Eisai Value Creation Report 2025



Eisai Co., Ltd.

hhc

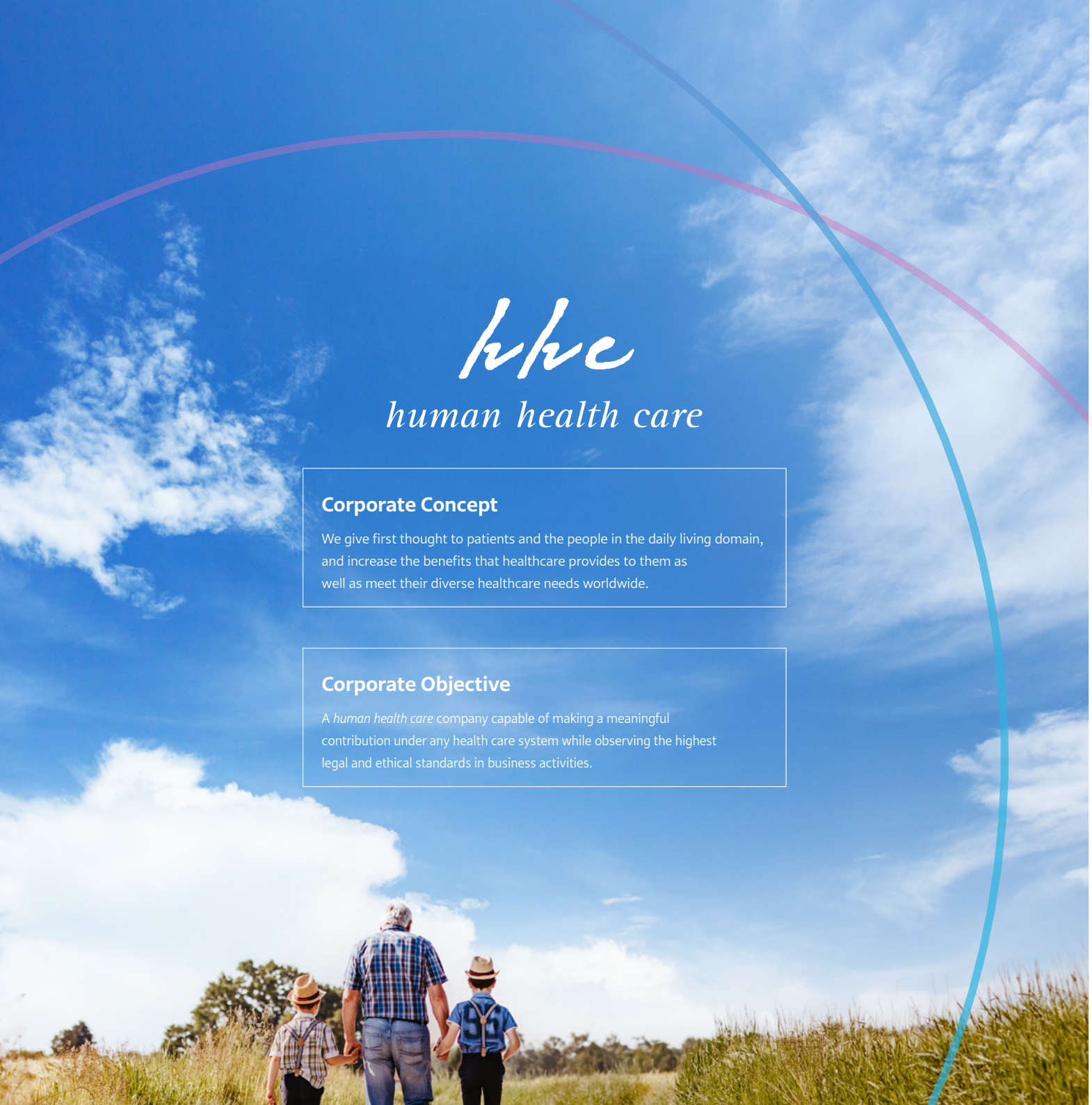
human health care

Corporate Concept

We give first thought to patients and the people in the daily living domain, and increase the benefits that healthcare provides to them as well as meet their diverse healthcare needs worldwide.

