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Eisai Co., Ltd.

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The status of Eisai's corporate governance is described below.

I. Basic philosophy of corporate governance, capital structure, corporate profile, and other basic information

1. Basic philosophy

Eisai has adopted the following Corporate Concept and incorporated it into the Company's Articles of Incorporation as a commitment to our stakeholders, beginning with our shareholders.

(Corporate Concept)

Article 2.

- (1) The Company's Corporate Concept is to give first thought to patients and the people in the daily living domain, and to increase the benefits that health care provides to them. Under this Concept, the Company endeavors to become a human health care (*hhc*) company.
- (2) The Company seeks to effectively achieve social good in the form of relieving anxiety over health and reducing health disparities as an innovative Japanese company.
- (3) The Company's mission is to increase the satisfaction of patients and the people in the daily living domain, and to empower them to realize their fullest life through an *hhc* ecosystem developed through collaboration with other industries and groups. The Company believes that revenues and earnings will be generated by first fulfilling this mission. The Company places importance on this sequence.
- (4) The Company strives to fulfill its social responsibilities by positioning compliance (i.e., the observance of legal and ethical standards) as the basis of all business activities.
- (5) The Company's principal stakeholders are patients and the people in the daily living domain, shareholders, and employees. The Company endeavors to develop and maintain a good relationship with stakeholders and to enhance the value thereof through:
 - (i) Satisfying unmet medical needs, providing information and services that contribute to the awareness and prevention of diseases, ensuring a stable supply of high-quality products, and providing useful information on a range of topics, such as drug safety and effectiveness;
 - (ii) Contributing to a sustainable society with a long-term perspective;
 - (iii) Enhancing the common interests of shareholders, improving long-term corporate value, providing a positive return to

- shareholders, and disclosing corporate management information in a timely manner; and
- (iv) Ensuring stable employment, respecting human rights and diversity, providing full opportunities for growth in support of self-fulfillment, and creating an employee-friendly environment.

This Corporate Concept is shared as common knowledge among Eisai's Japanese and overseas Group companies (Eisai Network Companies).

While developing Eisai's global business through their respective operations, they work as one toward the realization of this Corporate Concept. To realize the corporate Concept, corporate measures and policies must be executed with long-term vision. Such implementation is made possible only with the trust of the Company's stakeholders. Therefore, the Company is always aiming for good corporate governance, and to continually enhance it.

The core of corporate governance is to ensure fair and transparent management and to enhance corporate vitality by respecting the rights of all our stakeholders and clearly separating the supervision of management and the execution of business. The Company will maximize the role of its Outside Directors, starting with their supervision of management and aiming at good corporate governance. In order to increase its corporate value and to increase the common interests and long-term value of stakeholders, the Company strives to enhance corporate governance by stipulating the following basic points of view and code of conduct in its "Corporate Governance Principles" and implementing these principles accordingly.

(1) Shareholder Relations

The Company shall:

- (i) Respect the rights of all stakeholders;
- (ii) Work on increasing and creating corporate value with stakeholders;
- (iii) Keep positive and smooth relations and develop trust with the Company's stakeholders through dialogue;
- (iv) Ensure transparency by properly disclosing Company information in a timely manner; and
- (v) Proactively contribute to achieving a sustainable society.

(2) Corporate Governance System

- (i) The Company has adopted a Company with a Nomination Committee, etc., System.
- (ii) The Board of Directors ("the Board") shall delegate to the Corporate Officers broad powers of decision-making for business execution, to the extent permitted by laws and regulations, and it shall fulfill the function of management oversight.
- (iii) The majority of the Board shall be independent and neutral Outside Directors.
- (iv) The Representative Corporate Officer and CEO shall be the only Director who is concurrently a Corporate Officer.
- (v) To clarify the management oversight function, the positions of the Chair of the Board and the Representative Corporate Officer and CEO shall be separated and held by different people.
- (vi) The Nomination Committee and the Compensation Committee shall be entirely composed of Outside Directors, and the majority of the Audit Committee shall consist of Outside Directors.
- (vii) The Chairs of the Nomination Committee, the Audit Committee and the Compensation Committee shall be Outside Directors.
- (viii) The Company shall have an *hbc* Governance Committee consisting solely of Outside Directors.
- (ix) The internal control system and its operation shall be enhanced to ensure the credibility of financial reports.

Detailed information regarding Eisai's corporate governance is available on the corporate website (<https://www.eisai.com/company/governance/index.html>), along with the Company's Corporate Governance Principles, Rules of the Board of Directors, Rules of the Nomination Committee, Rules of the Audit Committee, and Rules of the Compensation Committee.

The reason why the Company does not implement each principle of the Corporate Governance Code

The Company implements all the principles established in the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code (Update)

[Principle 1-3 Basic Guidelines for Capital Policy]

The Company's Corporate Concept is stipulated in the Articles of Incorporation, which states the Company endeavors to develop and maintain a good relationship with principal stakeholders: patients and the people in the daily living domain, shareholders, and employees and to enhance the value thereof. Our capital policy is also based on this Corporate Concept. Aiming to improve shareholder value, the Group's capital policy aims to enhance corporate value over the medium to long term and is built around growth investment, a sound financial base and efficient balance sheet management, and shareholder returns.

(1) Growth investments that contribute to medium- to long-term enhancement of corporate value

The Group will proactively allocate funds to investments that lead to the sustainable growth of the business, such as R&D investment and in-licensing. When making investment decisions, the Group will comprehensively evaluate profitability, investment recoverability, business risks, and other factors, and select projects that contribute to medium- to long-term value creation rather than focusing on short-term indicators. Through this, the Group will strengthen the future earnings base and achieve sustainable enhancement of corporate value.

(2) A sound financial base and efficient balance sheet management

The Group will utilize a variety of financing methods suited to market conditions in order to stably and flexibly secure funds for growth investments. By establishing a funding base that includes market financing, The Group will ensure financial flexibility and soundness. The Group will appropriately monitor key indicators such as debt levels, free cash flow, and CCC (cash conversion cycle), and engage in balance sheet management through measures such as:

- Maintaining financial soundness
- Improving capital efficiency
- Optimizing working capital and inventory levels

(3) Shareholder returns

The Company pursues an optimal balance between proactive growth investments and returns to its shareholders. The Group will implement sustainable and stable dividends by comprehensively taking into account consolidated performance, its dividend payout ratio, and free cash flow. In addition, considering financial position and market conditions, the Company will also consider acquisition of the Company's own shares while taking total shareholder return ratio into account.

[Principle 1-4 Cross-shareholding]

Our fundamental policy regarding strategic shareholding is to use cross-shareholdings only as a means of enhancing cooperation with other companies in ways that promote an increase in corporate value. Shareholdings are kept to the minimum necessary, and the benefits of shareholding are weighed against the corresponding risks via estimates of Net Present Value (NPV), etc. Such verification will be carried out every year, and from the perspective of corporate governance, the balance of shares held will be decreased as a general rule.

In addition, when exercising voting rights related to strategically held shares, the Company will vote in favor of proposals it judges will contribute to an increase in the value of shares held by the Company, and vote against proposals it judges will damage the value. In cases where companies holding strategically held Company stock (strategically holding shareholders) express an intention to sell, etc., said Company stock, the Company does not, as a general rule, prohibit said sale, etc.

In FY2025, the Company sold its cross-shareholdings in 4 listed stocks (of which all its shares of 1 of those stocks). In addition, the Company sold all of its shares in 1 unlisted stock, and all of its deemed shareholding in 1 stock.

[Principle 1-7 Transactions between Related Parties]

In order to prevent parties with vested interest in the Company, including its Directors, Corporate Officers, and employees, from abusing their position to harm the interests of the Company or the common interests of shareholders, the Company's Anti-Bribery and Anti-Corruption Policy of Eisai Network Companies (ENW*) contains provisions prohibiting conflict-of-interest transactions, giving of benefits to shareholders, and bribery. Directors, Corporate Officers, and employees are made thoroughly familiar with the content through compliance training, etc.

* ENW (Eisai Network Companies) refers to the corporate group comprised of Eisai Co., Ltd., and its consolidated subsidiaries and affiliates.

The existence of transactions between the Company and its major shareholders as well as the nature of such transactions are appropriately supervised by the Company's Board of Directors, and subjected to periodic audits by the Audit Committee. In an effort to prevent conduct that runs counter to the interests of the Company and its shareholders, the Company's Board of Directors stipulates and discloses in the Detailed Rules of the Board of Directors that transactions competitive to the Company and transactions that conflict with the interests of the Company by Directors and Corporate Officers require the approval of the Board of Directors. Furthermore, with regard to such transactions, Directors and Corporate Officers are required to report material facts appropriately to the Board of Directors.

<https://www.eisai.com/company/governance/cgregulations/boardmtg/index.html>

[Supplementary Principle 2-4-1 Policies and Goals to Ensure Diversity in the Appointment of Core Human Resources]

As we evolve into an *hhceco* company that contributes to a wide range of people, from patients to consumers, and strive to achieve greater social good, promoting diversity, equity and inclusion (DE&I) is one of our most important themes. Since the Representative Corporate Officer and CEO issued the Eisai Diversity Declaration in 2012, we have developed a work environment that allows employees with a wide range of values to play active roles regardless of their nationality, gender, age, or other characteristics. In 2023, the Representative Corporate CEO communicated a new DE&I message both internally and externally, and the Company formulated the slogan "We see difference, we see potential," and the following statement which outline Eisai's *hhc* concept and stance on DE&I. From FY2024, we have been instilling this slogan and statement as a common core value for all employees around the world and strengthen our global unified promotion in order to translate it into concrete actions and outcomes. We have also been focusing on improving our organizational management capabilities to embody this in the daily actions of each employee and create synergy. The Company appointed a foreign national as a Director in 2002, a foreign national as a Corporate Officer in 2006, a female employee as a Director in 2009, and a female employee as a Corporate Officer in 2013. As of March 31, 2026, four of the Company's 30 officers are foreign nationals and five are female. Additionally, at the

head office, in each global region, and in each division, we continue to take steps to ensure employee diversity, such as setting up bottom-up committees and promoting projects that address issues at each site. As a result, the global ratio of female managers (excluding Americas region) is now approximately 33%.

Nevertheless, there are still more diversity-related issues, such as gender issues, in Japan than in other countries. There is an urgent need for measures to address these issues from various perspectives. Starting with the "Eisai Diversity Declaration" in 2012, we have been working on reforming our personnel system to eliminate general positions and consolidate them into career positions, expanding the recruitment of international students and mid-career hires, building a domestic DE&I promotion system with the aim of quickly cultivating a culture that embraces DE&I, and establishing various training programs, a mentor system and career counseling functions, all of which we continue to implement. In particular, to increase the ratio of female managers, which is an important indicator of employee impact, we have made it our top priority to foster women's career outlook and develop management candidates. With the keywords "early," "regularly," and "specifically," we are focusing on creating opportunities for women to envision themselves as leaders at an earlier stage and on developing career support measures that enable both men and women to participate in the child-rearing period. As a result, the ratio of female managers in Japan was 14.3% as of March 31, 2026, maintaining an upward trend.

Regarding the appointment of foreign personnel to our company, we began hiring international students in FY2013, with the goal of continually securing human resources. Since the start of the program, this initiative has been implemented every year except for FY2014 and FY2017. We are working to secure external human resources by promoting mid-career hires to managerial positions and introducing a referral hiring system. Additionally, we continue to hire people with disabilities in Japan, using legal requirements as a guide.

Leveraging our strengths as a global company that strives to realize our *hbc* concept, the Group is working to promote DE&I on a global scale by integrating the knowledge from regions and functions outside Japan.

Index	The goal	Results (FY2025)
Female employee ratio	FY2030: 30% or more	29.1%
Ratio of women in management positions	FY2030: 30% or more	14.3%
Ratio of organization heads under 30	FY2030: 20% or more	7.1%
Percentage of male employees who took maternity leave or childcare leave	FY2030: 100% (30 days or more)	91.4% (5 days or more)

* The targets and results for each indicator presented in this section relate to Eisai Co., Ltd. (Japan).

The contents of this report, including references to DE&I activities and KPIs, reflect the values and practices of Eisai Co., Ltd. as implemented in accordance with the legal and cultural frameworks of Japan and other jurisdictions where such approaches are appropriate and permitted. These descriptions and activities are not intended to apply to, nor should they be interpreted as applying to, the operations of Eisai Co., Ltd. or its subsidiaries in the United States or any other jurisdiction where such practices or activities may be subject to different legal standards. All statistics noted in this section do not include Eisai's U.S. entities.

* "Employee impact accounting" is an accounting method that shows how much of an impact the wages paid by a company to its employees have provides on society.

[Principle 2-6 Fulfill Function as Corporate Pension Asset Owner]

The “Eisai Corporate Pension Fund” (“the Fund”) adopted the Corporate Stewardship Code in February 2018 and became a signatory to the Principles for Responsible Investment (PRI) in December 2019. In addition, it indicated its acceptance of the Asset Owner Principles in February 2025. Going forward, the Fund will strive to manage pension assets safely and efficiently in order to ensure benefits in the future, taking into account the best interest of beneficiaries. The Fund believes that promoting the sustainable growth of portfolio companies and realizing the sustainable growth and development of the economy as a whole will ultimately meet its investment objectives, and it expects investment institutions to enhance the corporate value of portfolio companies through dialogue, including sustainability-related issues.

Currently, the Fund has appointed an investment manager with knowledge and experience in pension asset management and utilizes an asset management consulting firm. In addition, the Finance Department provides support to the Fund. In the future, the Company will continue working to distribute sufficient resources including the deployment of staff members who have the requisite experience and qualities, and striving to develop such staff, etc., in order for the Fund to be able to fulfill its expected function as asset owner.

Major decision-making on asset management is approved by the Board of Directors and approved or approved for reporting by a Representative Committee in light of deliberation by an Asset Management Committee. The Company believes that this system is able to appropriately manage conflicts of interest.

[Principle 3-1 Full Disclosure]

In regard to Items (i) through (v) given in Principle 3-1, we provide information carefully and in an easy-to-understand manner in the General Meeting of Shareholders reference documents and Business Reports, etc. English-language versions of the Notice of Convocation of the General Meeting of Shareholders, Business Reports, the Integrated Report, etc., are also created. In addition to these materials, we have also created an English-language version of our website.

(i) In addition to establishing a corporate Concept in its Articles of Incorporation, the Company has established the Corporate Objective and the Charter of Business Conduct of Eisai Network Companies, and has released them on the website.

<https://www.eisai.com/company/philosophy/index.html>

We strive to share the corporate Concept through broad, general release, including to shareholders, by including it in the Notice of Convocation of the General Meeting of Shareholders, Business Reports, the Integrated Report, etc. In addition, we proactively disclose and release the medium-term and annual business strategy and business plan through financial statement releases, individual shareholder explanation meetings, briefings for the media and analysts, and other communication opportunities.

(ii) Through the Board of Directors, the Company has established the Company’s “Corporate Governance Principles,” which stipulate the Company’s basic thinking regarding corporate governance, and has disclosed it on the Company’s website.

<https://www.eisai.com/company/governance/cgregulations/cgguideline/index.html>

(iii) The Company is a Company with a Nomination Committee, etc., system. The Compensation Committee has the authority to determine the content of compensation of individual directors and corporate officers of the Company. It determines (1) policy concerning decisions on the content of compensation of individual directors and corporate officers, (2) the content of compensation of individual directors and corporate officers, and (3) the evaluation of the level of attainment of Company-wide performance targets and the individual performance targets of each corporate officer for the performance-based compensation of corporate officers. The Compensation Committee may also deliberate on compensation, etc., for directors and corporate officers separately and take exceptional measures in cases where it deems such action necessary. The process for determining

compensation, etc., has been disclosed in the Notice of Convocation of the 114th Ordinary General Meeting of Shareholders (the Business Report). In addition, in order to further enhance management transparency, the Compensation Committee annually deliberates on the content of appropriate information disclosure regarding compensation, etc., and makes proposals to the Representative Corporate Officer and CEO, as stipulated in the bylaws.

(iv) The Company is a Company with a Nomination Committee, etc., system. The Nomination Committee has the authority to determine General Meeting of Shareholders proposals related to the election and dismissal of Directors, as well as the basic policy, rules, and procedures, etc., required for the election and dismissal of Directors. The Nomination Committee determines proposals regarding the composition of the Board of Directors for the next fiscal year and the requirements, etc., for the independence and neutrality of Outside Directors and selects candidates for directorship. The duties, contents of activities, etc., of the Nomination Committee have been disclosed in the Notice of Convocation of the 114th Ordinary General Meeting of Shareholders (the Business Report). In regard to the election of Directors, the reference documents of the Notice of Convocation for the General Meeting of Shareholders include the reasons for proposal of each candidate for directorship decided by the Nomination Committee. In addition, matters related to the independence and neutrality of Outside Directors confirmed by the Nomination Committee are also included. In regard to the election of Corporate Officers, the reasons for election are included in the agenda items of the Board of Directors, and the Representative Corporate Officer and CEO (the proposer) provides the Board of Directors with sufficient explanation for each selection. In the Reference Document, the Nominating Committee discloses the diversity of director candidates in the form of a "skills matrix," including the principal reasons for nomination as director candidates.

[Supplementary Principles 3-1-3 Initiatives on Sustainability]

The Board of Directors has adopted Article 9 of the Corporate Governance Principles, "Working on Realization of a Sustainable Society," and supervises management in accordance with this provision. The contents of this provision are as follows;

1. The Company will consistently pursue the best corporate governance and proactively work on solving issues related to the environment and society.
2. The Company will carefully monitor trends of global activities which aim at the realization of a sustainable society, and will strengthen the effectiveness of the Company's efforts and endeavor to disclose information proactively.
3. The Company will respect various stakeholders worldwide and make efforts to maintain positive and smooth relations with them, and will contribute to the creation of social value with stakeholders through the Company's business.
4. The Directors and Corporate Officers will respect stakeholders' rights and provide leadership to develop a corporate culture of creating value together with its stakeholders based on the Corporate Concept of the Company.

[Strategy, Indicators, and Targets for Sustainability : Eisai's Future Creation Strategy]

In accordance with the *hhc* concept, Eisai is committed to realizing social good by relieving anxiety over health and reducing health disparities, thereby increasing the satisfaction of patients and the people in the daily living domain and empowering the People to realize their fullest life.

In March 2025, based on the *hhc* concept, the Group formulated the "Eisai's Future Creation Strategy" to create a world where everyone can realize their fullest life. Pursuing this strategy placed at the core of our operations, we will not only contribute to

patients and the people in the daily living domain through the Group's pharmaceutical related business, but also strengthen corporate governance and address social issues such as global environmental conservation as a foundation of our business. Through these efforts in the mid- to long-term, we aim to drive both long-term corporate growth and sustainable development of the society.

This strategy consists of four elements: (i) Time for patients and the people in the daily living domain to live one's authentic life, (ii) Global environment in which everyone can lead one's healthy life, (iii) Society in which everyone can stay true to themselves, and (iv) Towards the company that everyone can trust.

