, design better trials, offer better support, and ultimately deliver treatments that make a difference for the patient communities we serve. In the words of our President and CEO Robert Blum, "As we map forward our Vision 2030, patient centricity is not a choice we make, it's an essential and a moral imperative. Ultimately it is a compass for ensuring we do the right things."

**On the cover:
Team Cytokinetics joins together for Wear Red Day, raising awareness during February's Heart Month**

OUR FRAMEWORK



EQUITY

CORPORATE VALUE
“PATIENTS ARE OUR NORTH STAR”

1 Standardized Key Engagement Points

2 Patient Advocacy

3 Employee Engagement

4 Continual Feedback, Improvement, Evolution

PHILOSOPHY &
GUIDING PRINCIPLES

Reflections on ALS Advocacy Inform Our Framework

In 2023, our company faced a heartbreaking reality when our Phase 3 program in ALS did not succeed—a loss that impacted both our team and the community we worked alongside. Robert Blum reflected on the impact of this experience, “Engaging over the many years with the ALS community has infused in us a humility to purpose and a selflessness that has been defining of our values and culture. My hope is that we never forget for whom we do this work.” Our early engagement with the ALS community has informed and directed our approach in other disease areas and we apply these learnings across our cardiovascular portfolio: 1. Engage the patient community in early, cross-functional discussions directly with employees responsible for the program; 2. Collaborate closely with patient advocacy organizations, listening to their needs and priorities; 3. Educate the entire employee base and connect them with the patient experience, regardless of their roles; 4. Ask for feedback and input on how we work and take that guidance to heart. We documented our experience in the book *Resilience in the Fight Against ALS* and it lives on in our philosophy and guiding principles.

> We're walking the walk, and we're not letting up. Patient centricity is a workstream that lives in this company. It's a rigorous, disciplined part of how we do business. That elicits so much pride in me and so many others on the team."
>
> **DIANE WEISER**
> **SVP, CORPORATE AFFAIRS**

PHILOSOPHY

At Cytokinetics, patients, caregivers, and patient advocacy organizations are our trusted partners and strategic advisors. Not only do they guide our approach to patient advocacy, they also inform our business decisions at every step. This close collaboration with the patient community inspires us, motivates us, and drives us to deliver on our promise of improving patients' lives.

GUIDING PRINCIPLES

We listen first to truly understand the burden of illness on patients and their families. Everything we do is centered on this deep understanding of the patient experience.

We prioritize patient guided decision-making by integrating patient and caregiver voices into our everyday decisions and operations.

We lead with humility by acknowledging that we don't have all the answers. The patient community helps us see our blind spots, so we can adapt how we work for better outcomes.

We embody a culture of compassion and respect by creating safe spaces for patients and caregivers to share their lived experiences of the diseases we are focused on.

We encourage open communication. It's a two-way street. We compliantly bring patients along on our company's journey, and we welcome honest feedback from the patient community.

30.5%

OF 2025 ADVOCACY GRANTS INCLUDE AN EQUITY COMPONENT

HIGHLIGHTS:

ASSOCIATION OF BLACK CARDIOLOGISTS
Champions for Change: Bridging Heart Health and Heritage Summit

The Champions of Heart Summit harnesses the influence of athletes to advance cardiovascular health, community engagement, and policy advocacy. It spotlights the unique heart health challenges athletes face—especially in underserved communities—and empowers them to champion heart health awareness in their own circles.

CARDIOMYOPATHY UK
Tackling Inequity in Cardiomyopathy

This project aimed to reduce inequities in cardiomyopathy care by advocating nationally and ensuring people from all communities could access support, information, and advocacy services.

Through a Lens of Equity

Over the past few years, we've seen the power of patient input in shaping clinical programs, real-world evidence strategies, patient support initiatives, and even our internal education activities. This work is driven by a principle we hold closely: Strive to deliver meaningful benefits to as many patients as possible. That means equity must be built in—not bolted on.

Nowhere is this more urgent than in cardiovascular disease, a central focus of our research. Whether in HCM or heart failure, we see clear and unacceptable gaps in outcomes across populations. These disparities are shaped by social, economic, and systemic factors that we cannot ignore. As we build programs and partnerships that advance awareness, education, and access to care, we are also advancing our broader commitment to reduce inequities in health and to improve accessibility to education and treatments for patients, across demographic lines.[1]

Trust is built one conversation at a time—and mostly through listening. Our relationships with patients, like Vi, are built to last. *Actual patient who authorized use of likeness.*

> Our research focuses on understanding the real-world impact of our investigational therapies, from quality of life and functional outcomes to the economic and societal burden of disease. By integrating patient-reported outcomes into real-world evidence studies and value-based assessments, we ensure that the patient voice is central to our decision-making and evidence generation."