Corporate Objective

A *human health care* company capable of making a meaningful contribution under any health care system while observing the highest legal and ethical standards in business activities.



1 percent, 1 mission. Change the world

At Eisai, all of its over 10,000 employees worldwide dedicate 1% of their working time to “socialization”, that is spending time with patients and the people in the daily living domain. By eating or working together through “socialization”, employees connect with feelings that cannot be expressed in words, and gain a deeper understanding of people’s true needs. Insights gained from this 1% of “socialization” drive innovation, and generates new value. This approach embodies the essence of our *human health care* (*hhc*) concept.

- 1 Percent, 1 Mission. Change the World (YouTube)
  https://www.youtube.com/watch?v=_fJt1Qr2XIg
- The “socialization” is practiced under the “Knowledge Creation Theory” (SECI model) proposed by the late Ikujiro Nonaka, Professor Emeritusat Hitotsubashi University, who passed away in January 2025.

  Socialization/*hhc* Activities, the Starting Point of Our Activities
  https://www.eisai.com/hhc/index.html#anc-02
- Charter of Business Conduct of Eisai Network Companies
  https://www.eisai.com/company/philosophy/index.html#anc-01

Effectively Realize Social Good

Guided by our *hhc* concept, Eisai strives each day to realize social good by relieving anxiety over health and reducing health disparities. Drawing on more than 40 years of accumulated research and development, we remain committed to supporting people across the full spectrum of health needs—from early diagnosis through treatment and care. We have been working to create and provide innovative new treatments for over 40 years in the dementia and oncology areas. In the global health area, we are working with partners worldwide to eliminate neglected tropical diseases (NTDs), one of the key targets of the United Nations Sustainable Development Goals (SDGs).





Evolution to an *hhc*eco Company based on the *hhc* concept

"An *hhc*eco Company"
Empower the people in the daily living and medical domains to realize their fullest life based on the *hhc* concept
Build the Eisai Universal Platform (EUP)
Create an ecosystem with EUP at the core

Empowering People to Realize Their Fullest Lives

Since introducing our *hhc* concept in 1992, we have made steady progress in its development. In 2005, with approval at the Annual General Shareholders' Meeting, we incorporated this concept in our Articles of Incorporation. We further refined the Articles of Incorporation in 2022, broadening the scope of our services from "patients and their families" to "patients and the people in the daily living domain". We are building a platform that goes beyond drug development, to encompass treatment, care, and overall health management.

Through this initiative, we have built an ecosystem model, and aspire to evolve into an *hhc*eco (*hhc* concept + ecosystem) company to empower people to live their fullest lives.

Mission and Results

Eisai's mission is to realize social good by alleviating anxiety over health and reducing health disparities through the *hhc* concept and thereby increasing the satisfaction of patients and people in the daily living domain.

As a result of fulfilling this mission, we believe economic value will be created in the form of revenue and profit. There is a strong and essential connection between our corporate mission and our outcomes. This positive sequence of "first mission, then results" motivates our employees in their work at Eisai, and guides our path forward.

Editorial Policy

Eisai's Approach to Effectively Realizing Social Good

The Value Creation Report serves as an important tool for communicating and fostering dialogue around our medium- to long-term value creation story with our primary stakeholders, including patients and the people in the daily living domain, shareholders, investors, employees, and local communities.

This report brings together key material issues (materiality), with a focus on "how" Eisai will effectively realize social good. We will introduce our activities aimed at "eliminating health anxieties" and "reducing healthcare disparities" for an increasing number of patients. Our efforts focus on improving access to pharmaceuticals and advancing the development of innovative treatments in the areas of dementia, oncology, and global health. Furthermore, we have endeavored to transparently communicate our ongoing efforts to visualize non-financial capital such as human capital and social impact that may not be reflected in current revenue or profit, to help our stakeholders can understand how our non-financial capital will contribute to long-term financial value with a delayed but meaningful impact.