In order to enhance our mid- to long-term corporate value by executing the Eisai's Future Creation Strategy, the Group will take initiatives to identify important priority issues and targets to be addressed in our mid-term business plan.

[Initiatives to Improve Access to Medicines]

The Group considers making efforts to resolve the global issue of access to medicines to be its duty as well as a long-term investment for the future. It is promoting such undertakings proactively under public- private partnerships with governments, international organizations, private non-profit organizations and others.

(1) Elimination of lymphatic filariasis (LF)

LF is one of the neglected tropical diseases (NTDs) that is endemic in developing and emergent nations. We manufacture its treatment, diethylcarbamazine (DEC) tablets, at our Vizag Plant in India. Until LF is eliminated in all endemic countries requiring DEC, we will continue to provide the tablet to the World Health Organization (WHO) free of charge. As of the end of March, 2026, we had supplied 2.81 billion tablets to 33 countries. Through the WHO "Global program to eliminate lymphatic filariasis," LF has been eliminated in 21 out of 72 endemic countries (of the 21, we have been providing DEC tablets to 8 countries).

(2) Development of a new treatment and awareness-building for Mycetoma

Aiming to develop a treatment for mycetoma, one of NTDs we conducted clinical trials of the antifungal agent fosravuconazole (E1224), which we developed in-house, in Sudan, an endemic country, with the Mycetoma Research Centre, the Drugs for Neglected Diseases initiative (DNDi), and the Global Health Innovative Technology Fund (GHIT Fund). We are preparing for an application for approval.

In order to create a drug for mycetoma, the Group worked with the Mycetoma Research Centre in Sudan (one of the endemic countries), the Drugs for Neglected Diseases initiative (DNDi), and the Global Health Innovative Technology Fund (GHIT Fund) to conduct clinical studies of E1224, our in-house developed anti-fungal drug fosravuconazole. Now, we are preparing for an application for approval.

Starting in 2019, we engaged in activities in Sudan to combat mycetoma through cooperation with the Association for Aid and Relief, Japan (AAR Japan) an international NGO based in Japan. Activities are currently suspended due to the 2023 conflict. <https://www.eisai.com/sustainability/atm/ntds/mycetoma/index.html>

(3) The development of new drugs for the treatment of NTDs and malaria

Through partnerships with international research agencies and others, the Company is proactively undertaking the development of new drugs for the treatment of NTDs and malaria. We are continuing the development of new drugs for the treatment of NTDs through partnerships that make the most of the respective specializations of those involved. In joint efforts with non-profit research organizations, including the DNDi and Medicines for Malaria Venture (MMV), investments by the

GHIT Fund and others are being used in addition to ideas input by researchers from academia, etc.

[Consideration for the Environment]

Under the *hhc* concept, the Group considers the global environment as the foundation for business activities aimed at achieving social good. Based on this idea, the Group has established the “Eisai Network Companies (ENW) Environmental Policy,” and is working together as one to promote environmental conversation. In FY2024, the Group also formulated the five items of Major Environmental Activities based on the ENW Environmental Policy.

In addition to climate change countermeasures aimed at achieving “2050 Net-Zero*” and SBT 1.5°C target, we have promoted prevention of environmental pollution, sustainable water use, biodiversity conservation, and recycling of resources.

*Net Zero (as defined by the Science Based Targets initiative’s Corporate Net-Zero Standard)

- Either reduce Scope 1, 2 and 3 emissions to zero or reduce them to a residual volume of emissions consistent with the achievement of net zero emissions on a global or sector level in line with the eligible 1.5°C target.
- Neutralize residual emissions at the time of the net zero target and all GHG emissions released into the atmosphere from that point onwards.

(1) Business activities that give consideration to the global environment

(i) Initiatives for recycling of resources

We established our global targets which aims to reduce waste generation by 7% (Intensity indicator: Waste generation (t) / [Cost of sales (excluding royalty payments) + R&D expenses + SG&A expenses (JPY 100 million)]) compared to FY2023, while achieving a recycling rate (including sales at a value) of 50% or more and final landfill volume of 2% or less by 2030, and implement recycling of resources by promoting to reduce the amount of waste generated, improve recycling rates, and reduce the amount of waste ultimately disposed of in landfills, etc. FY2024 will mark the 17th consecutive year that we have attained zero emissions.*

* To reduce the percentage of waste sent to landfills to less than 0.5%.

(ii) Initiatives for sustainable water use

We aim to contribute to the formation of a recycling-oriented society through the sustainable use of resources, including water. As a medium-term target, we seek to reduce the use of water by 7% (Intensity indicator: Water withdrawal (thousand m³) / [Cost of sales (excluding royalty payments) + R&D expenses + SG&A expenses (JPY 100 million)]) by FY2030 compared to FY2023 levels by promoting the reduction of water usage through recycling and other efficient ways of using water resources. In addition, as another medium-term target, we aim to maintain high-quality wastewater treatment that contributes to the preservation of water quality, thereby complying with environmental standards related to water and continuing our record of zero legal violations by FY2030.

(iii) Initiatives for biodiversity conservation

We have established the “ENW Biodiversity Guidelines,” with the aim of considering the impact of our business activities on biodiversity and contributing to the realization of a society coexisting with nature in accordance with harmony with the global environment. As a medium-term target by FY2030, each business site is aiming to identify an important species and engage in activities to preserve them.

We identify the medium- to long-term risks that our business activities pose to biodiversity, namely: 1) the impact of the emission of hazardous substances into the water and atmosphere on biodiversity in the neighboring areas of places where

we operate, and 2) the impact of waste generated from the use of our products on the environment as a whole, and we are systematically promoting activities.

On the grounds of the Kawashima Plant (Gifu Prefecture), we maintain a Japanese garden, rich with nature, and we cultivate and conserve about 700 types of medicinal and otherwise beneficial plants in the Medicinal Herbal Garden at the Naito Museum of Pharmaceutical Science and Industry. The Fukushima Business Office of EA Pharma Co., Ltd. preserves planted forests such as Somei Yoshino cherries and weeping cherries on its premises. Since FY2020, the Vizag site (India) has undertaken a tree-planting program to promote environmental awareness, and they have planted over 10,000 trees to date. Furthermore, the Bogor plant (Indonesia) is cultivating the Orchid plant, as it is included as conservative plant by the Indonesian government.

(2) Climate Change-related Activities

(i) Governance Structure for Climate Change Risks and Opportunities

The Board of Directors has established "Rules for Preparing Necessary Systems for Ensuring the Suitability in the Performance of Duties by Corporate Officers," under which the Corporate Officer in charge of sustainability establishes and operates internal controls concerning such risks. "Rules of the Board of Directors" stipulate matters related to ESG and SDGs as reportable items, and the Board of Directors receive quarterly progress reports from the corporate officer in charge on the status of company-wide initiatives and issues related to sustainability, including climate change, and monitor them. Under this system, the Corporate Officer in charge of sustainability identifies and addresses risks and opportunities related to climate change. In addition, significant business risks, including climate-related risks, are managed by the Risk Management Committee, chaired by the Corporate Officer in charge of Internal Control, which reports to the Board of Directors.

(ii) Information Disclosures Based on TCFD Recommendations

In June 2019, the Group declared support for the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD)*, carried out the recommended analysis of climate scenarios, and disclosed the results in FY2020. After that, we carried out another analysis considering multiple climate scenarios and disclosed it in FY2023. As a result of the analysis, regarding Physical Risk, we identified "Stagnation of production activities", "Increased costs due to carbon tax /Increased energy costs", "Damage from natural disasters", "Increased health risks" as important risk, and regarding Transition Risk, we also identified "Increased costs due to carbon tax/Increased energy costs", "Additional capital investment", "Responding to the demand for low-carbon products", "Lower trust from stakeholders" as important risk. We understand addressing healthcare needs resulting from climate change as an opportunity. Under the risk management system, we are working to prevent these risks from materializing, and we aim to realize the opportunities through our business activities.

<https://www.eisai.com/sustainability/environment/climate-countermeasure/tcf-disclosure/index.html>

* The Task Force on Climate-related Financial Disclosures (TCFD) is a working group of the Financial Stability Board (FSB) made up of central bank governors and finance ministers from various countries. Led by the private sector, the task force encourages the efficient disclosure of climate-related financial information in order to promote appropriate investment decisions by investors and others.

(iii) Reduction of greenhouse gas emissions

The mitigation of climate change is a pressing issue shared by all humankind, and is an indispensable element in the realization of a sustainable society. The Group is engaged in initiatives aimed at achieving the globally-shared goal of “Keeping the rise in the average global temperature to 1.5°C or less compared to pre-industrial levels” which is the 1.5°C reduction goal, as well as the achievement of “2050 Net Zero*2.” which is an extension of the first goal. Since FY2019, the Group has set an SBT*3 2.0°C target (reducing greenhouse gas (GHG) emissions by 30% by FY2030 compared to FY2016). Up until FY2022, we met our targets for 3 years running, and we have successfully reduced our GHG emissions by over 60% compared to FY2016. Therefore we set an even stricter SBT 1.5°C target which was approved by the SBT Initiative*4 in November 2023. Furthermore, in December 2023, we received approval from the JCI*5 (Japan Climate Initiative) to participate in the JCI Race to Zero Circle which is committed to achieving net zero by 2050.

As part of this effort, in addition to continuing efforts to save energy, we will engage in a variety of initiatives including increasing the adoption of renewable energy, reducing and eliminating carbon emissions from sales vehicles, and actively promoting the introduction of advanced technology. We also joined the RE100 initiative, which aims to switch all electrical energy used for business activities to renewable energy, and we aim to achieve this target by FY2030. Furthermore, we introduced Internal Carbon Pricing (ICP) to promote investments that are effective at reducing CO2 emissions by converting and visualizing the volume of CO2 emission reductions into monetary amounts. We are also making steady progress with reducing GHG emissions in our supply chains by strengthening engagement to better understand emission volumes and set appropriate targets.

In FY2025, in response to international disclosure standards and stakeholder expectations, we refined a "Climate Transition Plan" aimed at achieving net zero emissions. The plan incorporates various perspectives, including scenario analysis, assessment of risks and opportunities, the development of strategies and a roadmap for reducing greenhouse gas emissions (Scopes 1, 2, and 3), alignment with financial and investment planning, and the establishment of governance structures. Based on this comprehensive and actionable plan, we have been advancing our initiatives since FY2026.

*1 ENW (Eisai Network companies) refers to the corporate group composed of Eisai Co., Ltd., and its subsidiaries and associated companies.

*2 Net Zero (as defined by the Science Based Targets initiative’s Corporate Net-Zero Standard)

- Either reduce Scope 1, 2 and 3 emissions to zero or reduce them to a residual volume of emissions consistent with the achievement of net zero emissions on a global or sector level in line with the eligible 1.5°C target.
- Neutralize residual emissions at the time of the net zero target and all GHG emissions released into the atmosphere from that point onwards.

*3 SBT (Science Based Targets) are medium- to long-term greenhouse gas emission reduction targets based on scientific grounds and reviewed and certified by the SBT initiative. It is currently the de facto international standard.

*4 The SBT initiative is an international joint initiative between the CDP (an international NGO that manages information disclosure programs in the environmental sector), the United Nations Global Compact (UNGC), the Worldwide Fund for Nature (WWF), and the World Resources Institute (WRI).

*5 Japan Climate Initiative (JCI) is a loose network of diverse bodies outside the national government, such as corporations, local governments and NGOs, which are actively involved in taking measures against climate change. Eisai Co., Ltd. joined in December 2020.

(iv) Promotion of the introduction of renewable energy

The group is actively promoting the adoption of renewable energy and working to reduce CO₂ emissions. We are installing and operating solar power generation systems and advancing the use of green electricity*1 at our factories and research laboratories. In addition, we utilize non-fossil certificates and renewable energy certificates, resulting in a renewable energy ratio of 98.7% of our total electricity consumption in FY2024 (limited to externally purchased electricity).

*1 Electric power generated from sunlight, wind power, hydraulic power, and other renewable energy sources.

[Investments in human capital]

At the Ordinary General Meeting of Shareholders held in 2022, we stipulated the concepts of “respecting human rights and diversity,” “providing full opportunities for growth to support self-fulfillment,” and “creating an employee-friendly environment” as pillars of human capital in the Articles of Incorporation. On the occasion of amending our Articles of Incorporation, we formulated our “integrated human resource strategy” and have set out to maximize the value of human assets in the Group. Ever since it was made mandatory to include human capital-related metrics in the securities reports of all listed companies, we have been disclosing Human Capital Report (HCR), a report on human capital management, on the Company’s website since FY2023. Reflecting the various opinions received through the HCR and incorporating them into our internal strategies and initiatives, our approach has received high external recognition, including the Japan HR Award, Thought Leaders of Human Capital, Nadeshiko Brand and Kenko Investment for Health. Our collaboration with other companies is steadily increasing, and we will continue to expand its scope through joint events and accelerated talent exchanges. Leveraging such trend of proactive disclosure of our human capital information, we plan to disclose "HCR2026" in July 2026.

[Respect for Human Rights]

The Group formulated the ENW Human Rights Policy which complies with international standards in 2019 and revised it in 2025. On this basis, we have identified risks within our business and value chain wherein the Group’s business activities may have an adverse impact on the human rights of our stakeholders, and we carry out human rights due diligence on an ongoing basis to avoid or minimize these risks, monitor them, and disclose the results. Based on the survey conducted in FY2024 targeting internal organizations and primary business partners, we have carried out awareness-building activities for executives and employees, as well as engagement with and support for business partners. In addition, we launched a grievance mechanism in November 2024 as part of our remediation efforts related to the value chain and have been working to enhance its operational processes and promote awareness and accessibility of the mechanism.

[Sustainable Procurement]

Our company is committed to sustainable procurement activities throughout the entire supply chain, placing importance on human rights, labor and safety, the environment, and ethics. Through collaboration with our business partners, we aim to enhance corporate value. We request our business partners to comply with our Code of Conduct for Business Partners, which outline the basic principles of sustainable procurement and our expectations. In addition, we also request our business partners to conduct sustainability evaluations through self-assessment questionnaires and provide feedback and engagement based on the results.

At our annual briefing session for domestic business partners, we invite external experts to give lectures on topics such as respect for human rights and environmental considerations, raising awareness among participants. Furthermore, we are also promoting sustainable procurement initiatives at our overseas plants, including Vizag plant in India, the Suzhou plant in China, and the

Bogor plant in Indonesia.

[Investments in intellectual properties]

The legal protection and effective utilization of the proprietary technologies and products we have developed through our investments in R&D and business activities are indispensable to the sustainable growth and development of the Group and the stable delivery of innovative pharmaceuticals and solutions to patients and consumers. For this reason, the Group is strategically pursuing various activities related to intellectual property, such as patent acquisition.

For more on the Group's intellectual property investment initiatives, visit our website at the following address:

<https://www.eisai.com/company/business/research/ip/index.html>

[Supplementary Principles 4-1-1 Roles and Responsibilities of the Board (1)]

The Company is a Company with a Nomination Committee, etc., system. The Company's Board of Directors delegates to Corporate Officers a significant amount of decision-making related to the execution of business, to the extent allowed by relevant laws and regulations, to invigorate operation, and focuses on management oversight.

The main duties, etc. of the Board are as follows;

1. The Board shall determine the material matters required by law, the Articles of Incorporation and the Rules of the Board, including basic management policies, the appointment and dismissal of Corporate Officers and surplus dividends.
2. The Board shall oversee the execution of duties by the Directors and Corporate Officers on the basis of reports from the Nomination Committee, Audit Committee, the Compensation Committee, the *hhc* Governance Committee and the Corporate Officers.

The specific matters to be resolved by the Board of Directors and the specific matters that are to be reported to the Board of Directors are stipulated in the Detailed Rules of the Board of Directors. The Rules of the Board of Directors and the Detailed Rules have been disclosed on the Company's website.

<https://www.eisai.com/company/governance/cgregulations/boardmtg/index.html>

[Principle 4-8 Effective Use of Independent Directors]

1. A Sustained, Autonomous Mechanism for Enhancement of Corporate Governance Centered on Outside Directors

The presence of independent Outside Directors, who account for the majority of the Board of Directors, supports the effectiveness of the Company's corporate governance structure. The Company has established and is operating a mechanism to enhance sustained, autonomous corporate governance centered on Outside Directors, including (1) a system of electing neutral and independent Outside Directors by a Nomination Committee, (2) operating the Board of Directors, etc., through the leadership of a chair who is an outside director, (3) an "*hhc* Governance Committee" for broad discussion of corporate governance, including dialogues with stakeholders and the consideration of a succession plan, etc., and (4) corporate governance evaluations that drive the Plan-Do-Check-Act (PDCA) cycle of the Board of Directors and each committee. We will continue to work to enhance the content of each of those efforts.

(1) System for Selecting Outside Directors

- ① The Nomination Committee consists of outside directors

- ② Information on candidates is also collected from members of the Nomination Committee and all other directors and former outside directors of the Company.
 - ③ Candidates for outside directors are shortlisted after screening for independence and neutrality and the presence of any competitive activities, etc.
 - ④ After the order of priority of requests for appointment has been set, the Chair of the Nomination Committee (outside director) submits assignment requests to the candidates.
- (2) Chair of the Board of Directors (Outside Director)
- ① The Chair of the Board of Directors is selected from among outside directors.
 - ② The Chair of the Board of Directors proposes the Board of Directors agenda items for the year, annual agenda items, etc.
 - ③ A week before meetings of the Board of Directors, there is a confirmation with the secretariat and Head Office staff regarding the content of agenda items, materials, etc.
 - ④ The Chair of the Board of Directors draws out knowledge from directors with diverse backgrounds, enhances the quality of the discussions among members of the Board of Directors, and manages Board meetings effectively and efficiently.
- (3) *hhc* Governance Committee
- ① Matters are discussed freely, with only outside directors in attendance.
 - ② Proactive dialogue with stakeholders
 - ③ Information sharing and discussion on the succession plan proposed by the CEO
 - ④ Corporate governance evaluations (including the evaluations made by each director) are summarized and proposed to the Board of Directors.
 - ⑤ As necessary, the Board of Directors and corporate officers are asked to consider issues, share information, etc.
- (4) Corporate Governance Evaluation
- ① Review of Corporate Governance Principles and internal control-related rules
 - ② The *hhc* Governance Committee compiles the results of evaluations of each director and makes proposals to the Board of Directors, including issues.
 - ③ Resolutions are passed by the Board of Directors and disclosed in business reports, etc.
 - ④ The PDCA cycle is driven by confirming the implementation status of issues, etc. at Board meetings.
 - ⑤ Reviews of Board of Directors evaluations are conducted by an outside organization once every 3 years.

2. *hhc* Governance Committee

In FY2024, we examined how to improve the “effectiveness of the Board of Directors.” Until last year, we conducted a “Board of Directors Meeting Review” in the form of a questionnaire, but this year, we began an initiative in the *hhc* Governance Committee to confirm the issues and matters to be followed up that came to light at the Board of Directors meeting held on that day. In the Board of Directors evaluation, we also introduced and implemented a system focused on “improving the effectiveness of the Board of Directors” such as individual interviews with directors by the secretariat, evaluation of the Board of Directors by corporate officers, and follow-up on corporate officers’ responses at Board of Directors meetings.