MICHAEL BUTZNER
ASSOCIATE DIRECTOR OF HEALTH ECONOMICS AND OUTCOMES RESEARCH

> “Many of us at Cytokinetics have had the patient at the center of what we do beginning with the scientific and medical training we pursued. Our researchers wound up here because they wanted to develop medicines that helped patients. Their scientific and medical training set them up for that mission.”

FADY MALIK
EVP, RESEARCH AND DEVELOPMENT

PATIENT-CENTERED DECISION-MAKING & INFRASTRUCTURE

Patient-centered initiatives are now commonplace within the pharmaceutical industry. What once felt like a pioneering approach is now an expectation—one that reflects a collective shift in how we define meaningful innovation. The sentiment rooted in disability rights activism, “Nothing for us, without us,” has grown into a guiding principle across the industry.[2] More than a slogan, it represents a deeper truth: decisions made about patients must be made with patients.

Patient centricity is built into the foundation of Cytokinetics: the science. Our researchers are inspired and guided by our commitment to improve patients’ lives. *Actual employees who authorized use of likeness.*

Phase 2 Decision Gate	Phase 3 Planning	Patient-Facing Materials	Patient Services
• Seek input on whether endpoints measure meaningful benefit for patients • Incorporate patient perspectives in the review of Phase 2 protocol design	• Incorporate patient perspectives in the review of Phase 3 protocol design • Develop plain-language summaries for major publications • Include patient advocates on all Phase 3 trial steering committees, and include patient authors on study publications	• Obtain patient feedback on clinical trial websites, brochures, and other materials • Gather insights to inform educational campaigns	• Engage patient input to guide the design of services and support offerings • Maintain an ongoing feedback loop with patients

Study teams solicit patient guidance concurrent with execution of development milestones and activities. This is the minimum expectation for our programs, with patient insights informing our work well before Phase 2 trials.

It Starts in the Lab

Even in the earliest stages of research, our approach remains grounded in patient centricity. In our preclinical programs, we actively consider the genetic diversity of patients—such as investigating whether different HCM mutations influence response to therapies. We're also exploring how to meaningfully segment diverse populations to better predict which subgroups might benefit from specific interventions. Beyond the science, hearing directly from patients continues to inspire our teams; their voices provide a powerful reminder of the human impact behind the data, especially during the more challenging stretches of lab work.

And Continues in the Clinic

We strive to set the bar high by standardizing our expectations for key patient engagement points during clinical research and into lifecycle management.

Over the last few years, we've invested in building the infrastructure to support this evolving model. That includes the creation of systems and metrics to better quantify and track patient engagement initiatives—because what gets measured can be improved. It also means being responsive to regulatory and market expectations, which now rightfully demand that patient engagement be a central part of the drug development process, not a last-minute consideration. And it means ensuring that as we grow, each and every employee understands and embodies patient centric values.

78 patients engaged in > 250 hours across all these activities:*

- ✓ Standing Patient and Caregiver Advisory Councils
- ✓ Advisory Boards Meetings
- ✓ Market Research
- ✓ Video Testimonials
- ✓ Focus Groups
- ✓ Content Co-Creation
- ✓ Photo Shoots
- ✓ Content Reviews
- ✓ Social Media Features
- ✓ Speaking Events at Industry Theaters or Conferences
- ✓ General Sessions for Employee Learning
- ✓ Patient and Caregiver Speaker Panels
- ✓ Clinical Trial Steering Committees

*Patients are compensated for all activities.

PATIENT VOICE IN CLINICAL RESEARCH

The inclusion of patient representatives on all Phase 3 trial steering roles reflects our belief that the lived experience of illness offers a level of expertise that is essential to good science. We've seen this approach pay off—in one recent committee meeting, patient input helped reframe a trial communication strategy to better support enrollment and retention among underrepresented communities.

> “Overall, it's been a great experience. Sometimes I've had to speak up and say, 'Hey, I don't fully get this—can you explain it?' But I've also felt like my input really mattered, which has been exciting. I'm also part of the sub-study looking at patients' experiences, and I think that's going to be such a valuable part of the project.”