Our editorial approach to effectively communicate our sustainable corporate value, encompassing both financial and non-financial elements, we have drawn upon several key frameworks and standards. These include the International Integrated Reporting Framework of the International Financial Reporting Standards (IFRS) Foundation, the standards of the Sustainability Accounting Standards Board (SASB), and the Guidance for Collaborative Value Creation 2.0 from Japan's Ministry of Economy Trade, and Industry. Furthermore, we have incorporated feedback and perspectives gathered from our investors through annual discussion groups we have held since 2016, following the publication of our integrated (value creation) report.



Environment Social Governance
Guidance for Collaborative Value Creation

Period Covered

This Value Creation Report 2025 covers business performance from April 1, 2024 to March 31, 2025. Some sections may include information on activities as recent as fiscal 2025 (April 1, 2025 to July 31, 2025).

Eisai Value Creation Report 2025

Eisai Co., Ltd.

How to Navigate This Report

- Clicking a heading in the table of contents will direct you to the corresponding page.
- Clicking a section title in the navigation bar at the top of the page will direct you to the first page of that section.



- Clicking the icon before the page number will return you to the table of contents.



Contents

Value Creation Story

1 Corporate Concept/Corporate Objective/ “1 percent, 1 mission. Change the world”
4 Editorial Policy
5 Contents
6 Information System
7 Eisai's Social Impact Creation Model
9 CEO Message
12 COO Message
14 Mechanism for “Socialization” to Realize the *hhc* Concept
15 History
16 At a Glance

Value Creation Initiative

18 Eisai’s Future Creation Strategy
20 Materiality to Effectively Realize Social Good
23 Long-Term Targets, KPIs, and the Risks of Key Materialities
26 Realization of Social Good in the Dementia Area
30 **Special Feature** Future Opened by Both Drug Discovery and Non-Drug Discovery
37 Realization of Social Good in the Oncology Area
40 Realization of Social Good in the Global Health Area
44 New Drug Discovery and Value Maximization
46 Maximization of Human Capital Value
50 Financial Strategy
54 Visualization of Non-Financial Capital for Intrinsic Corporate Value Enhancement

Structure Supporting Value Creation

60 Enhancement of Corporate Governance (Enhancement of Management Over-sight Function)
64 Outside Directors Engage in Discussion with Stakeholders/Corporate Executives

Initiatives to Support Corporate Value

68 Enhancement of Information Security/ Compliance and Risk Management/ Internal Audits
69 Protection and Enhancement of Intellectual Property/Business Activities Based on Respect for Human Rights/ Sustainable Procurement
70 Business Activities with Consideration for the Global Environment

Data Section

71 Financial Indicators
73 Status of Shares
74 Corporate Information
75 Eisai Global Network

Information System

Eisai discloses information through a variety of media channels to offer stakeholders a comprehensive view of its sustainable growth. For detailed financial and non-financial information that covered in this report, Eisai also publishes additional resources such as the Human Capital Report on its corporate website and official social media channels.

Reports

Value Creation Report

A report summarizing the mechanisms of value creation, business strategy, and financial and non-financial information

URL

https://www.eisai.com/ir/library/annual/pdf/pdf2025vcr.pdf

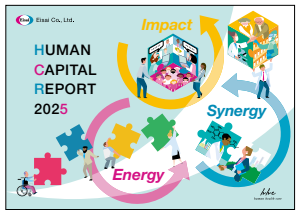


Human Capital Report

A report summarizing Eisai's directions and initiatives related to human capital

URL

https://www.eisai.com/ir/library/annual/pdf/pdf2025hcr.pdf



Corporate Website

Sustainability

Introduces our approach to sustainability, our efforts to improve access to medicines, and our goals and initiatives in the ESG area

URL

https://www.eisai.com/sustainability/index.html

Shareholders/Investors

Financial reports, materials related to financial reports, materials related to explanatory meetings, notices of the General Meeting of Shareholders, etc.

URL

https://www.eisai.com/ir/index.html

Innovation

Introduces the R&D, ecosystems, open innovations, and corporate venture capital that are the core of Eisai's innovation creation

URL

https://www.eisai.com/innovation/index.html

Corporate Information

Corporate information, business activities, corporate governance, and others

URL

https://www.eisai.com/company/index.html

Official Social Media Accounts

Information on activities based on the *hhc* concept and initiatives related to improving access to medicines, the environment, human resources, etc.