In addition, by aligning the term of office and structure of corporate officers with the fiscal year, we are aiming to formulate strategies, execute action plans to achieve business plans, solve management issues, and determine compensation for corporate officers in accordance with their responsibilities for the fiscal year, etc., under a system of responsibility that spans the entire

fiscal year. Although the Articles of Incorporation have not yet been changed, the new structure of corporate officers was launched on April 1, 2025.

In considering the succession plan for the CEO, we are continuing to increase direct contact with candidates, and also making efforts to enable directors to directly obtain information on candidates and knowledge for building an operational structure to support them, such as by observing important decision-making meetings in the operational divisions. Through these initiatives, we are providing advice and making requests to the CEO regarding the development of candidates and the next-generation executive structure.

[Principle 4-9 Independence Standards and Qualification for Independent Directors]

After the Company transitioned to a Company with Committees system (currently “Company with a Nomination Committee, etc., system”) in 2004, the Nomination Committee held repeated discussions, and in 2006, disclosed the “Requirements for the Independence of Outside Directors” (currently “Requirements for the Independence and Neutrality of Outside Directors”). Please see the last page for “Requirements for the Independence and Neutrality of Outside Directors”

When electing Outside Directors, the Nomination Committee places the utmost importance on ensuring the independence and neutrality of Outside Directors. The work of selecting candidates for Outside Directorships begins with creating a list of candidates. In addition to directors who are currently serving, the Nomination Committee asks the Company’s former Outside Directors, who have extensive personal networks, to create a list of candidates, and updates the candidate list every year. The Nomination Committee screens the candidate lists for independence, competition, and other related matters, narrows down the candidates in accordance with the requirements for new candidates for the relevant fiscal year, then determines the candidates for whom requests for appointment will be submitted. After the decision is made, the Chair of the Nomination Committee promptly meets with the candidates and submits requests for appointment to the Company’s directors. The Company’s Nomination Committee consists of only 3 members, all of whom are Outside Directors. Utilizing the process described above, they select director candidates with fairness and transparency. In addition, the Nomination Committee strictly applies the “Requirements for the Independence and Neutrality of Outside Directors,” stipulated by the Committee, for the selection of candidates for Outside Directors. Every year, the Nomination Committee examines each outside director candidate, whether for new election or re-election, to determine whether he or she meets the Requirements and to assess his or her independence and neutrality.

The Company inspects the Requirements each year, and revises them as necessary, to respond to changes in laws and regulations as well as standards of securities exchanges, etc., and also from the perspective of improving corporate governance.

[Supplementary Principles 4-10-1 Use of Optional Approach]

The Company has adopted a Company with a Nomination Committee, etc., System. The majority of the Board shall be independent and neutral Outside Directors. The Nomination Committee and the Compensation Committee shall be entirely composed of Outside Directors, and the majority of the Audit Committee shall consist of Outside Directors.

[Supplementary Principles 4-11 Preconditions for Ensuring the Effectiveness of the Board of Directors and Board of Auditors]

[Supplementary Principles 4-11-1 Preconditions for Ensuring the Effectiveness of the Board of Directors and Board of Auditors]

- Clear Separation of Functions Between the Oversight of Management and the Execution of Business

The Company fully leverages its system of being a company with a nomination committee, etc., with the Board of Directors entrusting a large portion of the decision-making authority over business execution to corporate officers to the extent permitted by laws and regulations in order to devote its attention to the oversight of management.

This enables prompt, flexible decision-making and business execution by corporate officers even in environments undergoing turbulent changes. Additionally, in order to achieve a clear separation between the oversight of management and the execution of business, the Company has established that the Chair of the Company's Board of Directors be an outside director and that one Representative Corporate Officer and CEO shall be the only individual to concurrently serve as a corporate officer and a director.

Clearly separating the oversight of management and the execution of business enhances corporate vitality. The Board of Directors exercises the function of oversight from the perspective of stakeholders to ensure fairness and transparency in management.

Also, the Board of Directors passes resolutions on rules related to "systems for ensuring proper business operations," and establishes the specific rules for internal controls that should be put in place and operated by corporate officers, in accordance with the stipulations of the Companies Act. (see pages 141-143 for the "Status of Establishment and Operation of Systems for Ensuring Proper Business Operations" [Items Omitted from Delivered Documents] Notice of Convocation of the 114th Ordinary General Meeting of Shareholders)

In addition to the matters stipulated in those rules, corporate officers ensure their autonomy by establishing and operating internal control in their assigned duties, thereby increasing the speed and flexibility of business execution.

Under this structure, the Board of Directors also checks the status of execution of duties by corporate officers and inspects the appropriateness of the status of internal controls such as the business execution and decision-making processes from the perspective of shareholders and society.

Directors and corporate officers communicate with each other and build trust in executing their respective duties and fulfilling their responsibilities, working together to increase corporate value and contribute to the creation of social value. Mechanisms such as these are the characteristics of the Company's corporate governance.

- Diversity of the Directors and Corporate Officers

The corporate executives in a company with a nomination committee, etc., system comprise directors who perform management oversight and corporate officers who execute business operations. The Nomination Committee believes that in order for the Board of Directors to exercise management oversight from the broad perspectives of stakeholders and external viewpoints, enhance corporate value and contribute to the creation of social value, it is of utmost importance that the Company be managed by corporate executives (directors and corporate officers) possessing a diversity of skills, experience and backgrounds, as well as nationality, gender, age, years in office and other characteristics. The Board of Directors takes a global perspective in selecting the corporate officers who will implement our Corporate Concept and improve our corporate value, and assigns them in ways that allow them to effectively, efficiently harness their capabilities. As a pharmaceutical company, the Company selects its corporate officers among people who are well-versed in the operations in each field of business administration, including those with advanced expertise in R&D and the production, quality, safety, and other aspects of pharmaceuticals, as well as those with extensive knowledge in the medical systems and health care markets in particular regions of the world.

- Meeting Bodies in Operational Divisions Such as Advisory Boards

The Company has established the Corporate Strategy Committee and Growth & Operating Committee as mechanisms to support

the decision-making of the CEO as the highest decision-making bodies of business execution, the Eisai Scientific Advisory Board (comprised of professors and researchers from world-renowned research institutions) for consideration of the direction of medium- to long-term R&D and general portfolio strategies and tactics, and the Sustainability Advisory Board (comprised of outside specialists from Japan and abroad who are well-versed in international policies) in order to improve our non-financial capital initiatives focused mainly on ESG and the Sustainable Development Goals (SDGs). Other meeting bodies include the Compliance Committee, the Risk Management Committee, the Sustainability Committee, and the Human Rights Awareness Committee.

- Building and Operating a Global Internal Control System

The Board of Directors has established the “Rules for Preparing Necessary Systems for Ensuring the Suitability of the Execution of Duties by Corporate Officers.” The corporate officers implement, maintain, and operate internal control systems in their assigned duties in accordance with the Rules. The Company also assigns global corporate officers, with the corporate officers who are in charge directly building and operating internal control systems at overseas subsidiaries.

- Instilling Management with Accountability and Stakeholder Consciousness

Once every 3 months, all corporate officers attend a Board of Directors meeting and report to the Board of Directors on decisions made in operational divisions, as well as the status of their business execution. Any other important matters or matters requiring reporting are presented to the Board of Directors on an as-needed basis. Corporate officers having accountability and reporting to the Board of Directors improves the rationality and transparency of decision-making, policies, and initiatives of operational divisions, while instilling stakeholder consciousness in management.

The Nomination Committee elects candidates for Outside Director in accordance with the basic thinking stipulated in the “Corporate Governance Principles.” In order to enable all shareholders to understand the activities of the Nomination Committee, the Company has disclosed the duties of the Nomination Committee, the details of activities throughout the year and the procedures for electing candidates for directorship, etc., in Notice of Convocation of the 114th Ordinary General Meeting of Shareholders (the Business Report).

Notice of Convocation of the 114th Ordinary General Meeting of Shareholders

https://www.eisai.com/ir/stock/meeting/pdf/einv114_all.pdf

[Supplementary Principles 4-11-2 Preconditions for Ensuring the Effectiveness of the Board of Directors and Board of Auditors]

The Company’s Board of Directors has specified the role of Directors, including Outside Directors, in the “Corporate Governance Principles” as indicated below, such as putting to use their ability to meet the expectations of stakeholders, spending sufficient time on their duties and executing their duties as Directors, so that all Directors, including Outside Directors, will respond to the confidence placed in them by shareholders. The Company’s Directors comply with these stipulations and execute their duties as Directors.

- Directors shall assume the duty of care and the duty of loyalty.
- Directors shall request explanations at Board Meetings, actively express their opinions, conduct thorough discussions and exercise their voting rights, as well as collect sufficient information to execute their duties.
- Through the timely and appropriate exercise of their right to propose agenda items and to call for Board Meetings to be convened, the Directors shall seek solutions to issues concerning the management of the Company of which they become aware.

- In responding to the trust placed in them by all shareholders, Directors shall spend sufficient time on the execution of their duties and demonstrate the competence expected of them.
- The Directors will receive sufficient information and request additional information, if necessary, concerning the status of adherence to the Corporate Concept of the Company and the current management environment in order to fully perform their duties. The Company will provide the Directors with various training and opportunities for information sharing which will aid in the Board's duty of oversight of management.

In addition, in regard to the location of concurrent assignments of Directors, each year, the Nomination Committee confirms the executives of listed companies and confirms that there are no problems executing duties as a Director of the Company, and in the case of an Outside Director, confirms that there are no problems related to the independence and neutrality as an Outside Director. The status of the main concurrent assignments of Directors is disclosed in the reference documents accompanying the Notice of Convocation for the Ordinary General Meeting of Shareholders and annual securities reports, etc.

[Supplementary Principles 4-11-3 Preconditions for Ensuring the Effectiveness of the Board of Directors and Board of Auditors]

The effectiveness of the Board of Directors' management oversight function is evaluated each year by the *hhc* Governance Committee. If any issues related to the operation of the Board of Directors, etc., are identified, a request and proposal for improvement are submitted to the Board of Directors and operational divisions. In the corporate governance evaluation, the status of the activities of the Board of Directors and other management councils is inspected and evaluated based on the recognition of issues in the previous fiscal year, issues are identified for the next fiscal year, and improvement measures are presented, thereby implementing the Plan-Do-Check-Act (PDCA) cycle.

On April 23, 2026, the Board of Directors discussed the results of the Self-review of the Corporate Governance Principles, Self-review of Internal Control Regulations, and the *hhc* Governance Committee-compiled Board of Directors evaluation, and passed resolution on the FY2025 Corporate Governance Evaluation as follows.

FFY2025 Corporate Governance Evaluation Results

In regard to the Corporate Governance Principles and Internal Control Regulations, no evidence was found of any operation, etc., that deviates from the rules. It was confirmed that the directors and corporate officers, etc., are executing their duties appropriately to improve corporate governance.

With respect to the Board of Directors evaluation, the state of response in FFY2025 to the issues identified in the FY2024 Board of Directors evaluation as issues for FY2025 was checked and evaluated, and the issues, etc., for the next fiscal year were recognized.

The evaluation of the Board of Directors is disclosed in the Notice of the 114th Ordinary General Meeting of Shareholders (Business Report).

https://www.eisai.com/ir/stock/meeting/pdf/einv114_all.pdf

(1)1. Specific Status of Initiatives in FY2025 (Plan (Prepare), Do (Execute) & Check (Evaluate))

(a) The Role and Operating Status of the Board of Directors

1 Enhancing the effectiveness of management oversight by the Board of Directors

- We maintained environments that make it possible to observe key meetings of the operational divisions.
- The *hhc* Governance Committee continued to conduct reviews of Board of Directors meetings, requested necessary responses

from operational divisions, and followed up on them.

2 Improving the transparency and ease of understanding of information disclosure

- The Board of Directors continued to confirm the materials for financial results presentation.
- The process in the operational divisions regarding the timing of financial results disclosure was improved.

3 Ensuring processes for important decision-making matters

• With regard to the 3-year plan and business plans, a process was ensured whereby they were deliberated multiple times before being finalized, and resolutions were made after revisions based on matters pointed out.

4 Improving the quality of discussion at Board of Directors meetings

- Utilized advance briefings in a group format and opportunities for individual explanations, and strove to improve the quality of discussion at Board of Directors meetings.
- In some cases, sufficient time for discussion could not be secured due to the large number of agenda items and more active discussions.

5 Improving agenda design and operational efficiency

- The annual agenda items were considered and decided by the *hhc* Governance Committee based on the FY2025 action plan.
- Although there continues to be room for improvement in the early submission of agenda items, operational efficiency was improved by organizing matters submitted for deliberation and reviewing the format of report items, etc.

(b)Activities of Outside Directors and the *hhc* Governance Committee

1 Continued consideration of the CEO succession plan

2 Dialogues with stakeholders

3 Securing opportunities for free discussion

- Regarding the succession plan, ongoing discussions and consideration continued as an important issue, and dialogues with candidates, etc., were conducted multiple times.
- Broad dialogues were conducted with diverse stakeholders, including patients and the people in the daily living domain, shareholders, and employees, and activities were conducted to channel reflections on those dialogues into policy for activities in the next fiscal year.
- Free discussion without setting a theme was conducted.

(c)Nomination, Audit, and Compensation Committees, and Other Initiatives

1 Nomination Committee

- Consideration was given to director appointment simulations aimed at achieving a 30% ratio of female directors and to selecting medical and pharmacological experts as outside director candidates.
- Regarding the review of the company with a nomination committee, etc., system, the current direction of revisions and the function of the Company's Nomination Committee were confirmed.

2 Audit Committee

- The Audit Committee strengthened the organization of discussion points and the sharing of important information, and advanced new initiatives to improve operational efficiency.

3 Compensation Committee

- The officer compensation system implemented in FY2023 was reviewed, and the status of its operation and the evaluation process were inspected.

4 Oversight of important themes related to risk management, internal control, and corporate governance overall

- Reports were received on the status of the development and operation of internal control and important risks, and the Board of Directors shared its recognition of them.

- Reports were received from operational divisions on important governance-related topics such as respect for human rights, sustainability, and human capital.

(2) Issues for FY2026 (Action)

(a) The Role and Operating Status of the Board of Directors

1 In order for the Board of Directors to conduct optimal decision-making, directors will continue to observe key meetings of the operational divisions, and advance briefings in a group format, the *hhc* Governance Committee, etc., will be utilized effectively.

2 Reports will continue to be requested to the Board of Directors regarding the disclosure of important information related to corporate management, thereby improving the transparency of management and fulfilling accountability to stakeholders.

3 For the Board of Directors and the *hhc* Governance Committee, annual agenda items for the next fiscal year will be decided during the current fiscal year, and efforts will be made to enhance substantive discussions through planned deliberations.

(b) Activities of Outside Directors and the *hhc* Governance Committee

1 Utilize the diverse perspectives obtained through dialogue with key stakeholders (patients and the people in the daily living domain, shareholders, and employees) to realize highly effective management oversight.

2 Continue to consider the future approach and timing for CEO succession. In addition, periodically confirm the status of the development of candidates and the status of establishing the management team structure that supports the candidates.

3 Continue reviews of Board of Directors meetings to improve the effectiveness of the Board of Directors.

4 Establish opportunities for free discussion to share new perspectives on management oversight.

5 With regard to corporate governance evaluation, conduct a review by an external organization once every 3 years, ensure the appropriateness of evaluation results, and maintain and improve the objectivity, adequacy, etc., of evaluation methods.

(c) Nomination, Audit, and Compensation Committees, and Other Initiatives

1 The Nomination Committee will continue to consider board succession from a future-oriented perspective and matters related to selecting medical and pharmacological experts as outside director candidates, including the roles expected of them.

2 The Audit Committee will further deepen collaboration with the internal audit division and continue to pursue improvements in audit quality and the realization of efficient audits. In addition, the Committee will continue to consider how to provide information effectively to the Board of Directors.

3 The Compensation Committee will begin a fundamental review of the officer compensation system introduced in 2023, and will consider incorporating performance indicators (KPIs) in the 3-year plan into performance-based compensation for the corporate officer compensation system.

4 Various issues being considered by the Nomination, Audit, and Compensation Committees will be shared with the *hhc*

Governance Committee in a timely manner as necessary, and efforts will be made to eliminate information gaps.

5 From the perspective of enhancing the effectiveness of internal control and risk management, the timely and appropriate sharing of risk information will continue, and the risk map will be reviewed regularly. Furthermore, reports on cybersecurity will be requested from operational divisions for ongoing oversight.

6 From the perspective of medium- to long-term value creation, reports will be requested from operational divisions on important initiatives, including social impact, and responses to sustainability, etc.

7 Training meetings on corporate governance will be planned to obtain the latest information and enhance the knowledge and understanding of officers.

[Supplementary Principles 4-14-2 Director and Auditor Training]

In order to deepen the understanding of the Company's business activities and business environment further, enhance deliberations by the Board of Directors, and fully utilize the oversight function, outside directors plan and carry out various training sessions as well as opportunities to interact with operational divisions (corporate officers, employees, etc.).

1. Training Sessions for Outside Directors

- Before beginning their terms the candidates for the new outside directors, these directors were provided with an overview of the Company and explanations of the Company's Corporate Concept, state of business, important matters concerning corporate governance, various stipulations related to officers, and more.
- After the new directors began their terms, the assigned corporate officers and department managers held briefing sessions in order to deepen the new directors' understanding of the Company. Subject matters included the Company's business activities, trends in the pharmaceutical industry, the current business environment, and concrete examples of *hbc* activities, etc. Directors other than those just beginning their terms also voluntarily joined these briefing sessions to get the latest information.

2. Communication with Corporate Officers

- Training for newly appointed outside directors was based on in-person briefings, with corporate officers providing individual explanations of their areas of responsibility and sharing information on the Company's business contents and activities. Lively discussions were also held.
- In addition to the in-person briefings, these training sessions utilized online conferences. Outside directors besides the newly appointed ones also voluntarily participated. In addition, by filming the corporate officers' briefings and Q&A sessions, we have made the sessions available for on-demand viewing by directors.

[Principle 5-1 Policy for Constructive Dialogue with Shareholders]

The Board of Directors has stipulated the necessity of endeavoring to maintain favorable and smooth relationships with stakeholders in order to enhance a long-term corporate value, in the Company's "Corporate Governance Principles" which stipulates the basic guidelines regarding its corporate governance. Based on these basic guidelines, in order to deepen the mutual understanding, the Company continues to implement measures such as visit by Outside Directors for a dialogue with institutional investors, in addition to the regular meetings to exchange opinions between institutional investors and Outside Directors.

Also, the Company has established an Information Disclosure Guidelines. In addition, as persons in charge of information

disclosure, the Company has appointed the CEO, CFO, Corporate Officers and responsible persons for IR/PR, as well as the Company group's officers and employees designated by these persons in order to ensure the consistency and uniformity of the Company's information disclosure.