AMY MANN
MAPLE-HCM STEERING COMMITTEE MEMBER

> “Our dedication to patient centricity enables our scientists to work hand-in-hand with patient advocates, giving us deeper insights into patients’ real needs. These valuable exchanges not only guide our approach but also inspire us with the determination and innovative thinking necessary to bring novel therapies to those who need them most.”

ANTONIO ROMERO
SENIOR DIRECTOR OF MEDICINAL CHEMISTRY & ADVOCACY COMMITTEE MEMBER

> “By collaborating with patient advisors we gain real-time insights and feedback that inform the development of our patient marketing materials.”

NASEEM EHSAN-PHAM
DIRECTOR, US PATIENT MARKETING

Formalized, disease-specific **Patient and Caregiver Advisory Councils, or PACs**, have been in place at Cytokinetics since 2020. These aren’t just forums for feedback—they are the backbone of our advocacy and engines of insight that shape our research, clinical programs, patient services, and broader organizational awareness.[3] We think critically about each council’s composition to ensure that they represent the breadth of real-world perspectives and that patient input is embedded in our calendars, our budgets, and our decision-making cycles.

1 Standardized Key Engagement Points

2 Patient Advocacy

3 Employee Engagement

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PARTNERING WITH THE ADVOCACY EXPERTS

Strong partnerships with patient advocacy organizations are a cornerstone of Cytokinetics' patient-centered approach. We work closely with organizations that represent the patient communities we aim to serve, engaging early to ensure their insights meaningfully shape our strategies. These relationships go beyond event sponsorships or awareness campaigns—they're built on trust, shared purpose, and a commitment to advancing outcomes through mutual learning and co-creation.

As part of our ongoing commitment to patient centricity, we regularly seek feedback from our advocacy partners to ensure our collaborations are meaningful and responsive to community needs. In our most recent survey, **96% of partners reported being very satisfied with their partnership with us, and 100% affirmed that our company "values the community my organization serves."** Importantly, every partner also agreed that our company has a "meaningful impact" on their organization's mission. These results reflect the strength of our relationships, while also reinforcing our responsibility to listen, learn, and continue improving how we show up for the patient and advocacy communities we serve.

> "If you start advocating for the patient first, everything else will fall in line."

KATHLEEN DIETZ
SENIOR MANAGER,
REGULATORY AFFAIRS

> "Cytokinetics is a very caring company that prioritizes the patient voice and collaboration… and the integrity of the organization shines through. Any nonprofit would be lucky to get to work with them."

2025 ADVOCACY PARTNER SURVEY RESPONDENT

POLARIS 2024: HCM in Focus Patient Day

In December 2024, Cytokinetics hosted **Polaris 2024: HCM in Focus**, a day-long event dedicated to the HCM patient community. The gathering brought together more than a dozen individuals living with HCM, care partners, representatives from advocacy organizations, and employees from across the company. Participants engaged in panel discussions, breakout workshops, and informal conversations, fostering a powerful atmosphere of mutual learning and collaboration.

During a highlight of the event, marked by a bidirectional exchange of information, patients shared their personal journeys while employees listened, asked questions, and gained insight into the lived experience of HCM. This exchange deepened understanding from multiple perspectives and inspired new ideas and initiatives.

Leaders of HCM Advocacy Organizations met with Cytokinetics leadership during Polaris to discuss strategic alignment.

Polaris 2024 marked our inaugural Patient Day, bringing together individuals living with the condition, care partners, advocacy leaders, and employees from across the company.

The insights gained from Polaris 2024 and our ongoing engagement with the HCM community continue to guide every aspect of our work, reinforcing our commitment to advancing treatments that may improve the lives of people living with debilitating diseases.

> "It was indeed a milestone day at our company as employees listened and learned from our inspirational guests who shared their journeys and were reciprocally motivated to collaborate on new initiatives, one to another and with us in true partnership for good."

ROBERT BLUM
PRESIDENT AND CEO

EMBRACING A CULTURE OF COLLABORATION AND EMPATHY ACROSS THE COMPANY

Building Our Footprint

Prior to the establishment of a European headquarters, and while we were still merely 100 employees, the team ensured we were thinking beyond our US borders. As early as 2015, Cytokinetics developed relationships with European advocacy organizations and later included individuals to represent European perspectives on the HCM Patient and Caregiver Advisory Council (HCM-PAC) and the ALS Patient and Caregiver Advisory Council (ALS-PAC). That early work with the patient community set the stage for where we are today—with a growing number of feet on the ground across Europe—all who take our patient-first value to heart.