X

https://x.com/Eisai_SDGs

Facebook

https://www.facebook.com/EisaiGlobal

LinkedIn

https://www.linkedin.com/company/eisaiglobal/

Eisai's Social Impact Creation Model

Eisai is focusing its six types of capital, including human and intellectual capital, on three key areas: dementia, oncology, and global health. To maximize our social impact and financial value, we are addressing 15 priority material topics. Through the development and delivery of innovative drugs and solutions created through these activities, we aim to effectively realize social good by relieving anxiety over health and reducing health disparities. Using this business model, our mission is to increase the satisfaction of patients and the people in the daily living domain, leading to the creation of financial value and the enhancement of these six types of capital. By continuously reinvesting in our mission-driven activities, we aim to achieve sustainable corporate value growth and increase in our price-to-book value ratio (PBR). We will create social impact by continuing sustainable efforts to realize our corporate concept, then reinvesting capital to further expand our social impact. This is Eisai's social impact creation model.

Corporate Concept

hhc
human health care

Eisai's Future Creation Strategy

Business Element

Time for patients and the people in the daily living domain to live their authentic lives

Foundational Elements

- **A global environment in which everyone can lead healthy lives**
- **A society in which everyone can stay true to themselves**
- **To remain as a company that everyone can trust**

Input

Intellectual capital
- Pipeline mainly in the three areas of dementia, oncology, and global health
- Abundant experience and knowledge in medicine creation activities
- Knowledge and experience to realize expansion of access in each country worldwide
- Intellectual property of LEQEMBI®, Lenvima®, and development projects

Human capital (fiscal 2024)
- Ratio of employees who identify *hhc* concept (95%)
- Ratio of employees who are highly engaged (85%)
- Human resource investment efficiency based on the Employment Impact Statement (82%)

Social capital

Developing partnerships that can improve and accelerate the probability of success in new drug development and streamline development and commercialization costs

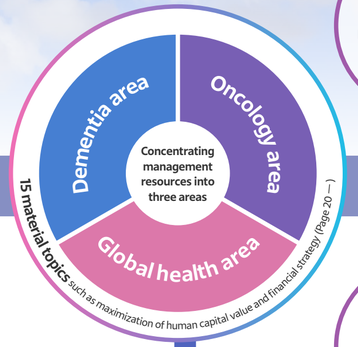
Manufactured capital
- Nine in-house manufacturing sites worldwide
- Utilization of manufacturing technique and facilities, which partner companies possess

Natural capital
- Introduction of renewable energy
- Reduction of CO_2 emissions through biomass plastic packaging
- Introduction of internal carbon pricing
- TCFD financial impact analysis

Financial capital (end of fiscal 2024)
- Actively invested in research and development for future growth (Ratio to revenue 21.7%)
- Equity attributable to owners of the parent 841.4 billion yen (Ratio of equity attributable to owners of the parent 60.7%)
- Net cash 100.6 billion yen (Net DER -0.12)

Business Model

Effectively realize social good though the *hhc* ecosystem
(Relieving anxiety over health and reducing health disparities)



Output

Providing medicines and solutions that contribute to the realization of social good

Mission

Enhance satisfaction of patients and the people in the daily living domain

Results

Create financial value (revenue, profit, etc.)

Outcome

Sustainable corporate value creation (Improvement of PBR)

Intellectual capital
- Enhance the value of the pipeline
- Improve experience and knowledge of drug discovery

Human capital
- Improve employee motivation and accumulate experience and knowledge
- Improve human resource investment efficiency (fiscal 2030 target: 87%)

Social capital
- Improve the value of corporate brand
- Expansion of partnerships

Manufactured capital

Stable supply of high-quality pharmaceuticals

Natural capital
- Achieve SBT 1.5˚C target (fiscal 2030)
- Achieve 100% renewable energy usage rate (fiscal 2030)
- Achieve carbon neutrality (fiscal 2040)

Financial capital

Maximize shareholder value (fiscal 2030 target: ROE 25% level, DOE 15% level)

Social Impact

Social impact of LEQEMBI®
the treatment of Alzheimer's disease
(the U.S.)