The Company discloses information on the Company's business and financial situations to shareholders and investors in an active, fair, impartial, and timely manner, and promotes IR activities that contribute to further improvement of corporate value. The IR Department collaborates with relevant departments for daily operations, and holds quarterly financial result announcements and a yearly Investor Day led by CEO, COO in addition to meetings with individuals, analysts and institutional investors. Furthermore, the IR Department has been issuing the Integrated Report since FY2015 and Value Creation Report since FY2021 as a tool for constructive dialogue. IR activities, including feedback from investors, are reported to the Board of Directors on a regular basis, and results of periodic investigations of shareholder composition are also reported to the Board of Directors. We thoroughly conduct information management of insider information when holding dialogues with shareholders, through internal training, non-disclosure agreements and other means.

Action to Implement Management That Is Conscious of Cost of Capital and Stock Price

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	June 18, 2025

In order to enhance corporate value through the realization of our corporate concept of efficiently achieving the social good of “relieving anxiety over health” and “reducing health disparities,” we endeavor to build relationships of trust with a broad range of stakeholders, including customers, shareholders, and members of the community. In addition, we conduct our corporate activities by treating both the practice of corporate social responsibility and the maximization of shareholder value, employee value, and value for patients and people in the daily living domain as material issues for management. Furthermore, under the “EWAY Future & Beyond” medium-term business plan, we have expanded the key players of the healthcare to which we must contribute to include not only those in the medical domain, but also the people in the daily living domain. With the desire to “empower people to realize their fullest life” as our vision, we endeavor to offer science-based solutions.

Moreover, we have established targets for ROE and adjusted ROIC as key indicators linked to medium to long term corporate value. We set a target ROE of 8%, exceeding the cost of equity, and aim for an adjusted ROIC of 8-10% over the medium to long term (for the definition of adjusted ROIC, please refer to the “FY2025 Financial Results Presentation” materials available on our website). We are implementing a capital policy centered on growth investment, a sound financial base and efficient balance sheet management, and shareholder returns, with the aim of enhancing corporate value over the medium to long term, including the achievement of these performance targets.

With regard to strategic investments, the Company has established Value-Creative Investment Criteria (VCIC), with net present value (NPV) and internal rate of return (IRR) spreads using approximately 200 different risk-adjusted hurdle rates as the KPIs to ensure value creation.

In addition, we hold various dialogues with institutional investors, assuming an appropriate level of stock price. We aim to maximize intrinsic corporate value while the company is in rapid growth with the growth of Alzheimer’s disease treatment LEQEMBI.

2. Capital Structure

Percentage of Foreign Shareholders	30% or more
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Status of Major Shareholders **(Update)**

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	52,319	18.55
Custody Bank of Japan, Ltd. (trust account)	28,186	9.99
State Street Bank and Trust Company 505001	14,975	5.31
JP Morgan Securities Japan Co., Ltd.	7,535	2.67
Nippon Life Insurance Company	6,500	2.30
Goldman Sachs (Japan) Co., Ltd. BNYM	5,175	1.83
The Naito Foundation	4,212	1.49
JP Morgan Chase Bank 385781	3,922	1.39
State Street Bank and Trust Company 505103	2,635	0.93
HSBC Hong Kong-Treasury Services A/C Asian Equities Derivatives	2,620	0.93

Predominant Shareholders (excluding parent company)

Parent Company

None

Supplementary Explanation **(Update)**

* Number of shares has been rounded down to the nearest thousand. The unit is 1,000 shares.

* The percentage of shares is the percentage of the total number of shares issued (excluding treasury shares).

* Treasury shares amounted to 9,535 thousand shares (3.27% of the total number of shares issued) and are not shown in the table because they have no voting rights.

* The following large shareholding reports (change reports) were submitted by the end of the current fiscal year. Shareholders are not shown on the list if they cannot be confirmed in the shareholders' register as of the end of the current fiscal year, or if the number of shares held does not fall into the top 10 shareholders. The holding percentage enclosed in parentheses is the percentage of the total number of shares issued including treasury stock (rounded down).

(1) Nomura Securities Co., Ltd. and 2 other companies held 18,380 thousand shares (6.20%) as of July 15, 2020 (change report dated July 21, 2020).

(2) Wellington Management Company LLP held 14,044 thousand shares (4.82%) as of May 30, 2025 (change report dated June 6, 2025).

(3) Sumitomo Mitsui Trust Asset Management Co., Ltd. and Amova Asset Management Co., Ltd. jointly held 18,572 thousand shares (6.37%) as of September 15, 2025 (change report dated September 19, 2025).

(4) 24,651 thousand shares (8.45%) were held by BlackRock Japan Co., Ltd. and 11 other companies as of March 31, 2026 (change report dated April 3, 2026).

3. Corporate profile

Listed stock markets and market section	Tokyo, Prime Market
Accounting period	Ends in March
Type of business	Pharmaceuticals
Employees (consolidated)	1,000 or more
Sales (consolidated)	¥100 billion or more, less than ¥1 trillion
Consolidated Subsidiaries	more 10, less than 50

4. Indicator concerning strategy of protection of minority stockholders when having dealings with predominant stockholders

5. Other circumstances that may significantly affect corporate governance

II. The status of management decisions, business management organization related to administration and oversight, and other corporate governance systems

1. Organizational Composition and Operation

Organization type	Company with Three Committees (Nomination, Audit and Remuneration)
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Directors

Number of Directors Stipulated in Articles of Incorporation	15
Term of office stipulated in the Articles of Incorporation	1 year
Chair of Board of Directors	Outside Director
Number of Directors (Update)	12

Outside Directors

Number of Outside Directors (Update)	8
Number of Independent Directors who are Outside Directors (Update)	8

Outside Directors' Relationship with the Company (1) **(Update)**

Name	Characteristics	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Fumihiko Ike	From another company											
Richard Thornley	From another company											
Toru Moriyama	From another company											
Yuko Yasuda	From another company											
Takuji Kanai	CPA											
Ryoko Ueda	Academic											
Koichi Kawana	From another company											
Yuko Toyoda	Lawyers											

*Categories for "Relationship with the Company".

(Use "o" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- Person who executes business for or a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member

- g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
- i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- k. Other

Outside Directors' Relationship with the Company (2) **(Update)**

Name	Supplementary Explanation of Conforming Items	Supplementary Explanation of Conforming Items
Fumihiko Ike (Independent officer for notifications to stock exchanges)	Meeting "Requirements for the Independence and Neutrality of Outside Directors" that were stipulated by the Nomination Committee. (See the final page for details.)	<p><Reason for Selection> Mr. Ike has experience being responsible for overseas operations and IT, serving as CFO and chairman at Honda Motor Co., Ltd., as well as extensive experience in management of a company that conducts operations globally and serving as the chair of an industry association, giving him a high level of insight and supervisory capabilities in management. The Nomination Committee expects that he will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively.</p> <p>As the chair of the Board of Directors, he constantly strives to enhance the effectiveness of the Board of Directors by demonstrating leadership through implementation of new initiatives rather than adhering only to conventional approaches and methods. In addition, he makes requests and points out issues to operational divisions from a medium- to long-term perspective, and expresses candid opinions to the management team. As chair of the 取締役会 Governance Committee, he leads discussions aimed at improving the management oversight function, and strives for continuous enhancement of corporate governance. In addition, with the aim of further developing the Company, he provides opinions regarding the representative corporate officer and CEO succession plan and actively stimulates discussions. Further, he actively listens to frank opinions from institutional investors, employees, and others, and takes the initiative in dialogue with stakeholders, such as carefully explaining the activities of the Board of Directors, etc.</p> <p><Policy for Independence and Neutrality> Although he serves as an outside director of Resona Holdings, Inc., he is not involved in business execution, and therefore, this does not affect his independence or neutrality. The Nomination Committee has confirmed that he meets the conditions for outside directors stipulated by the Companies Act and the "Requirements for the Independence and Neutrality of Outside Directors" established by the Nomination Committee.</p> <p>In addition, he does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
Richard Thornley (Independent officer for notifications to stock exchanges)	Meeting "Requirements for the Independence and Neutrality of Outside Directors" that were stipulated by the Nomination Committee. (See the final page for details.)	<p><Reason for Selection> Mr. Thornley has abundant global experience as a corporate manager in the aerospace and defense industries. Currently, he holds a position of responsibility in a consulting firm, providing support for the entry of foreign companies into the Japanese market, demonstrating a high level of business acumen and supervisory capabilities in management. The Nomination Committee expects that he will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively.</p> <p>At meetings of the Board of Directors, he utilizes his abundant experience and knowledge of international business and risks as a corporate manager and his unique values and perspective as a foreigner as he offers candid observations and opinions, etc., as needed. He also contributes by providing opinions on his areas of expertise, such as IT security, and by offering insights from a global perspective as appropriate.</p> <p>Further, as the chair of the Compensation Committee, he strives to ensure the</p>

		<p>appropriate operation of the compensation system for officers, identify operational issues, demonstrate leadership in improving and enhancing the system, report the results to the Board of Directors, and respond to questions during meetings of the Board of Directors. In the <i>hbc</i> Governance Committee and the Nomination Committee, he makes various proposals and provides opinions and advice as needed, fulfilling the expected role.</p> <p><Policy for Independence and Neutrality> He is not concurrently employed by any company or organization with a relationship of interest. The Nomination Committee has confirmed that he meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, he does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
Toru Moriyama (Independent officer for notifications to stock exchanges)	Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)	<p><Reason for Selection> Mr. Moriyama has extensive global experience in management, including leading efforts to utilize M&A, etc., to enter new sectors and activities to transform a business from an intermediate food distribution into a comprehensive food trading company that involves business investment, during his tenure at Mitsubishi Shokuhin Co., Ltd. He also demonstrated leadership in promoting digital transformation (DX) by utilizing vast amounts of data in food wholesale and establishing data distribution for reducing food loss. He possesses a high level of insight into management and strong supervisory capabilities. The Nomination Committee expects that he will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively.</p> <p>On the Board of Directors, he utilizes abundant experience and knowledge gained working in management of a company that implements business related to comprehensive trading companies and the food industry globally to point out issues and provide opinions, etc., with an understanding of the essence and key points of issues, as necessary, thereby contributing to management oversight. In addition, as chair of the Nomination Committee, he has demonstrated leadership in his efforts to appoint candidates to ensure that the Board of Directors is composed of directors with diverse backgrounds and experience, including in terms of gender, nationality and age, and in his consideration of a roadmap for increasing the rate of director positions held by women. The results are reported to the Board of Directors, and questions and other issues are answered at Board of Directors meetings. In the <i>hbc</i> Governance Committee and the Compensation Committee, he makes various proposals and provides opinions and advice as needed, fulfilling the expected role.</p> <p><Policy for Independence and Neutrality> Although there is a history of transactions between the Company and Mitsubishi Shokuhin Co., Ltd., the amount was less than 1% of the consolidated sales of both companies. As indicated above, the Nomination Committee has confirmed that he meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, he does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
Yuko Yasuda (Independent officer for notifications to stock exchanges)	Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)	<p><Reason for Selection> Ms. Yasuda has served as the Japan representative for a foreign executive search firm for many years, accumulating rich experience in executive development and talent assessment. Currently, she works for a consulting firm and is engaged in activities such as Board of Directors evaluation of the boards of directors and management teams, support for nomination committee activities, and CEO succession planning for Japanese companies. She possesses abundant global experience in corporate management, as well</p>

		<p>as a high level of insight into management and excellent supervisory capabilities. The Nomination Committee expects that she will use this knowledge and experience to contribute to decisionmaking regarding management as well as executing management oversight duties objectively. On the Board of Directors, she actively engages in questioning with positivity and candor, drawing on her specialized knowledge in leadership development, organizational management, human resources, and corporate governance, along with rich experience and knowledge as a member of a corporate management team. She contributes to management oversight by pointing out issues and, as necessary, providing opinions, etc., that sometimes challenge fundamental principles and ideologies.</p> <p>In addition, as a member of the Nomination Committee and the Compensation Committee, she offers opinions and recommendations based on her experience in director appointments and provides specialized opinions and advice on compensation systems for corporate executives. On the <i>hbc</i> Governance Committee, she fulfills the expected role by providing various proposals, opinions, and advice, as needed, based on a high level of expertise in corporate governance.</p> <p><Policy for Independence and Neutrality> The Company has no transactional relationship with Board Advisors Japan, Inc. Although she serves as an outside director of Murata Manufacturing Co., Ltd., and KAJIMA CORPORATION, she is not involved in business execution, and therefore, this does not affect her independence or neutrality. The Nomination Committee has confirmed that she meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, she does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
<p>Takuji Kanai (Independent officer for notifications to stock exchanges)</p>	<p>Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)</p>	<p><Reason for Selection> Mr. Kanai has experience as a certified public accountant and an auditor who has conducted audits in the telecommunications, automobile, pharmaceutical, heavy machinery, food, retail, railroad, and other industries. In addition, he has abundant experience gained working in management of an audit firm and a global professional firm. He also has a high level of insight into management as well as excellent supervisory ability. The Nomination Committee expects that he will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively. At Board of Directors meetings, he has utilized his specialized knowledge as a certified public accountant as well as his high level of management expertise and oversight capabilities as the top leader of an audit firm, as he requests explanations and presents his opinions and advice, as appropriate. In addition, he contributes to the company by expressing opinions with a sense of balance that draw on his varied knowledge and experience, asking questions that examine what the ideal situation should be, actively participating in dialogue with stakeholders, and applying the knowledge gained to the discussions and supervision conducted by the Board of Directors. As the Chair of the Audit Committee, he also fulfills his expected role by providing leadership in audit activities, such as reviewing important risks for each fiscal year, developing audit plans according to those risks, and conducting audits accordingly, reporting the results to the Board of Directors, and answering questions, etc., at Board meetings. Furthermore, he observes the audits of the independence and appropriateness of the Accounting Auditor. Also, as a member of the <i>hbc</i> Governance Committee, he provides various recommendations and answers to other Committee members.</p> <p><Policy for Independence and Neutrality> There is no transactional relationship between KPMG Asia Pacific and the Company. Although there is a history of transactions between the Company and KPMG AZSA LLC, the amount was less than 1% of the consolidated sales of both companies. In addition, although he serves as an outside director of The Gunma Bank, Ltd., he is not involved in business execution, and therefore, this does not affect his independence or neutrality. The</p>

		<p>Nomination Committee has confirmed that he meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, he does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
<p>Ryoko Ueda (Independent officer for notifications to stock exchanges)</p>	<p>Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)</p>	<p><Reason for Selection> Ms.Ueda is a specialist in corporate governance and ESG. In addition to her experience at financial institutions, research institutes and universities in Japan and overseas, she also has extensive experience serving as a committee member for government and international organizations. She is also well versed in corporate governance, sustainability, and IR/SR activities from the perspective of global capital markets, and possesses extensive knowledge of finance and accounting, keen business insight, and oversight capabilities. The Nomination Committee expects that she will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively.</p> <p>In the Board of Directors, Ms. Ueda fulfills her responsibility in overseeing management based on specialized and extensive knowledge of corporate governance and ESG, by making remarks and providing opinions, etc., that incorporate matters such as the ideal form of capital and financial strategies, and the opinions of institutional investors, and seeking explanations, etc. In addition, she contributes to the company by actively participating in dialogue with stakeholders, and applying the knowledge gained to the discussions and supervision conducted by the Board of Directors. As a member of the Audit Committee as well, she formulates audit plans and requests explanations regarding the results of investigations and subsequent follow-up actions, while also presenting her opinions at meetings of the Audit Committee, as needed, thereby fulfilling her expected role. On the <i>hbc</i> Governance Committee, she fulfills the expected role by providing various opinions and advice, as needed, based on a high level of expertise in corporate governance, etc.</p> <p><Policy for Independence and Neutrality> Although she serves as an outside director of Hirata Corporation, TOKAI Holdings Corporation, and KOEI CHEMICAL Co., Ltd., she is not involved in business execution, and therefore, this does not affect her independence or neutrality.</p> <p>The Nomination Committee has confirmed that she meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, she does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
<p>Koichi Kawana (Independent officer for notifications to stock exchanges)</p>	<p>Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)</p>	<p><Reason for Selection> Mr. Kawana has served as head of an overseas office, president, and vice chairman at JGC HOLDINGS CORPORATION (formerly JGC CORPORATION), and has demonstrated leadership across management overall in an increasingly complex and sophisticated business environment, including risk management, project promotion, new business promotion, and the building of a global governance structure. As such, he has a high level of insight into management and supervisory capabilities. The Nomination Committee expects that he will use this knowledge and experience to contribute to decision-making regarding management as well as executing management oversight duties objectively.</p> <p><Policy for Independence and Neutrality> The Company has no transactional relationship with RENOVA, Inc. In addition, although he serves as an outside director of BANDAI NAMCO Holdings Inc., ispace, inc., and Kubota Corporation, he is not involved in business execution, and therefore, this does not affect his independence or neutrality. The Nomination Committee has confirmed that he meets the conditions for outside directors stipulated by the Companies Act and the</p>

		<p>“Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, he does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>
<p>Yuko Toyoda (Independent officer for notifications to stock exchanges)</p>	<p>Meeting “Requirements for the Independence and Neutrality of Outside Directors” that were stipulated by the Nomination Committee. (See the final page for details.)</p>	<p><Reason for Selection> Ms. Toyoda is an expert in law and the Companies Act, and has abundant experience and a history of working as an attorney focusing on corporate legal affairs. In addition, she has a high level of knowledge of corporate governance, risk management, and compliance, etc., and a variety of experience, including practical experience in drafting legislation for the enactment of the Companies Act, practical experience at other companies, and service as an outside director. The Nomination Committee expects that she will use this knowledge and experience to contribute to decision-making regarding management, as well as objectively execute management oversight duties.</p> <p><Policy for Independence and Neutrality> Although there is a history of transactions between the Company and City-Yuwa Partners, the amount was less than 1% of the consolidated sales of both companies. In addition, although she serves as an outside director of Sumitomo Forestry Co., Ltd., she is not involved in business execution, and therefore, this does not affect her independence or neutrality. The Nomination Committee has confirmed that she meets the conditions for outside directors stipulated by the Companies Act and the “Requirements for the Independence and Neutrality of Outside Directors” established by the Nomination Committee.</p> <p>In addition, she does not fall under any of the requirements of Article 211 Paragraph 4 Item 6 of the Ordinance for Enforcement of Securities Listing Regulations.</p>

Individual Committees

Committee composition and attributes of chair **(Update)**

	All Committee Members	Full-time Members	Inside Directors	Outside Directors	Committee Chair
Nomination Committee	4	0	0	4	Outside Director
Compensation Committee	4	0	0	4	Outside Director
Audit Committee	5	0	2	3	Outside Director

Corporate Officers

Number of Corporate Officers **(Update)** 18

Status of additional duties **(Update)**

Name	Representative Authority	Additional Duties as Director			Additional Duties as Employee
			Nomination Committee Member	Compensation Committee Member	
Haruo Naito	Yes	Yes	No	No	No
Keisuke Naito	Yes	No	No	No	No
Terushige Iike	Yes	No	No	No	No
Tatsuyuki Yasuno	No	No	No	No	No
Yanhui Feng	No	No	No	No	No
Lynn Kramer	No	No	No	No	No
Sayoko Sasaki	No	No	No	No	No
Shohei Kanazawa	No	No	No	No	Yes
Akiko Nakahama	No	No	No	No	No
Teruyuki Masaka	No	No	No	No	Yes
Mitsuo Kosaka	No	No	No	No	No
Shin Ujiie	No	No	No	No	No
Toshitaka Asano	No	No	No	No	Yes
Makoto Hoketsu	No	No	No	No	Yes
Shin Kato	No	No	No	No	No
Toshihiko Yusa	No	No	No	No	No
Katsutoshi Ido	No	No	No	No	Yes
Takuya Oyama	No	No	No	No	Yes

Auditing Structure

Directors and employees responsible for assisting in execution of the duties of the Audit Committee

Yes

Independence of said directors and employees from Corporate Officers

The Management Audit Department has been established as a department specializing in assisting in execution of the duties of the Audit Committee, and maintains its independence from Corporate Officers through the following setup.