Emil Tsenov, an early member of the Cytokinetics HCM-PAC and CEO of the EU-based HCM Patient Foundation, remarked, “In all of our interactions, every member of the Cytokinetics team has shown an unwavering commitment to the interests of patients and to hearing their voices, regardless of background or geographic location. A company is only as good as its people—and the team at Cytokinetics is simply great. They listen to us and, even more importantly, act on the patient input they receive.”

Emil Tsenov, CEO of HCM Patient Foundation in Vienna, Austria and former HCM-PAC Member shares a moment with President and CEO Robert Blum at Polaris 2024 Patient Day.

> "The company has been able to maintain and scale our culture of patient centricity as we've established the new EU operation by finding unity across the different countries and cultures under our purview. As Cytokinetics has expanded into Europe, so must our commitment to patients."

JOSEPH DAGHER
SVP, HEAD OF EUROPE

A Life in a Day: Walking in the Shoes of HCM Patients

To deepen internal understanding and empathy for people living with HCM in the US and Europe, Cytokinetics partnered with patient advisors and the creators of UK-based company, A Life in a Day (ALIAD), to develop a fully customized HCM simulation experience for employees. An immersive program was created that combines app-based prompts, physical kits, and live role-play interactions to simulate the day-to-day realities of living with HCM. Over two days, Cytokinetics employees across departments and territories participated in this innovative experience, engaging with realistic scenarios—doctor calls, physical limitations, and emotionally charged decisions—that mirrored the complexities of living with HCM. Every piece of the program was co-designed with input from HCM patient advisors to ensure authenticity and emotional depth.

The impact of the program was immediate and powerful. The experience inspired new commitments to more patient-centered practices across the company. As one HR team member shared, "It was an eye-opening exercise that has helped me gain a deeper understanding and greater empathy for patients and what we do at Cytokinetics. One of my commitments to doing something different in my role is to ensure our interviewing/recruiting practices promote HCM patients' journeys and stories." This investment reflects our belief that patient insights should not just be heard—but felt, internalized, and translated into meaningful action.

HOW IT WORKS

The experience is delivered through **3 elements**

An interactive app

Live role-play

A "kit" of sealed items

Elements of the ALIAD HCM Simulation have been customized to reflect the experiences of patients living with HCM, in collaboration with Cytokinetics' patient advisors.

> “They go beyond the lab: attending events, supporting fundraisers, and building genuine relationships with the community.”
>
> **2025 ADVOCACY PARTNER SURVEY RESPONDENT**

Community Engagement

We recognize that supporting patients extends beyond treatments and trials—it also means standing with them in their communities. Since our inception, we’ve deepened our commitment to community engagement through initiatives that foster visibility, connection, and solidarity. From participating in American Heart Association (AHA) and Children’s Cardiomyopathy Foundation (CCF) Heart Walks to sponsoring Lou Gehrig Day in collaboration with Major League Baseball, our involvement is about more than awareness—it’s about showing up in ways that matter to patients and their families. These events create space for shared experience, reduce isolation, and remind patients that they are not navigating their journeys alone.

The impact of these activities is best seen in the stories patients and families have shared with us. Many have expressed that seeing a company participate in events that celebrate and honor their lived experience helps them feel recognized and valued as people and not just patients. These moments of connection—whether walking side-by-side at a local event or being featured in a national campaign—can have a lasting emotional and social impact.

Employees gathered for the 2025 Children’s Cardiomyopathy Foundation Walk for a Cure.

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LEADING WITH HUMILITY

Patient Advisors Lead the Way

At Cytokinetics, our business strategies begin with the people living with the conditions we aim to treat. Through ongoing interactive conversations designed to understand the lived experiences, priorities, and unmet needs of patients—we continue to grow the company grounded in what matters most to them. These sessions are not one-offs; they are part of an iterative, intentional process that informs everything from message development to support programs and beyond.

Mother and son, Kathleen “Kitty” and Eric, members of our HCM Champions. and HCM Patient and Caregiver Advisory Council, advocate in Congress on behalf of HCM patients.

HCM-PAC Member Scott Popjes in his natural habitat: flying model airplanes in La Cañada Flintridge in the San Fernando Valley. *Actual patient who authorized use of likeness.*

As Genie Dubuk, VP, Customer Experience and Insights, observed, "We are committed to creating dynamic, evolving programs that are shaped by feedback from patients, providers, as well as through blinded market research—to ensure we remain accountable to our mission. This isn't a static process; it's a living, breathing partnership, aimed at helping patients feel confident on their journeys."