- The Management Audit Department shall be organized independent of the Corporate Officers of the Company.
- The director and staff of the Management Audit Department shall perform their duties under the direction of the Audit Committee and Audit Committee Members of the Company.
- The director and staff of the Management Audit Department shall be appointed, reassigned, and disciplined by the Representative Corporate Officer and CEO of the Company with the consent of the Audit Committee of the Company.
- Decisions on personnel evaluation of the director and staff of the Management Audit Department will be conducted by the Audit Committee of the Company.

Status of link between the Audit Committee, Accounting Auditors and Internal Auditors

<Auditing Activities of the Audit Committee in Relation to the Accounting Auditor>

- The Audit Committee received the yearly accounting audit plans of the Accounting Auditor, confirmed the contents, and deliberated on whether to approve audit compensation, etc.
- The Audit Committee received explanations of the results of audits, etc., conducted by the Accounting Auditor regarding half-year and year-end financial statements, and confirmed the contents. In addition, the Audit Committee obtained information concerning internal control audits.
- As necessary, the Audit Committee attended the individual audits conducted by the Accounting Auditor and confirmed the status of implementation of the audit.
- The Audit Committee received reports on matters related to the execution of duties of accounting auditors as stipulated in Article 131 of the Rules of Company Accounting, and confirmed the contents.
- In accordance with the stipulations of Auditing Standards Statement 260, a document issued by the Japanese Institute of Certified Public Accountants, the Audit Committee obtained regular reports from the Accounting Auditor and exchanged opinions regarding important audit procedures and other matters. The Audit Committee also discussed “Key Audit Matters” (KAM) listed as required by the Financial Instruments and Exchange Act of Japan, and requested explanations of the contents as necessary.
- The Audit Committee evaluated the auditing firm to which the Accounting Auditor belongs, as well as the quality of the audits conducted by the Company’s engagement partners and the audit team in charge of the Company, in light of the various activities of the Accounting Auditor, the results of investigations by regulatory authorities, and other information.

<Auditing Activities of the Audit Committee in Relation to Internal Audit Departments, etc.>

- The Audit Committee conducted the following audit activities in relation to the corporate officer responsible for internal audits and the internal audit department, as well as the corporate officer responsible for internal control and the Risk Management and Corporate Internal Control Departments.
- The Audit Committee obtained annual audit plans and reports on the results of individual audits carried out by the internal audit departments of the Group, confirmed their suitability, and shared information related to Audit Committee activities through monthly meetings with the corporate officer responsible for internal audits and the Corporate Internal Audit Department. Individual audits include evaluation of internal control over financial reporting under the Financial Instruments and Exchange Act of Japan.
- The Audit Committee obtained information on risk-management activities and efforts to promote internal controls through regular meetings with the corporate officer responsible for internal control and the Risk Management Department.

*In order to strengthen independence, the Company has assigned executive internal auditors who manage the internal auditing of the entire Company, overseen by the corporate officer responsible for internal audits. These auditors work with the Corporate Internal Audit Department, as well as internal audit departments in each region including North America, Europe, and China to perform internal audits globally. Moreover, in order to improve the quality of the Company’s audits, we have established opportunities to share information with the independent auditor on a regular basis and are striving to collaborate toward accurate and efficient internal audits. In addition, an external evaluation committee composed of outside experts meets regularly for wide-ranging evaluation of major internal audit reports and the results of self-evaluation of internal audit activities, etc., and to provide advice. For more information about the Group’s “Internal Audit,” please see this website.

<https://www.eisai.com/company/governance/audit/index.html>

Independent directors

Number of Independent Directors	(Update)	8
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Other matters regarding independent directors

Our 8 outside directors satisfy the “Requirements for the Independence and Neutrality of Outside Directors” set forth by the Nomination Committee. (Please see the final page of this document.) The Nomination Committee has determined the “independence and neutrality” of each outside director by checking matters related to the requirements based on interviews of the individuals in question as well as investigations of the transactional relationships between the Company and the companies and organizations with which they are affiliated. In addition, the Nomination Committee has selected outside directors based on the “selection criteria for outside directors” established by the Nomination Committee. All 8 outside directors fulfill the requisites for outside director as specified in Article 2, Paragraph 3, Item 7, of the Ordinance for Enforcement of the Companies Act and the criteria for independent officers as established by the Tokyo Stock Exchange.

Incentives

Status of the implementation of measures to give incentives to directors and Corporate Officers

Performance-based compensation system implemented.

Supplementary Explanation of the above **(Update)**

As a company that offers performance-based compensation, we grant bonuses and stock-based compensation to corporate officers.

The Company's stock-based compensation system is a medium- to long-term incentive plan that annually provides company stock to corporate officers through a trust based on the degree of attainment of the Company -wide performance objectives established by the Company for each fiscal year.

Moreover, the performance-based compensation for corporate officers who have been appointed from overseas subsidiaries consists of a medium- to long-term incentive system instead of stock-based compensation.

The process for determining bonuses and stock-based compensation is given on the page [Director/Corporate Officer Compensation].

Stock option recipients

Supplementary Explanation of the above

Director/Corporate Officer Compensation

Disclosure status of compensation of individual directors

Not disclosed

Disclosure status of compensation of individual Corporate Officer

Only a part of compensation is disclosed

Supplementary Explanation of the above **(Update)**

The officers for whom consolidated compensation, etc., was ¥100 million or more in FY2025 are the following 6 individuals. The amounts for each are given below.

Haruo Naito, Representative Corporate Officer and CEO	¥235 million
Keisuke Naito, Executive Vice President (Representative Corporate Officer)	¥116 million
Terushige Iike, Executive Vice President (Representative Corporate Officer)	¥113 million
Gary Hendler, Senior Vice President	¥220 million *
Yanhui Feng, Senior Vice President	¥202 million
Lynn Kramer, Vice President	¥310 million

(Note) Gary Hendler receives compensation from Eisai Europe Ltd. (U.K.), while Yanhui Feng receives compensation from Eisai China Holdings Ltd. Lynn Kramer receives compensation from Eisai Inc. (U.S.A.). The compensation for each corporate officer is based on the decision of the Compensation Committee, and the total amount is shown.

* Gary Hendler retired from his Senior Vice President post effective March 31, 2026, and separately received termination-related payments of ¥340 million from Eisai Europe Ltd. (U.K.).

Policy regarding the determination of compensation and method of calculation **(Update)**

Yes

Disclosures of policy regarding the determination of compensation and method of calculation

1. Determination of Compensation, etc.

Compensation paid to directors and corporate officers is determined by the Compensation Committee. All 4 members of the Company's Compensation Committee, including the chair, are outside directors, and the Compensation Committee places emphasis on an objective perspective and transparency. The Compensation Committee has the authority to determine the content of compensation of individual directors and corporate officers of the Company. It determines (1) policy concerning decisions on the content of compensation of individual directors and corporate officers, (2) the content of compensation of individual directors and corporate officers, and (3) the evaluation of the degree of attainment of Company-wide performance targets and the individual performance targets of each corporate officer for the performance-based compensation of corporate officers. The Compensation Committee may also deliberate on compensation, etc., for directors and corporate officers separately and take exceptional measures in cases where it deems such action necessary.

2. Director compensation

1) Basic policy concerning compensation, etc., paid to directors

Set the compensation, etc., of directors so that the contents are suitable to motivate them to fully carry out their management oversight function, which is their duty, in order to improve the common interests of stakeholders and increase long-term corporate value.

2) Compensation system for directors

- Compensation, etc., paid to directors is only a fixed base compensation (cash and stock).
- Base compensation (cash) is a fixed amount and is paid on a monthly basis.
- The shares are vested each year that the director has served a full term of office after taking office, accumulated and managed annually for the duration of the director's term of office, and granted upon retirement as a director.
- The level of base compensation of outside directors and inside directors is aimed at the upper middle range for the industry.
- The Chair of the Board of Directors and each Committee Chair receive additional compensation for their service as Chair.
- The proportion of compensation, etc., for directors is as shown below.

Director Compensation = Base Compensation (fixed amount) [(Cash (90%) + Shares (10%)]

3. Compensation, etc., for Corporate Officers

1) Basic policy concerning compensation, etc., paid to corporate officers

- Set the contents of the compensation, etc., of corporate officers to be competitive, with the importance and heaviness of the duties assigned to the corporate officer sufficiently reflected. This will make it possible to contribute to achievement of the *hhc* concept, attract excellent human resources that can play an active role globally, and improve the morale of corporate officers regarding execution of business.

- Determine the compensation, etc., of corporate officers with weight placed on performance/outcomes obtained as a result of fulfilling the Company's Charter of Business Conduct as an *hhceco* company as stipulated in the Articles of Incorporation. This will increase the convincingness of the compensation of members of the management team.

- Set the contents of the compensation, etc., of corporate officers so that they are strongly motivated to contribute not only to short-

term performance based on the results of each fiscal year, but also to improvement of the Company's medium- to long-term corporate value, achievement of social good, and the sustainability of society. This will respond broadly to the expectations of stakeholders and contribute to achievement of the Corporate Concept.

- This will respond broadly to the expectations of stakeholders and contribute to achievement of the Corporate Concept. Through this, set fair and convincing contents of compensation and motivate corporate officers to take on challenges, while being accountable to stakeholders.

* Risk (aggressive investment of resources, etc., in research and development, etc.), return (Company-wide financial performance indicators), and impact (the social impact of business activities)

2) Compensation system for Corporate Officers

- The compensation, etc., of corporate officers consists of base compensation (fixed amount) and performance-based compensation (variable amount) in the form of bonuses and stock-based compensation (portion granted during the term of office and portion granted upon retirement). The contents of the compensation, etc., of corporate officers are set by global job grade and at a level intended to be in the upper middle range for the industry, in order to make the contents of compensation, etc., competitive, with the importance of corporate officers' duties and the size of their responsibilities reflected.

- Base compensation is a fixed amount and is paid by cash on a monthly basis.

- Bonuses are calculated based on the attainment of performance targets set each year and are generally paid in July (once a year).

- The portion granted during the term of office of the stock-based compensation will be granted after the end of the period subject to evaluation according to the attainment of medium- to long-term (3-year) performance targets.

- The shares granted upon retirement are vested each year that the corporate officer has served a full term of office after taking office, accumulated and managed annually for the duration of the corporate officer's term of office, and granted upon retirement as a corporate officer.

- In order to sufficiently reflect Company-wide performance in management compensation, performance-based compensation is aimed to constitute at least 50% of total compensation, using a mechanism that increases its percentage of total compensation as the job grade gets higher.

- The proportion of compensation, etc., for Corporate Officers is as shown below.

Compensation paid to corporate officers = Base compensation (fixed amount) [33% to 50% of total compensation*] + Performance-based compensation (variable amount) [Bonus + Stock-based compensation (granted during term of office (70%), granted at the time of retirement (30%))]

* The ratio of the base compensation and performance-based compensation of corporate officers from overseas subsidiaries is set in accordance with the market data for each country, so actual amounts may differ from those given in the figure.

3) Bonuses for Corporate Officers

- Bonuses consist of Bonus A, which is determined based on the degree of attainment of Company-wide performance targets, and Bonus B, which is calculated based on the degree of attainment of individual performance targets. The ratio of the base amount for calculation of Bonus A and Bonus B shall be 50:50.

- The proportion of bonus for corporate officer is as shown below.

Bonus = Bonus determined according to the degree of attainment of Company-wide performance targets (50%) (Bonus A) + Bonus

determined according to the degree of attainment of individual performance targets (50%) (Bonus B)

- The degree of attainment of Company-wide performance targets for Bonus A is determined based on an evaluation of financial indicators (return) and non-financial indicators (risk and impact), and Bonus A is paid in a range of 0% to 250%.

Reasons for selection and evaluation points:

a Return (Financial Indicator) Evaluation of management indicators that are shared with shareholders by disclosing numerical values as Company-wide financial performance targets

b Risk (Non-Financial Indicator) Evaluation of continued growth through aggressive investment of resources (appropriate risk-taking) in R&D and *hhceco* themes

c Impact (Non-Financial Indicator) Evaluation of the social impact of business activities (Alzheimer's disease treatment LEQEMBI [generic name: lecanemab])

The degree of attainment of individual performance targets for Bonus B is determined based on an evaluation of the individual performance targets, and the bonus is paid in the range of 0% to 150%. The individual performance targets of all corporate officers include at least 20% of the targets in the following aspects as social good targets for the realization of the corporate image stipulated in the Articles of Incorporation.

- DE&I (Diversity, Equity, & Inclusion) initiatives

- Ensuring cybersecurity to protect patient information and ensure a stable supply

- Contributing to social impact through improved access to pharmaceuticals

4) Stock-Based Compensation for Corporate Officers

The stock-based compensation for corporate officers consists of a portion granted during the term of office and a portion granted upon retirement. The portion granted during the term of office is performance-based compensation linked to medium- to long-term (3 years) performance. The portion granted upon retirement is performance-based compensation granted at retirement which is linked to the share price, with rights being finalized at the end of each one-year term.

- The portion granted during the term of office is performance-based compensation that can reflect medium- to long-term performance and contributions to ESG. The 3 evaluation indicators are designed to ensure objectivity and transparency by balancing the concept of performance targets of "risk, return, and impact" as stated in the Basic Policy on Compensation for Corporate Officers, and by reflecting medium- to long-term performance in a simple and appropriate manner. The evaluation period is set at 3 years. The portion granted during the term of office will range from 0% to 150% based on the attainment of these goals.

- The proportion of stock-based compensation for corporate officers is as shown below.

Stock-based compensation = [Portion granted during the term office (Base number of shares to be delivered × 70% × Degree of achievement of performance targets) + Portion granted at the time of retirement (Base number of shares to be delivered × 30%)]

- The evaluation period for the portion granted during the term of office is set at 3 years to link to medium- to long-term performance.

Each year, the number of shares that will form the basis for the granting of shares (the basic number of shares for calculation) is determined, and the shares are granted after the completion of the 3-year evaluation period, reflecting the evaluation of performance.

- The portion granted upon retirement is vested each year that the corporate officer has served a full term of office after taking office, accumulated and managed annually for the duration of the corporate officer's term of office, and granted upon retirement as an

officer. If the term of office as an officer is less than 3 years, the officer is not eligible.

4. Total Amount of Compensation Paid to Directors and Corporate Officers

The grand total of compensation paid to directors and corporate officers in FY2025 (from April 1, 2025, to March 31, 2026) was as indicated below. The actual amount of compensation has been decided at the Compensation Committee meeting held in May 2026, but the provision for the compensation has been recorded based on the forecast as of March 2026 for accounting purposes.

Total Amount of Compensation Paid to Corporate Executives in FY2025

	Base compensation		Performance-based compensation				Total (Millions of yen)	Portion of the figures to the left that consists of non-monetary compensation, etc. (Millions of yen)
			Bonuses		Stock-based compensation			
	Number of recipients	Amount (Millions of yen)	Number of recipients	Amount (Millions of yen)	Number of recipients	Amount (Millions of yen)		
Directors (inside)	4	131	—	—	—	—	131	5
Directors (outside)	8	139	—	—	—	—	139	5
Corporate officer	18	589	21	368	18	100	1,057	50
Total	30	859	21	368	18	100	1,327	60

(Note)

1 As directors also serving as a corporate officer are only compensated as a corporate officer, the compensation of the Director, Representative Corporate Officer and CEO is included in the amount for corporate officers.

2 The base compensation amount is the total amount of base compensation paid to each applicable director and corporate officer for their term in office in FY2025. The base compensation for directors includes shares to be granted upon retirement.

3 The amount of bonus shown for corporate officers is the sum of the total amount of accrued bonuses to be paid to eligible corporate officers in July 2026 for the period from April 2025 to March 2026, and the difference between the total amount of bonuses paid to eligible corporate officers in July 2025 for the period from April 2024 to March 2025 and the amount of bonus allowance disclosed in the FY2024 business report. The degree of attainment of Company-wide performance targets used for bonus paid in July 2025 was 104%, and the average of the degree of attainment of individual targets was 103%.

4 The amount of stock-based compensation shown for corporate officers is based on estimates for the performance evaluation period as of the end of the current fiscal year. In addition, it includes the difference between the stock-based compensation granted in July 2025 and the estimate made in the previous fiscal year, as well as the stock-based compensation to be granted at the time of retirement. The attainment rate of medium- to long-term target indicators used for calculating the amount of stock-based compensation granted in July 2025 was 0%.

5 A total of 704 shares of the Company's stock were granted during the fiscal year to 2 directors (including 202 shares to 1 outside director) and 1,523 shares to 3 corporate officers as compensation for the execution of duties during the period from April 2023 to March 2025, in accordance with the decision of the Compensation Committee. With respect to compensation for the execution of

duties for the period from April 2024 to March 2025, no shares were delivered to corporate officers during the fiscal year, as the level of achievement was assessed as zero. Regarding stock-based compensation for corporate officers, half of the shares are granted based on the decision of the Compensation Committee according to the degree of attainment of medium- to long term performance targets, and half is converted within the trust then paid as a monetary amount equivalent to the shares converted to cash.

6 See page 79 for the performance indicators (Company-wide performance targets, etc.)

used to calculate performance-based compensation during this fiscal year.

7 Three outside directors who are members of the Compensation Committee examined and reviewed the contents of the individual compensation, etc., for directors and corporate officers related to the current fiscal year and confirmed that they conform to the basic policy for compensation, etc., determined by the Committee.

Outside Director Support System

Support Structure for the Board of Directors and Committees

(1) Board of Directors

The Board of Directors Secretariat has been established as a department to support the Board of Directors and carry out the following duties.

- a. Preparing agenda items and related materials for the Board of Directors and holding prior discussions with the Chair of the Board of Directors
- b. Providing information to directors in a prompt manner and explaining agenda items in advance
- c. Drafting, keeping, and controlling the minutes from meetings of the Board of Directors
- d. Appropriately managing confidential information related to the Board of Directors and ensuring its security

(2) Nomination Committee, Compensation Committee, and *hhc* Governance Committee

The Board of Directors Secretariat carries out the following secretariat duties for the Nomination Committee, Compensation Committee, and *hhc* Governance Committee.

- a. Preparing agenda items and related materials for the Committees and holding prior discussions with the Chairs of the Committees
- b. Explaining agenda items to committee members and meeting attendees in advance
- c. Drafting, keeping, and controlling the minutes from meetings of the Committees
- d. Implementation of measures, etc., in accordance with instructions from Committees and Committee members (requesting corporate officers to give reports to Committees and receiving such reports, supporting the use of external consultants, external experts, etc. and acting as a point of contact)

(3) Audit Committee

The Company has established a Management Audit Department independent of operational divisions as a specialized organization to provide support for the Audit Committee. As the secretariat for the Audit Committee, the Management Audit Department is responsible for the following duties.

- a. Carrying out surveys, etc. in accordance with instructions from the Audit Committee and members of the Audit Committee (requesting corporate officers to give reports to the Audit Committee and receiving such reports, attending important meetings,

- monitoring and verification of the activities of the auditing team from the Accounting Auditor, drafting audit plan proposals, etc.)
- b. Preparing agenda items and related materials for the Audit Committee and holding prior discussions with the Chair of the Audit Committee
- c. Providing information to members of the Audit Committee in a prompt manner and explaining agenda items in advance
- d. Drafting, keeping, and controlling the minutes from meetings of the Audit Committee
- e. Providing the necessary information on matters for deliberation by the Audit Committee to directors who are not members of the Audit Committee

Status of Persons retired from the office of President & Representative Director, etc.

Name, etc., of the Senior Advisor, Advisor, etc. who was President & Representative Director, etc.

Name	Title/Position	Job	Working Style/Conditions (Full-time/Part-time, Remuneration, etc.)	Date of retirement from office, such as President	Term of Office
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Total number of Senior Advisors, Advisors, etc., who were President & Representative Director, etc.	None (0)
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Other Matters

We sometimes appoint our former Corporate Officers/Directors to Senior Advisor/Advisor positions. Their role is to give advice as needed in accordance with requests from the management and to engage in specific duties.

2. Business execution, auditing/oversight, nomination, compensation determination, etc., functions (Update)

1) Overview of the Company’s corporate governance system

The core aspect of Eisai’s corporate governance is the clear separation between the management oversight function and the management implementation function, through which maximum benefit is obtained from Eisai’s status as a Company with a Nomination Committee, etc., System. To ensure that this is carried out as thoroughly as possible, the Company appoints independent, neutral Outside Directors. That is to say, while the Board of Directors grants wide discretionary authority to the Company’s Corporate Officers, in order to enhance the effectiveness and flexibility of operational execution, at the same time, while ensuring autonomy and enhancing management vitality through the establishment of internal controls by Corporate Officers, the whole of the execution of operation by the Corporate Officers is supervised by the Board of Directors (more than half of whose members are Outside Directors), which enjoys the trust of shareholders, thereby ensuring that management is conducted fairly through the best possible decision-making.

Please refer to the “Requirements for the Independence and Neutrality of Outside Directors” prescribed by the Company’s Nomination Committee, which are presented on the final page of this document.

2) About the Company’s corporate organs

As a Company with a Nomination Committee, etc., System, Eisai has established the Board of Directors and Nomination, Audit, and Compensation Committees required by law, with the Corporate Officers required by law being appointed by the Board of Directors. Furthermore, although such a committee is not required by law, the Company has also established *hhc* Governance Committee the membership of it is composed of the company's Outside Directors. The chairman of the company's Board of Directors and the chairs of the Nomination, Audit, and Compensation Committees are all appointed from among the Outside Directors, creating an organizational framework that permits highly transparent operation. The makeup and main responsibilities of the Company's corporate organs are as described below.

- (1) Board of Directors (12 directors (including 3 woman); 8 Outside Directors and 4 internal directors; the Chairman of the Board of Directors shall be appointed from among the Outside Directors, for a term of one year)
 - a. Determine the important matters required by law, the Articles of Incorporation, and the Regulations of the Board of Directors, including basic management policies, the appointment of corporate officers, and determination of dividends, etc.
 - b. Oversee the execution of duties by directors and corporate officers on the basis of reports from corporate officers, as well as reports from the Nomination Committee, the Audit Committee, the Compensation Committee, and the *hhc* Governance Committee.
- (2) Nomination Committee (4 Members (including 1 woman); all of whom must be Outside Directors; the chairman shall be an Outside Director, appointed for a term of one year)
 - a. Determine the content of the proposals related to the selection or retirement of directors made to the General Meeting of Shareholders.
 - b. Based on the awareness that the viability of the Company's corporate governance system is supported by the presence of outside directors who constitute a majority of the Board of Directors, establish the "Requirements for the Independence and Neutrality of Outside Directors" for the selection of independent and neutral outside directors.
 - c. Decide on director candidates with diverse backgrounds to enable the Board of Directors to meet the expectations of various stakeholders as well as demonstrate oversight functions.
 - d. Establish basic policies, rules, and procedures necessary for the execution of duties by the Nomination Committee.
- (3) Audit Committee (5 Members (including 2 woman), of which 3 shall be Outside Directors and 2 shall be internal directors; the chairman shall be an Outside Director, appointed for a term of one year)
 - a. Conduct audits in accordance with laws and regulations, the Articles of Incorporation, and rules established by the Board of Directors and the Audit Committee.
 - b. Primarily conduct the following audits and create audit reports.
 - Audits of the execution of duties by directors and corporate officers
 - Audits of business reports and annexed detailed statements
 - Accounting audits of financial statements (including confirmation of the appropriateness of audit methods and results by monitoring and verifying the activities of the Accounting Auditor)
 - Audits of the status of the maintenance and operation of internal controls conducted by corporate officers in accordance with the rules adopted by the Board of Directors
 - Audits of the adequacy of internal audit activities performed by the internal audit departments
 - Audits of the status of business, operations, and assets of Group companies other than the Company (Audit of the corporate

officer in charge)

c. Determine proposals related to the selection, dismissal, and non-reappointment of accounting auditors to be submitted to the General Meeting of Shareholders. In addition, give consent to the amount of compensation and other conditions for the Accounting Auditor.

d. Conduct audits in accordance with the audit plan established for each fiscal year by directing the Management Audit Department, an organization independent from corporate officers.

(4) Compensation Committee (4 Members (including 1 woman); all of whom must be Outside Directors; the chairman shall be an Outside Director, appointed for a term of one year)

a. Determine the policy related to deciding the content of the compensation, etc., of directors and Corporate Officers and the content of the compensation, etc., for each individual with fairness and transparency.

b. Determine the compensation, etc., of directors so that the contents are suitable to motivate them to fully carry out their management oversight function, which is their duty, in order to improve the common interests of stakeholders and increase long-term corporate value.

c. Determine the compensation, etc., of corporate officers to be competitive, fully reflecting the importance of the duties and weight of responsibility of corporate officers, to enhance the acceptability of the compensation as management compensation, and to strongly motivate corporate officers to improve the medium- to long-term corporate value of the Company, realize social good, and contribute to the sustainability of society.

d. Actively utilize outside research data, etc., as well as examine the adequacy of the process for determining compensation, etc., in order to ensure objectivity in the compensation, etc., of directors and Corporate Officers.

e. Establish basic policies, rules, procedures, etc., necessary for the execution of the duties of the Compensation Committee.

(5) *hhc* Governance Committee (8 Members (including 3 woman), all of whom shall be Outside Directors, appointed for terms of one year)

The composition and roles of the *hhc* Governance Committee are as follows.

a. Actively engage in dialogue with stakeholders and use the knowledge gained to improve discussions in the Board of Directors.

b. Share information and provide advice and other recommendations regarding the Representative Corporate Officer and CEO's proposed plans for grooming candidates to fill the role of Representative Corporate Officer and CEO in the future.

c. Evaluate the effectiveness of the management oversight function of the Board of Directors. If any issues emerge in the operations of the Board of Directors or other boards or committees, propose the relevant improvements to the Board of Directors.

d. Carry out broad discussions on the Company's corporate governance and business matters, and work to make continuing improvements to the Company's corporate governance.

3. The reasons for choosing the current corporate governance system

In June 2004, the Company revised its Articles of Incorporation at the Ordinary General Meeting of Shareholders and adopted the Company with Committees System (the current Company with a Nomination Committee, etc., System) in order to further enhance corporate governance.

With the adoption of the Company with Committees System, the Company increased the number of Outside Directors to comprise

more than half of the Board of Directors. The Company aimed to increase the transparency and fairness of management, strengthen the supervisory function of the Board of Directors for overall management, enhance the quality of management, and improve benefits to shareholders, customers, employees, and other stakeholders. Meanwhile, by granting Corporate Officers the authority to make wide-ranging decisions related to management, the Company aimed to promote flexible management, heighten competitiveness, create a structure that enables the achievement of human health care (*hhc*), which is the Company's Corporate Concept, and revitalize corporate management by securing autonomy through internal control by Corporate Officers.

III. Status of the implementation of measures related to shareholders and other interested parties

1. Status of implementation of measures for revitalization of the general meeting of shareholders and smoothing of the execution of voting rights (Update)

	Supplementary Explanation
Early notification of convocation of general meeting of shareholders	Commencement date of measures for electronic provision in Japanese: May 16, 2026 (32 days before the general meeting) Japanese booklet shipping date: May 29, 2026 (19 days before the general meeting)
Scheduling of general meeting of shareholders away from “concentrated days”	The dates for the Ordinary General Meeting of Shareholders for the past three years have been as follows, with efforts to avoid “concentrated days.” 112th Ordinary General Meeting of Shareholders: Friday, June 14, 2024 113th Ordinary General Meeting of Shareholders: Wednesday, June 18, 2025 114th Ordinary General Meeting of Shareholders: Wednesday, June 17, 2026
Electronic execution of voting rights	Electronic execution of voting rights from PC, mobile phone, etc., via a voting website
Implementation of a voting rights execution platform and effort to improve the exercising a voting rights system	A voting rights execution platform for institutional investors has been implemented since the regular general meeting of shareholders held in June 2006.
Offer in English of Notice of Convocation (summary)	The notice of convocation is made in English, and made public on our website.
Other	To provide a thorough explanation at the General Meeting of Shareholders, the Chairperson himself makes a presentation on performance reports and business strategies. Furthermore, shareholders may actively engage in discussions and a Q&A session is also included in this regard. In order to ensure an environment in which each shareholder is able to exercise his or her voting rights, a voting website with a shareholder registry system is provided by a shareholder registry administrator as well as other electronic voting platforms. In addition, the notices of convocation are thorough in conveying the relevant information, are distributed in both English and Japanese versions, and are published on the Company’s website. Since the general meeting in June 2020, the Company will be broadcasting the meeting live over the Internet and accepting questions in advance via the website.

2. Status of activities related to IR (Update)

	Supplementary Explanation	Explanation from the Representative
Establishment and publication of disclosure policy	Management information is disclosed proactively, fairly, impartially and in a timely manner to ensure corporate transparency. In this way, we hope to meet the expectations of our stakeholders, including patients, families, caregivers, consumers, medical professionals, payers, shareholders, and employees, gain their understanding of the Group, and maintain and improve their trust. This basic stance has been established and disclosed as the Eisai Group Information Disclosure Policy.	
Hold regular meeting for personal investors.	The Eisai Group holds explanatory meetings as needed, in cooperation with securities firms, etc. Then, through an IR-style presentation, we explain the content of those meetings to shareholders at the General Shareholder Meeting.	Yes
Hold regular meetings for analysts and institutional investors	The Eisai Group settles accounts quarterly. In conjunction with this, a settlement explanation meeting for analysts and institutional investors is held four times annually (live/on-demand recorded streaming is available with simultaneous interpretation). Further, a yearly Investor Day is held separately from the settlement explanation meeting to explain the Group's strategy (live/on-demand recorded streaming is available with simultaneous interpretation). After issuing the integrated report, a roundtable discussion about the value creation and ESG is held for analysts, institutional investors, and the media with high interest in ESG. In addition, the Group holds specialized explanation meetings when appropriate to explain R&D issues. At this meeting, the Corporate Officer in charge of research and development explains the status and results of research and development, as well as strategy, and answers questions.	Yes
Hold regular meetings for investors outside Japan.	We conduct regular visits to investors outside Japan. In addition, Eisai representatives actively participate in conferences, large meetings, and small meetings organized by individual securities companies for institutional investors outside Japan, providing explanations and	Yes

	answering questions.	
Post IR materials on the website.	<p>A website for shareholders and investors has been created on the company website. Along with posting the articles of incorporation, financial statements, reference materials, and materials of explanation meetings for analysts and institutional investors, videos of representatives from explanation meetings are posted in both Japanese and English as soon as they are released. In addition, performance highlights/research and development status summarizing the status of business performance and research and development, the Integrated Report, yearly IR schedules, stock procedures/stock prices, announcement of financial statements / electronic announcements, etc., are posted on the website. Moreover, a system has been set up making it possible to send questions related to IR via the Website.</p> <p>http://www.eisai.com/ir/index.html</p>	Yes
Establish departments (responsible parties) for IR.	<p>Investor Relations Department is set up under the Corporate Officer of Investor Relations.</p> <p>IR activities are being conducted with the cooperation of the Research and Development Section, the Corporate Management Planning Department, the Finance & Accounting Division and the General Affairs Department as well as other related departments.</p>	

3. Status of efforts to consider the standpoint of stakeholders (Update)

	Supplementary Explanation
Rules regarding consideration of the standpoint of stakeholders through company regulations, etc.	<p>Consideration of the standpoint of stakeholders is clearly prescribed in Eisai's corporate Concept which has been established in the text of the articles of incorporation. A summary is given below.</p> <p>Eisai believes that its stakeholders are patients and their families, shareholders, and our employees. Through the following activities, Eisai strives to increase the value for our stakeholders as well as develop and maintain good relationships.</p> <ol style="list-style-type: none">1. Satisfying unmet medical needs, providing information and services that contribute to the awareness and prevention of diseases, ensuring a stable supply of high-quality products, and providing useful information on a range of topics, such as drug safety and effectiveness;2. Contributing to a sustainable society with a long-term perspective;3. Enhancing the common interests of shareholders, improving long-term corporate value, providing a positive return to shareholders, and disclosing corporate management information in a timely manner; and4. Ensuring stable employment, respecting human rights and diversity, providing full opportunities for growth in support of self-fulfillment, and creating an employee-friendly environment. <p>The Company aims to nurture human assets who can continually generate innovation even under a rapidly-changing business environment. (The Company sees employees as important assets and refers to human resources as "human assets.") The foundation of the Company's human resources development is having each employee gain an understanding of the true needs of patients through sharing time with them. This generates motivation to know the joys and sorrows of patients and to create solutions to eliminate their anxieties. The Company has incorporated sharing with patients in a variety of internal training programs and is strengthening human resources development.</p> <p>Furthermore, in October 2012, the Eisai Group adopted the "Eisai Diversity Declaration" and has since worked diligently to ensure that all executives and employees fully embrace its principles. We have established a global working group composed of diversity advocates from across regions and functions. This group shares regional challenges and best practices and promotes initiatives such as: Creating an environment where women can thrive, fostering a workplace culture that respects and recognizes differences, including race and disability status, Developing systems that empower middle-aged and senior</p>

	<p>employees to generate new value across generational lines. Through these efforts, we are building a robust framework to advance diversity and inclusion throughout our organization.</p>
<p>Implementation of environmental protection activities, CSR activities, etc.</p>	<p>Based on our <i>hhc</i> concept, Eisai is committed to effectively realizing social good by relieving anxiety over health and reducing health disparities, thereby increasing the satisfaction of patients and the people in the daily living domain and empowering them to realize their fullest lives.</p> <p>For us to continue fulfilling this mission for the future, we formulated Eisai's Future Creation Strategy as our sustainability strategy in March 2025. By placing this strategy at the core of management, we aim to contribute to patients and the people in the daily living domain through the Group's pharmaceutical business and other operations. At the same time, to serve as the foundations underpinning our Group, we will work on supporting this with strengthening our corporate governance and addressing broader social issues such as environmental conservation, improving access to medicines, respect for human rights, and the promotion of diversity over the medium to long term. In this way, we strive to achieve continuous corporate growth and contribute to the sustainable development of society.</p> <p>Environmental conservation is positioned as one of our material issues. Based on our group-wide policy, the "ENW Environmental Policy," we have established five key environmental initiatives. Specifically, in addition to "Climate Countermeasure (achieving net zero emissions by 2050 and the SBT 1.5°C target by FY2030)," we are systematically promoting "Prevention of Environmental Pollution," "Sustainable Water Use," "Biodiversity Conservation," and "Recycling of Resources." For further details, please refer to our corporate website and "Value Creation Report". <i>hhchhc</i></p>
<p>Establishment and publication of disclosure policy</p>	<p>Management information is disclosed proactively, fairly, impartially and in a timely manner to ensure corporate transparency. In this way, we hope to meet the expectations of our stakeholders, including patients, families, caregivers, consumers, medical professionals, payers, shareholders, and employees, gain their understanding of the Group, and maintain and improve their trust. This basic stance has been established and disclosed as the Eisai Group Information Disclosure Policy.</p>

IV. Items regarding internal control systems

1. Basic philosophy and status of preparation of internal control systems (Update)

Structure for ensuring proper business operations

The Company, in accordance with Article 416 of the Companies Act and Article 112 of the Ordinance for Enforcement of the Companies Act, stipulated “Rules Concerning Items Necessary for the Performance of Duties by the Audit Committee” and “Rules for Preparing Necessary Systems for Ensuring the Suitability in the Performance of Duties by Corporate Officers” at the Eisai Board of Directors meeting. Both rules are given below.

1) Rules Concerning Items Necessary for the Performance of Duties by the Audit Committee

(Objective)

Article 1 The purpose of these rules is to establish items necessary for the performance of duties by the Audit Committee of the Company, in accordance with Companies Act Article 416 Section 1 Part 1 Subparagraph b), as well as the Ordinance for Enforcement of the Companies Act Article 112 Section 1.

2 In these rules, “ENW” means a group of corporate entities consisting of the Company and its subsidiaries and affiliates, and “ENW Entity” means each entity within ENW.

(Items regarding the directors and employees of the Company who assist in the duties of the Audit Committee of the Company)

Article 2 The Company shall establish a Management Audit Department to assist in the duties of the Audit Committee of the Company. The directors of the Company shall not be assigned to assist in the duties of the Audit Committee of the Company.

2 The director and staff of the Management Audit Department shall follow employment and work regulations for items not established by these rules.

(Items regarding the independence of the employees in the preceding Article from the Corporate Officers of the Company and items regarding ensuring the effectiveness of the instructions of the Audit Committee of the Company to such employees)

Article 3 The Management Audit Department shall be organized independent of the Corporate Officers of the Company.

2 The director and staff of the Management Audit Department shall perform their duties under the direction of the Audit Committee and Audit Committee Members of the Company.

3 The director and staff of the Management Audit Department shall be appointed, reassigned and disciplined by the Representative Corporate Officer and CEO of the Company with the consent of the Audit Committee of the Company.