One of the ways we have sustained this partnership is through generative dialogue with our long-standing HCM and Heart Failure Patient and Caregiver Advisory Councils (PACs). To foster deeper patient connections and awareness as the demands of our business grow, we've set forth to "bottle up the magic" of the PACs and embed it throughout new initiatives. Through our ongoing and evolving infrastructure, we ensure that employees throughout our company have opportunities to hear directly from patients; because of this deeper understanding of their experiences, we act and work with compassion, with a drive to improve their lives.

> "I have seen how they have integrated different things we have told them in our interactions, been inquisitive on the effects of the disease, not just on our bodies, but on our minds as well as how it affects caretakers."
>
> **ERIC BROERMANN**
> **HCM CHAMPION**

HCM Champions: Deepening Connection Through Growth

In 2025, we launched the HCM Champions program to provide a more intentional, scalable, and emotionally resonant way to connect with those affected by HCM. As Cytokinetics grows, so does our commitment to staying close to the community that inspires our work. The HCM Champions initiative invites patients, caregivers, and advocates to join a vibrant network for shared stories, resources, and opportunities to engage. Becoming a Champion means being part of an ongoing conversation—and a movement—to ensure every patient feels seen, heard, and valued.

Champions have the opportunity to share their stories, speak at external and internal company events, contribute to co-creation sessions and learning panels, and participate in surveys and focus groups that directly inform our thinking. In doing so, they help shape how we grow responsibly and with heart. As one of our Champions, Gwen Mayes, commented at the end of a group call, "I'm so appreciative of including patients in your work. Thank you; thrilled to be shining a light with everyone on this call." HCM Champions isn't just a program—it's an evolving ecosystem rooted in empathy, mutual respect, and action.

Bringing an empathetic spirit to the field: At a recent Commercial Sales training, an HCM caregiver shared her family's journey, reminding us that every strategy begins with the lived experiences of patients and caregivers. By hearing directly from those most impacted, we carry forward the compassion and insight that shape how we work.

At Cytokinetics, it's a family affair. HCM Champion, Cindy Petz, and her son Sebastian enjoy Autumn in Illinois.
Actual patient who authorized use of likeness.

The HCM Champions program was created with a spirit of empathy, flexibility, and trust. How we run the program is just as important as the insights we get out of it. We are focused on ensuring that our teams are equipped to understand Champions' questions and concerns—often unspoken—by actively listening to tone, context, and emotional cues. We routinely check in with the Champions to understand their preferences for communication and engagement. All of this is done within strict guidelines that uphold and protect Champions' privacy.

> "Together, these strategies ensure that patient voices influence our decisions and shape our culture. We know there's more work to do, but we believe we're building a proactive, equitable, and enduring model of patient engagement."

MARY POMERANTZ
SENIOR DIRECTOR, PATIENT ADVOCACY & ENGAGEMENT

We learn from close collaboration with advocates like Sheila, a WomenHeart Champion who educates, advocates, and supports other women with heart disease. *Actual patient who authorized use of likeness.*

PATIENT-FIRST ETHOS INFORMS COLLABORATIONS WITH THE PHYSICIAN COMMUNITY

True to our commitment to patient centricity, we support and partner with physician professional societies who integrate patient input to design educational content that is clear, evidence-based, and relevant to real patient experiences. By grounding resources in patient perspectives, these societies help providers engage in shared decision-making that, as Colleen Healy, Senior Director of Professional Society Relations, explains, “ensures medical decisions align with each patient’s values and preferences, leading to greater trust, satisfaction, and better outcomes.”

Patient Advisor, Avonne White, and Senior Director, Colleen Healy, team up to amplify patient voices in HCM.
Actual patient who authorized use of likeness.

MARCHING FORWARD

We are living true to our value that *"Patients Are Our North Star"* is not a destination, it's a discipline. And while we are proud of the progress we've made, we remain clear-eyed about the work ahead. This paper is an invitation to continue the journey—grounded in trust, guided by lived experience, and shaped by a belief that the future of medicine must be built together.

> "We'll be called to action in ways that even now we might not be able to anticipate — my hope is that we always see those decisions through a lens of patient centricity."

ROBERT BLUM
PRESIDENT AND CEO

NOTES

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