4 The decision on personnel evaluation of the director and staff of the Management Audit Department will be conducted by the Audit Committee of the Company.

(The system for officers and employees of ENW Entity to report to the Audit Committee)

Article 4 The Corporate Officers of the Company shall report monthly to the Audit Committee of the Company regarding the following items related to their assignments and organization under their oversight, supervision or management, including whether or not such relevant items exist, and shall report immediately highly important matters of the items

such as incidents that cause or may cause ENW significant damage, or that violate or may violate laws or the Articles of Incorporation to the Audit Committee.

- (1) Disasters and accidents related to operations
- (2) The fact that operations have been stopped for a half day or longer
- (3) The fact that a lawsuit has been brought, and its status
- (4) Cases that violate compliance policies (including facts subject to investigation)
- (5) Requests for cooperation in an investigation, investigation, summons, visits (excluding regular investigations), warnings, guidance, orders, recommendations, suspension of operation, or other measures taken by public officials
- (6) Infringement or the danger of infringement of assets or rights by a third party
- (7) Bankruptcy, the danger of bankruptcy, or termination of a contract, by a major customer
- (8) Matters or information other than the above (1) through (7) that may cause the ENW Entity serious damage or have significant effect
- (9) Facts that Officers and employees of the ENW Entity, who made reports or provided information pursuant to Sections through 2 to 6 of this Article, were treated disadvantageously because they made the reports or provided the information
- (10) Other matters to be reported as stipulated by the Audit Committee of the Company

*1 "Oversight" shall mean having the general oversight responsibility as the head of the reporting line.

*2 "Supervision" shall mean having supervision of the relevant organization or business not as the head of the reporting line.

*3 "Management" shall mean having a grasp of the situation by receiving report(s) from the relevant business or organization.

2 If the officers and employees of the ENW Entity become aware of any item provided in each item of Section 1 of this Article, they shall immediately report to the Corporate Officer of the Company who oversees, supervises, or manages such item. In the case where it would be inappropriate to report to the Corporate Officer himself/herself is concerned in the event, for example, the Officers and employees of the ENW entity shall report to (i) the Corporate Officer of the Company other than the Corporate Officer at issue or (ii) the Compliance Counter.

3 The Corporate Officer who supervises the promotion of ENW's compliance shall immediately make a report to the Audit Committee of the Company in the case of highly important matters, out of the matters which are reported to the Compliance Counter, such as incidents that cause or may cause ENW significant damage, or that violate or may violate laws or the Articles of Incorporation.

4 The Officers and employees of the ENW Entity may report to the Audit Committee of the Company concerning the above item (4) of Section 1 of this Article, which is related to the Corporate Officers of the Company.

5 The Auditors or the Audit Committee of the ENW Entity in Japan, the People's Republic of China, South Korea, and Taiwan, except for the Company, shall periodically report information regarding audits results by the auditors, etc., in such ENW Entity to the Audit Committee of the Company.

6 The officers and employees of the ENW companies shall promptly make a proper report when a report on items regarding the execution of business is requested by the Audit Committee of the Company.

7 The Corporate Officers and employees of the Company shall inform the Audit Committee of the Company of the

schedules of important meetings.

(Systems for ensuring that the person making a report in the preceding Article does not receive disadvantageous treatment on the grounds of having made such report)

Article 5 The Representative Corporate Officer and CEO of the Company shall prepare and operate a system in order to ensure that the officers and employees of the ENW Entity who make a report to the Audit Committee or Corporate Officer of the Company or contact the Compliance Counter under the preceding Article do not receive disadvantageous treatment on the grounds of having made such report or contact.

(Items regarding policies for the processing of expenses and obligations that arise with respect to the execution of duties of the Audit Committee Members of the Company)

Article 6 The Company shall process such expenses or obligations for the execution of duties of the Audit Committee Members of the Company which are recognized as necessary by the Audit Committee of the Company under the Companies Act Article 404 Section 4.

(Other systems for ensuring the effective performance of audits of the Audit Committee of the Company)

Article 7 The Representative Corporate Officer and CEO of the Company shall prepare a system between ENW Entity under which the Audit Committee of the Company enables the investigation, etc., of the accounting and operations of ENW Entity.

2 Departments and officers in charge of audits, including the internal audits of ENW Entity, shall share necessary information regarding audit activities with the Audit Committee, Audit Committee members, and the Management Audit Department of the Company through regular meetings, etc., in order to operate an efficient and suitable auditing system.

3 The Company's accounting auditor shall report to the Audit Committee regarding audits by the accounting auditor, as well as other investigations, on a regular basis or as requested by the Audit Committee.

(Familiarization with these rules)

Article 8 The Representative Corporate Officer and CEO of the Company shall take measures to familiarize the officers and employees of the ENW companies with the content of these rules.

(Revisions)

Article 9 These rules can be revised through resolution by the Board of Directors.

2) Rules for Preparing Necessary Systems for Ensuring the Suitability in the Performance of Duties by Corporate Officers
(Objective)

Article 1 The purpose of these rules is to establish items necessary for establishment and operation of a system for ensuring that execution of duties at ENW by Corporate Officers of the Company is in accordance with laws and the Articles of Incorporation, and to establish other systems necessary to maintain the suitability of operations, in accordance with

the Companies Act Article 416 Section 1 Part 1 Subparagraph e), as well as the Ordinance for Enforcement of the Companies Act Article 112 Section 2.

2 In these rules, “ENW” means a group of corporate entities, consisting of the Company and the subsidiaries and affiliates of the Company. “ENW Entity” means each entity within the ENW. “Corporate Officer in Charge of ENW Entities” means a Corporate Officer who has been appointed by the Representative Corporate Officer and CEO of the Company to oversee*1, supervise*2 and manage*3 each ENW Entity other than the Company. “Officers of ENW companies, who execute business operations” shall mean Corporate Officers of the Company and directors of the ENW companies other than the Company.

*1 “Oversee” shall mean having the general oversight responsibility as the head of the reporting line.

*2 “Supervise” shall mean having supervision of the relevant organization or business not as the head of the reporting line.

*3 “Manage” shall mean having a grasp of the situation by receiving report(s) from the relevant business or organization.

(Authority)

Article 2 The Board of Directors of the Company receives reports, regarding establishment and operation of the systems set forth in these Rules, from the Corporate Officers or the Audit Committee of the Company in order to supervise the performance of duties of the Corporate Officers pursuant to these Rules.

2 The Representative Corporate Officer and CEO of the Company shall assign the particular duties set forth in these rules to a Corporate Officer of the Company who will be responsible for such assigned duties.

3 The Corporate Officer of the Company shall perform such duties that have been assigned to him/her in compliance with these Rules and provide reports, regarding establishment and operation of the systems set forth in these Rules, to the Board of Directors and the Audit Committee of the Company.

(The system for storage and management of information related to the performance of duties of Corporate Officers)

Article 3 The Representative Corporate Officer and CEO of the Company shall appoint a Corporate Officer, from among the Corporate Officers of the Company, who shall supervise ENW with respect to and be in charge of storage and management of information related to the performance of duties of Corporate Officers of the Company, and shall have such Corporate Officer establish a system and necessary rules on storage and management of information.

2 The Corporate Officer of the Company, who has been appointed pursuant to the previous section, shall establish and operate the storage and management rules for prepared information, and report the status thereof to the Board of Directors and the Audit Committee of the Company.

(The rules and other systems regarding management of the risks of loss in ENW)

Article 4 The Corporate Officers of the Company shall be responsible for managing risk of loss in ENW in his or her area of assignment. A Corporate Officer in Charge of ENW Entities shall establish and operate a management system of a risk of loss in ENW depending on the type, size, significance and other aspects of the businesses of ENW Entities which he/she has been assigned to oversee, supervise, and manage.

2 With respect to management of risks of loss that may possibly result in significant loss to ENW, the Representative Corporate Officer and CEO of the Company shall appoint a Corporate Officer, from among the Corporate Officers of the Company, for each area of risk of loss (financial, legal, environmental, disaster, product quality, and adverse effect, etc.), and such appointed Corporate Officer shall establish and operate rules, etc. regarding the risk.

3 The Corporate Officers, who have been assigned to be in charge of promoting establishment and operation of an internal control system set forth in Article 6, shall establish and promote the operation of a system for the Corporate Officers and employees of the Company to self-evaluate risks related to their assigned duties.

(The system for ensuring that the duties of Directors, Corporate Officers and employees of ENW are conducted efficiently)

Article 5 The Board of Directors of the Company shall delegate to the Representative Corporate Officer and CEO of the Company decision-making for the performance of the Directors' duties, excluding those matters to be resolved by the Board of Directors pursuant to the laws, the Articles of Incorporation, and the Rules of the Board of Directors.

2 The Board of Directors of the Company shall appropriately establish a division of duties and mutual relationships among the Corporate Officers of the Company.

3 The Representative Corporate Officer and CEO of the Company shall establish decision-making procedures for important matters in the ENW and establish and operate a system under which duties are executed appropriately and efficiently.

4 With respect to matters other than those set forth in the previous section, the Corporate Officers of the Company shall establish decision-making procedures for their assigned duties and establish and operate a system so that such duties are conducted appropriately and efficiently.

5 The Corporate Officer, who has been assigned to be in charge of promoting establishment and operation of the internal control system set forth in Article 6, shall monitor the establishment and operation of the systems pursuant to the previous two sections. The Corporate Officer, who has been assigned to oversee the execution of internal audit, shall audit the establishment and operation of such systems.

(The system for ensuring that performance of duties by officers of ENW companies, who execute business operations, and employees of ENW companies is in accordance with laws and the Articles of Incorporation)

Article 6 The Representative Corporate Officer and CEO of the Company shall appoint a Corporate Officer, from among the Corporate Officers of the Company, to be in charge of promoting compliance, including the system for ensuring that the execution of duties by Officers of ENW Entities, who execute business operations, and employees of ENW Entities is in accordance with laws and the Articles of Incorporation, and shall establish a department, etc., to support such Corporate Officer in the performance of his or her duties.

2 The Corporate Officer, who has been assigned to be in charge of promoting compliance, shall establish a Compliance Handbook and a business behavior charter applicable to ENW, clarify norms and behavioral standards so that Officers of ENW Entities, who execute business operations, and employees of ENW Entities take actions in compliance with laws and the Articles of Incorporation, and promote compliance by taking necessary measures such as training of officers of ENW Entities, who execute business operations, and employees of ENW Entities.

3 The Corporate Officer, who has been assigned to be in charge of promoting compliance, shall establish and operate

a Compliance Counter as a point of contact for consulting about compliance and reporting of compliance matters both inside and outside the Company to strive for the prevention and early resolution of risks related to compliance, and shall cooperate and perform the foregoing with each Corporate Officer in charge of ENW Entity each officer in charge of compliance at each ENW Entity and the department in charge of compliance with respect to ENW Entities other than the Company.

4 The Corporate Officer who has been assigned to be in charge of promoting compliance, shall demonstrate a policy of opposing anti-social forces in the ENW business behavior charter, and shall take necessary measures so that Officers of ENW Entities, who execute business operations, and employees of ENW Entities strictly observe such policy and use their best effort on a daily basis in their conduct in this regard.

5 The Representative Corporate Officer and CEO of the Company shall appoint Corporate Officers, from among the Corporate Officers of the Company, to be in charge of promoting establishment and operation of an internal control system and to be in charge of executing internal audits, respectively, and shall establish a department, etc., to support such Corporate Officers in the performance of his or her duties.

6 The Corporate Officers who have been assigned to be in charge of promoting establishment and operation of an internal control system shall establish policies regarding internal controls applicable to ENW, and shall have Corporate Officers and employees of the Company develop a deeper understanding for internal controls by taking necessary measures such as training, and shall promote the establishment and operation of an internal control system, and shall cooperate and perform the foregoing with each Corporate Officer in charge of ENW Entities, each officer in charge of internal control at each ENW Entities and the department in charge of internal control with respect to ENW Entities other than the Company.

7 The Corporate Officers, who have been assigned to be in charge of executing internal audits, shall establish rules for internal audits applicable to ENW, devise a plan for internal audits, and execute appropriate and efficient internal audits, and shall have each Corporate Officer in charge of ENW Entities, each officer in charge of internal audit at each ENW Entity, and the department in charge of internal audit to perform the audit of each ENW Entities and receive reports with respect to ENW Entities other than the Company.

8 With respect to professional fields, the Representative Corporate Officer and CEO of the Company shall appoint a Corporate Officer, from among the Corporate Officers of the Company, to be in charge, as necessary, of ensuring compliance with laws and the Articles of Incorporation in such field, and shall establish a department, etc., to support such Corporate Officer in the performance of his or her duties.

(The system for reporting to the Company about matters related to execution of duties of officers and employees of ENW Entities other than the Company)

Article 7 The Corporate Officer in Charge of ENW companies shall establish a system under which the Company receives reports from ENW Entities about managerial important matters and matters set forth in Articles 4, 5, and 6 of these Rules depending on the type, size, significance, and other aspects of the businesses of ENW Entities, with respect for the autonomy and the independence of ENW Entities which the Corporate Officer has been assigned to oversee, supervise, and manage.

2 The Corporate Officer in Charge of ENW Entities shall report important matters out of the report received from

ENW Entities to the Board of Director and the Audit Committee of the Company.

(Familiarization with these Rules)

Article 8 The Representative Corporate Officer and CEO of the Company shall take measures to familiarize the Officers and employees of ENW Entities with the content of these Rules.

(Revisions)

Article 9 These Rules shall be revised only by resolution by the Board of Directors.

3) Status of Establishment and Operation of Systems for Ensuring Proper Business Operations

The status of establishment and operation of both sets of rules are given below.

1. Status of Operation of the “Rules Concerning Items Necessary for the Execution of Duties by the Audit Committee” (hereinafter the “Rules”)

a) Items regarding the directors and employees of the Company who assist in the duties of the Audit Committee of the Company

The Company has established the Management Audit Department as a department with responsibilities to aid the duties of the Audit Committee. Staff of the Management Audit Department perform their duties under the direction of the Audit Committee and according to the rules established by the Audit Committee and the audit plan for the individual fiscal year. Their service is governed by the provisions of work regulations. Note that there is no director in place to aid the duties of the Audit Committee.

b) Items regarding the independence of the Management Audit Department from the corporate officers of the Company and items regarding ensuring the effectiveness of the instructions of the Audit Committee of the Company to the Management Audit Department

The director and staff of the Management Audit Department have performed their duties under the direction and orders of the Audit Committee, in accordance with the Rules. Evaluations of the director and staff of the Management Audit Department have all been conducted by the Audit Committee. Management Audit Department staff have been appointed and reassigned with the consent of the Audit Committee.

c) System for corporate executives and employees of ENW companies to report to the Audit Committee

All corporate officers report monthly to the Audit Committee regarding items stipulated in the Rules. Important matters have been reported immediately. In addition, important internal meetings have been established in the audit plan of the Audit Committee to monitor the status of discussions and resolutions. The Chief Compliance Officer reports highly important compliance related matters learned through the Compliance Counter to the Audit Committee. In addition, matters related to the Company’s corporate officers can be reported directly to the whistleblowing hotline that has been established by the Audit Committee.

In addition, the Audit Committee obtains information related to ENW companies’ activities from their corporate auditors.

d) Systems for ensuring that the person making a report in the preceding paragraph does not receive disadvantageous treatment on the grounds of having made such report

The Compliance Handbook requires ENW corporate executives and employees to report any concerns related to

compliance, and prohibits retaliation against the person making the report.

The Compliance Counter has established and implements operational rules, including the protection of persons making a report. Retaliatory and other similar acts toward persons making a report are also strictly prohibited in work regulations.

The Audit Committee carries out monthly confirmations of the state of operation of the Compliance Counter, including the presence of prejudicial treatment.

- e) Items regarding policies for the processing of expenses and obligations that arise with respect to the execution of duties of Audit Committee members

All expenses for the execution of duties of the Audit Committee are processed without any restrictions being placed by operational divisions.

- f) Other systems for ensuring the effective performance of audits of the Audit Committee

The Audit Committee obtains audit plans and audit results from the Accounting Auditor and the internal audit departments to ensure audits by the Audit Committee are effectively performed.

Through these audit activities, the Audit Committee also shares necessary information with the Accounting Auditor, internal audit departments, and other related parties.

2. Status of Operation of the “Rules for Preparing Necessary Systems for Ensuring the Suitability of the Execution of Duties by Corporate Officers”

- a) System for storage and management of information related to the performance of duties of corporate officers

A corporate officer in charge of the storage and management of information has been appointed. Said corporate officer has taken steps to ensure that information is handled correctly. The “ENW Confidential Information Security Policy,” “Confidential Information Security Regulations,” and other rules for the storage and management of information related to the performance of duties by corporate officers have been prepared and workshops are held on an ongoing basis. The status of these measures is reported to the Board of Directors and Audit Committee.

- b) Rules and other systems regarding management of the risks of loss in ENW

The corporate officer responsible for internal control has introduced a system called Control Self-Assessment (CSA), in which risks of loss in ENW are managed and self-assessed, thereby supporting risk management led by corporate officers, and the establishment and evaluation of internal control. Corporate officers use CSA and other means to identify important risks of loss (important risks) in duties to which they have been assigned (in Japan and abroad) and important risks at subsidiaries (in Japan and abroad). An appropriate system of management has thus been prepared and is under operation. In particular, with regard to the risks of loss related to a number of departments that may result in significant loss to the Company, the Chief Financial Officer (finance), General Counsel (legal affairs), corporate officer assigned to sustainability (environment), corporate officer assigned to general affairs (disasters), corporate officer assigned to quality (product quality), and corporate officer responsible for global safety (side effects) bear the responsibility. Accordingly, they have created and operate necessary documents and rules, including rules concerning consolidated accounting, rules for the prevention of insider trading, a business continuity plan, a procedure manual for guaranteeing product quality, and rules relating to the management of side-effect information. By posting them on the Company’s internal website and holding workshops for the relevant parties, they take countermeasures, operate the rules, and ensure that the appropriate parties are thoroughly familiar with the rules.

In addition, the Risk Management Committee, chaired by the corporate officer responsible for internal control, centrally manages the status of risks of loss by ENW and the response to those risks, and promotes the establishment and maintenance of internal control.

c) System for ensuring that the duties of ENW are conducted efficiently

The Company's Board of Directors delegates a significant amount of the decision-making related to the execution of business to corporate officers. At the same time, the Board appropriately establishes the division of duties and mutual relationships between corporate officers. The Chief HR Officer has established and thoroughly implemented decision-making procedures for important matters at ENW. These procedures define the drafter, parties to be consulted, person responsible for implementation, person responsible for the outcome, etc., related to important matters at ENW to establish a system that enables such decision-making to be conducted efficiently. The procedures are reviewed and revised as needed. Further, the corporate officers establish decision-making procedures for their assigned duties so that such duties are conducted efficiently. The status of important decision-making by corporate officers is reported to the Board of Directors as needed.

d) System for ensuring that performance of duties by corporate executives in charge of the execution of business and employees of ENW companies is in accordance with laws and the Articles of Incorporation

The Chief Compliance Officer, who is also a corporate officer responsible for internal control, promotes compliance and the establishment of internal control.

Compliance is promoted by establishing and putting into practice a compliance program. The Company lists its policies of opposing anti-social forces in its Charter of Business Conduct and Compliance Handbook and ensures that ENW is familiar with the policies through compliance training and other measures.

With regard to internal control, all corporate officers establish, develop, and operate internal controls within the scope of their responsibilities in accordance with the Internal Control Policy established by the corporate officer responsible for internal control.

Aiming to support the internal controls established, developed, and operated by corporate officers, the Corporate Risk Management Department assesses important Company-wide risks by CSA through interviews with all corporate officers, picks up risks that are common across all departments including external factors, and has the Risk Management Committee deliberate them and follow up as a system to reduce everyday operational risks. Eisai has established a regional management organization or appointed a regional manager in each of the Japan, North America, Europe, China and Asia regions to globally promote internal control through support for risk management.

Internal audits are conducted by the Corporate Internal Audit Department and the internal audit departments of each region from an objective point of view and independently of the audited organization. The results of all internal audits are periodically reported to the Board of Directors, Audit Committee, and Growth & Operating Committee. A corporate officer who confirms that ENW are in compliance with laws, regulations, and the Articles of Incorporation in regards to specialized areas specific to a pharmaceutical company is appropriately appointed.

e) System for reporting to the Company about matters related to execution of duties of corporate executives and employees of ENW companies other than the Company

The Company determines the corporate officer to be assigned to oversee, supervise, or manage ENW companies through the division of duties. The corporate officer assigned to be in charge of ENW companies has established a system for

receiving reports from ENW, through decision-making procedures provided for each ENW company, attendance at important meetings, periodic reports, etc. The corporate officer in charge reports the status of ENW companies to the Board of Directors and the Audit Committee as needed.

2. The basic philosophy and status of preparation for elimination of any form of organized criminal activity

The Eisai Group established the Charter of Business Conduct to carry out their compliance activities. We shall not enter into, or to the extent we become aware we shall sever, relations with organized crime groups as provided in Article 11 of the ENW Charter of Business Conduct.

All directors, officers, and employees of ENW shall at all times and in all daily activities act strictly in accordance with the Charter, and work towards achieving the corporate goals that the Charter defines. Specifically, we educate our directors, officers, and employees on the following points regarding groups engaged in organized criminal activity, such as corporate racketeers and organized crime groups. ENW should never provide any kind of benefit or advantage to such groups.

- Under the Japanese Companies Act, it is prohibited to provide benefit or any kind of benefit or advantage to such groups.
- ENW should not associate with or enter into any kind of relationship with any form of advantage to any specific shareholders.

Depending on the circumstances, there are various forms of requirements for benefit or advantage. The request for such benefit or advantage is in itself prohibited under the law.

- To entertain any form of request from any organized crime group is a violation of the Charter and any director, officer, or employee found to be entertaining such requests may be charged with breach of trust.
- If any of the aforementioned situations come to the knowledge or attention of an officer or employee, it shall be reported promptly to the Compliance Counter (a tool designated to help employees seeking compliance advice and reporting).

The Company collects information about any form of organized criminal activity and establishes internal systems in cooperation with outside institutions.

* ENW (Eisai Network Companies) refers to the corporate group comprised of Eisai Co., Ltd., and its consolidated subsidiaries and affiliates.

V. Other

1. Adoption of takeover prevention

Adoption of takeover prevention

No

Supplementary Explanation of the above

Basic Policy Regarding Individuals Who Control Decisions on Financial and Business Policies

The content stipulated in Article 118, Item 3 of the Regulations for Enforcement of the Companies Act (basic policies related to the way a person is to control decisions on financial and business policies) is as follows.

(1) The Company Basic Policy Regarding Individuals Who Control Decisions on Financial and Business Policies

The Company had previously stipulated a corporate concept “to give first thought to patients and their families, other natural benefits that health care provides to them” (*hhc* concept: human health care) in our Articles of Incorporation, and we shared this concept with our stakeholders.

In our “EWAY Future & Beyond” medium-term business plan launched in April 2021, the Company shifted perspectives to greatly expand the scope of the beneficiaries of our social contributions, from “patients and their families” to “patients and the people in the daily living domain.” As such, we are striving to create solutions that help people, with our vision of “empowering The People to realize their fullest life.”

To turn the above concept and thinking into reality, we are implementing the *hhceco* model. The *hhceco* model is a business model for providing value by joining together with patients, medical professionals, academia, businesses, local governments, and other various stakeholders to build ecosystems that support people in all health circumstances from healthy conditions to high risk, the onset of illnesses, treatment, follow-ups, and prognosis. As the first step in that process, we are working to build a dementia ecosystem. Specifically, we aim to utilize healthcare data obtained through Eisai’s clinical trials, cohort studies, products, and services to develop non-drug-discovery solutions based on new technologies addressing issues that cannot be solved with drug discovery technologies alone, in addition to development for drug discovery, which is our current core business. We will also leverage this data to build a dementia platform that links a wide range of users with various solutions from our company and others. By placing this dementia platform—which will bring together various products including data, models, and solutions for drug discovery or otherwise—at the core, and growing the dementia ecosystem, we will be able to make not only our products more sophisticated and improve our services, but to also do the same for products and services in other industries and for local governments. We believe this will provide optimal choices to people with dementia at the optimal timing. Our ambition is to be an *hhceco* company, which operates on a business model that integrates our Corporate Concept of *hhc* with these ecosystems.

Furthermore, the Company focuses on the reduction of health disparities and continues to engage in initiatives to improve access to medicines, including the free-of-charge provision of drugs for the treatment of lymphatic filariasis. In research and development of drugs for the treatment of tropical diseases as well, we are building rich pipelines through various partnerships. The Company will not spare any efforts to deliver hope and our products to people in the daily living and medical domains.

However, considering the escalating competition surrounding the Company, and the changes and transformations in the Japanese legal system and corporate culture relating to M&A in Japan, we can anticipate the potential for acquisitions of the Company’s shares that will materially affect the Company’s management policy.

The Company does not necessarily reject acquisitions that are intended to obtain a large volume of our shares or that permit a third party to participate in the management of our business, if such acquisitions will substantially increase the corporate value of the Company.

Based on this perspective, as a company generating made-in-Japan innovation the Company considers the sources of our corporate value to include our *hhc* concept and the employees motivated to deliver it, as well as our knowledge creation activities (*hhc* activities) that put our concept into practice, and business operations to efficiently deliver the social good (to relieve anxiety over health and reduce health disparities). Individuals who control decisions on the Company's financial and business policies must therefore sufficiently understand these sources of value in order to strive toward securing and increasing the Company's corporate value and the common interests of our shareholders over the medium to long term.

(2) Initiatives Contributing to Implementation of the Basic Policy and to Prevent Decisions on the Applicable Company's Financial and Business Policies from Being Controlled by Individuals Who are Improper in Light of the Basic Policy

a) Initiatives contributing to implementation of the Basic Policy

As stated in (1) above, we are moving forward with initiatives based on our "EWAY Future & Beyond" medium-term business plan. For specific details, please see "2. Medium- to Long-Term Management Strategy and Issues that Need to be Addressed" on pages 59 through 61. (Notice of Convocation of the 114th Ordinary General Meeting of Shareholders) Additionally, in 2004 the Company adopted a "Company with Committees System" (currently "Company with a Nomination Committee, etc. System") and believes that the focus of corporate governance is to ensure fairness and transparency of management through clear separation of functions between management oversight and business execution, while also increasing the vitality of business. The Company always aims to exercise the best corporate governance and strives continually to enhance it as well.

b) Initiatives to prevent decisions on the applicable Company's financial and business policies from being controlled by individuals who are improper in light of the Basic Policy

In the event that there are acquisition proposals or share purchases that are not based on an understanding of the source of improvement of the Company's corporate value, and risk damaging its corporate value and the common interests of shareholders, we secure sufficient time and information for examination by shareholders, and when necessary, we take any available measures (so-called takeover defense measures) deemed appropriate at that point in time in order to secure the Company's corporate value and the common interests of shareholders.

(3) Decisions by Our Board of Directors on Initiatives in (2) and the Reasons

As indicated in (1) above, we believe that improving our corporate value and the common interests of shareholders is achieved by increasing the benefits to patients and the people in the daily living domain, and that the initiatives indicated in (2)a above contribute to increasing these benefits to patients and the people in the daily living domain.

There are acquisitions that are inappropriate, including those that do not give sufficient time and information to the Company and shareholders to examine the substance of the proposed acquisition and consider alternatives. There are also acquisitions that obstruct our business measures, including knowledge creation activities (*hhc* activities) as a company generating made-in-Japan innovation to realize our concept defined in the Articles of Incorporation, motivating

employees through such activities, business operations to efficiently deliver the social good (to relieve anxiety over health and reduce health disparities), research and development systems for new drugs essential for the Company to deliver increased benefits for patients and the people in the daily living domain, pursuit of the *hhceco* model including provision of information and services that aid awareness and prevention of diseases, stable supply of high-quality products, and ensuring the management and provision of information on the safety and efficacy of drugs. Such acquisitions will damage the Company's corporate value and the common interests of our shareholders. For this reason, we consider it appropriate from the perspectives of our corporate value and the common interests of shareholders to take the measures indicated in (2)b above to prevent such acquisitions.

Based on this reasoning, the Company's Board of Directors concluded that the initiatives indicated in (2) above are aligned with the basic policy indicated in (1) above, serve the purpose of securing our corporate value and the common interests of our shareholders, and are not intended to maintain the position of the Company's corporate executives.

2. Other matters related to the corporate governance system

1. About the Eisai articles of incorporation

1) Number of directors, qualifications and restrictions, and requirements for resolutions for election and dismissal stipulated by the articles of incorporation

(1) Number of directors (Article 20)

The Company shall have no more than fifteen (15) directors

(2) Requirements for resolutions for the election of directors (Article 21 Paragraph 2)

Resolutions for the election of directors shall be approved by an affirmative vote of a majority of the voting rights held by shareholders present, where such shareholders present hold shares representing one-third (1/3) or more of the exercisable voting rights of shareholders.

(3) Elimination of cumulative voting (Article 21 Paragraph 3)

Cumulative voting shall not be used for a resolution to elect directors.

Moreover, no stipulations of the articles of incorporation applicable to resolutions regarding qualifications and restrictions for directors, or for their dismissal, differ from the Companies Act.

2) Decision to allow resolution of General Meeting of Shareholders resolution items by the Board of Directors and stipulations in the Articles of Incorporation to forbid resolution of Board of Directors resolution items by the General Meeting of Shareholders

(1) Exemption of directors and Corporate Officers from liability (Article 38 Paragraph 1)

Within the legally stipulated limitations, the Company may, by resolution of the Board of Directors, exempt directors and Corporate Officers (including former Corporate Officers) from liability for damages due to negligence of their duties, as per Article 426, Paragraph 1, of the Companies Act.

(2) Dividend (Article 40)

The Company shall determine the matters listed in each item of Article 459, Paragraph 1, of the Companies Act, including dividend, by the Board of Directors, without a resolution by a General Meeting of Shareholders, unless otherwise stipulated by law.

3) Modification of requirements for special resolutions of the general meeting of shareholders

(1) Special resolutions of the general meeting of shareholders (Article 17 Paragraph 2)

Resolutions stipulated in Article 309, Paragraph 2, of the Companies Act shall be adopted by an affirmative vote of two-thirds (2/3) of the voting rights held by shareholders present, where such shareholders present hold shares representing one-third (1/3) or more of the exercisable voting rights of the shareholders.

2. Outline of disclosure systems

Our internal system for timely disclosure of Eisai information is as follows.

1) Financial Information

Every quarter, after the Chief Financial Officer has approved the financial statements on which the disclosure will be based, said statements are submitted to the CEO and approved by the Board of Directors.

Accounting section → Chief Financial Officer → CEO → Board of Directors

The financial information is disclosed via the following procedure. The Corporate Officer in charge of public relations prepares disclosure documents based on financial information from the section(s) in charge of settling accounts as submitted through a committee set up for disclosures on the financial statements and, after the Chief Financial Officer has reviewed the documents, the documents are proposed to the CEO, who then approves the disclosure following a Board of Directors resolution.

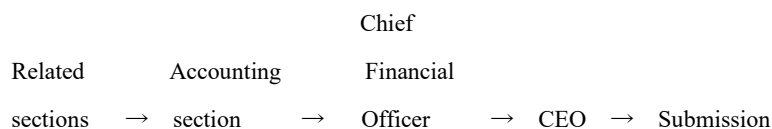
Committee set up for disclosure of financial statements → Corporate Officer in charge of public relations → CEO → Disclosure

[Members of committee on disclosure of financial statements]

- Corporate Officer in charge of public relations
- Chief Financial Officer
- Corporate Officer in charge of investor relations
- Corporate Officer in charge of corporate planning
- Corporate Officer in charge of corporate strategy
- Public relations section
- Investor relations section
- Financing and Accounting section
- Corporate planning section
- Research and development section

2) Submission of securities reports, etc.

Securities reports, etc. are disclosed via the following procedure. After related sections draft the reports and the accounting section compiles them, the Chief Financial Officer reviews the proposal and the CEO approves the report, etc.



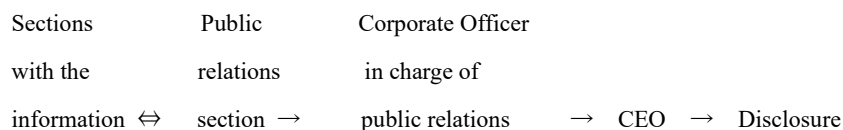
[Members attending meetings for related sections on securities reports, etc.]

- Corporate Officer in charge of investor relations
- Corporate Officer in charge of public relations
- Corporate Officer in charge of legal affairs
- Board of Directors Secretariat
- Investor relations section
- Public relations section
- Legal section
- Financing and Accounting section
- Sustainability section

3. Other Information (other than in 2. above)

Information other than that included in 2 above is disclosed via the following procedure. The Public Relations Section regularly gathers information for potential disclosure and reports it to the Corporate Officer in charge of public relations. In addition, when internal organizations (including subsidiaries) become aware of or possess information for disclosure, they notify the public relations section. The Corporate Officer in charge of public relations reviews the information received, including information from meetings such as the Corporate Strategy Committee and Growth & Operating Committee, to determine whether disclosure is appropriate, consults with relevant Corporate Officers to determine the disclosure date and procedures, and proposes it to the CEO for approval. The Public Relations Section is responsible for the practical disclosure process, and the Corporate Officer in charge of public relations manages the timely and appropriate disclosure of information in accordance with regulations and guidelines of the Tokyo Stock Exchange.

In addition, regarding information that may pertain to significant facts, the information management supervisor holds an Information Management Committee meeting to decide how to manage internal information while working to prevent insider trading.



Requirements for the Independence and Neutrality of Outside Directors

(Revised: December 11, 2025)

1. An Outside Director must neither currently be nor in the past have been a business executor (see Note 1 below) of Eisai or any of its affiliated companies (“Eisai Group”).
2. An Outside Director’s economic independence and neutrality from Eisai Group and specified enterprises, etc., are ensured by satisfying the following requirements:
 - 1) None of the following shall be applicable to the Outside Director within the past five years:
 - a. Having been a business executor of an enterprise, etc., of a Major Business Partner (see Note 2 below) of Eisai Group, or otherwise a business executor of an enterprise, etc., conducted by a Major Business Partner of Eisai Group;
 - b. Regardless of the value of the transaction, having been a business executor of an enterprise, etc., with whom Eisai conducts necessary transactions, Eisai’s audit corporation, or any other enterprise, etc., that has a relationship of substantive interest with Eisai Group;
 - c. Having been a business executor of a person or an enterprise, etc., who is a Major Shareholder (see Note 3 below) of Eisai or of an enterprise, etc., in which Eisai Group is a Major Shareholder;
 - d. Excluding Officer compensation from Eisai Group, having directly received a Large Amount (see Note 4 below) of money or other property as a provider of professional services, etc. (i.e., a consultant, a lawyer, an accountant, etc.);
 - e. Having received a Large Amount of money or other property from Eisai Group as a contribution or having been a business executor of an entity, organization, etc., that has received such a contribution; or
 - f. Having been a business executor of an enterprise, etc., which had an Officer, etc., who was at the same time an Officer, etc., of Eisai Group;
 - 2) Even if more than five years has passed, the Nomination Committee must evaluate (see Note 5 below) the relationship with the enterprise, etc., in each item of the preceding clause 2(1) and determine that independence and neutrality are ensured; and
 - 3) In addition, from the perspectives of independence and neutrality, there must not be any other reason that would impede the performance of the duties as an Outside Director.
3. An Outside Director must not be a close relative of, or have a similar relationship to (see Note 6 below), or otherwise derive such person’s sole livelihood through a relationship with, any of the following persons:
 - 1) A business executor (limited to Person in a position of importance see Note 7 below) of Eisai Group; or
 - 2) Based on the requirements of paragraph 2 of this Article, those as determined by the Nomination Committee whose independence and neutrality from Eisai Group or from specified enterprises, etc., are not ensured.
4. An Outside Director must not have reason that is likely to give rise to a significant conflict of interest in the performance of the duties as a Director, nor have a conflict of interest that is likely to affect the judgment of an Outside Director.
5. An Outside Director will continue to ensure the requirements for the independence and neutrality of Outside Directors provided in this Article even after the appointment as Director.

Note 1: “Business executor” means an executive director, a corporate officer, or other such person who executes business.

Note 2: “Major Business Partner” means (i) an enterprise, etc., for which 2% or more of its or the Eisai Group’s sales in any of the past five fiscal years have been sales, or compensation for work or transactions, to or from, as applicable, the Eisai Group, or (ii) a financial institution which has outstanding loans to the Eisai Group whose principal aggregate amount equals or exceeds 2% of the Eisai Group’s consolidated total assets.

Note 3: “Major Shareholder” means a person who, or an enterprise, etc., that, directly or indirectly holds the voting rights to 10% or more of the general voting rights in any of the past five fiscal years.

Note 4: “Large Amount” means, in any of the past five fiscal years: ¥10 million in the case of remuneration for professional services or compensation for work or transactions, ¥10 million in the case of contributions, or the greater of 2% of the total income or operating income of entities or organizations receiving contributions.

Note 5: “Evaluate” means the Nomination Committee’s evaluation regarding the Outside Director’s relationship with the relevant enterprise, etc., based on the following factors:

- 1) Shareholding or stock options ownership in the relevant enterprise, etc.;
- 2) Post-retirement remuneration, company pension, etc., from the relevant enterprise, etc.; and
- 3) Human interaction between the Eisai Group and the relevant enterprise, etc.

Note 6: “A close relative of, or have a similar relationship to” means a relative within two degrees of kinship or having a human relationship that can be reasonably recognized as that which would impede the execution of the individual’s duties as an Outside Director, such as a personally interested individual.

Note 7: “Person in a position of importance” means an executive director, a corporate officer, a director or other such person who executes business.

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