Approximately
1.8 trillion yen
(fiscal 2030)

▶ See page 57 for the social impact of LEQEMBI®

Social impact
of free provision of DEC tablets
the treatment of lymphatic filariasis

Approximately
560 billion yen
(fiscal 2030)

▶ See page 58 for the social impact of free provision of DEC tablets

CEO Message

Creation of Social Value through Corporate Concept-Driven Management

To realize the *hhc* concept set out in our Articles of Incorporation, employees worldwide dedicate 1% of their working hours engaging in *hhc* activities, spending time with patients and their families, to genuinely connect and empathize with their true emotions.



The World Is Changing. Let Us Change Along with It

When I assumed leadership of the Company in 1989, I began exploring the idea of redefining our corporate vision. My intention was to shift the traditional mindset of the pharmaceutical industry—from viewing “healthcare professionals are our most important customers”, to recognizing “patients as our true customers”. At that time, pharmaceutical companies’ understanding of patients was limited largely to clinical factors such as the severity of the disease or the effectiveness of treatment, with little attention given to the patient’s emotions. As a newly appointed CEO, I ultimately resolved that positioning the patient the true customer of Eisai would be the cornerstone of my leadership vision. Drawing on the marketing principles I studied in college—particularly the foundational goal of “enhancing consumer satisfaction”—I recognize that mastering consumer behavior theory requires understanding core questions: What concerns the consumer? What drives their purchasing decisions? And are they satisfied with the outcome?—I realized that if I applied this marketing theory to patients, our goal would shift to enhancing patient satisfaction—starting with understanding what satisfaction truly means to them. That includes uncovering what brings patients joy, what makes them angry, what makes them sad, and what they genuinely enjoy. Then improving “joy” and “enjoyment” as well as relieving their “anger” and “sorrow”, would lead to greater satisfaction. The first question then was: how could we understand patients’ emotions? It was clear that almost

The Concept of Eisai Innovation
“The World is changing. Let us change along with it.”

Eisai regards the patient, their family and people in the living domain as the most important "participants" in the health care process. We take pride in improving the health care for society.

Eisai's goal of playing a unique role in society can only be accomplished by pursuing the "Eisai Way," that is, fostering entrepreneurship among its employees. To become a company which can contribute significantly to society under any medical care system, we must continually repeat the process of strategy formulation, implementation, and review at all levels of our organization. It is also vital for us to recognize the feelings of these important health care "participants" and to empathize with them. Our corporate concept of *hhc* challenges us to be the leader in responding to their needs. Thus, we must seize every business opportunity to fulfill this objective. We cannot be preoccupied merely with the creation and distribution of pharmaceuticals, but need to tackle new business opportunities in health care. In order to be among the 20 leading pharmaceutical companies in the world by the year 2001, I feel we must be able to offer something new and beneficial to people in need of health care, in addition to pharmaceutical products in the broad sense of the term.

Striving to establish the ideal corporate culture, Eisai encourages all of its members to develop and exhibit their abilities to the fullest extent. Each member should continually evaluate whether he or she is making the maximum contribution to the well-being of the health care "participants." It is our aim that everyone at Eisai finds a clear sense of purpose in their work. In a spirit of close contact and cooperation, all are encouraged to work together as a team, while at the same time devoting themselves to becoming knowledgeable and experienced in the company's business practices. In recognition of the fact that people are Eisai's most valuable resource, all employees should treat each other with respect and maintain open lines of communication. Each person must take the responsibility to support his or her colleagues by contributing ideas and constantly encouraging one another. Everyone at all levels should clearly recognize his or her own goals and what is needed to attain them. Eisai provides unlimited opportunities for everyone to experience a sense of achievement as they strive to meet these goals. Under a concept of "Integrated Group Operations," or IGO, which links the entire Eisai organization, I want to create a corporate environment in which all members of Eisai share a common mission and set of values, while having the freedom and responsibility to set their own goals and decide how best to accomplish them.

Society expects us to be an innovator. We may be immature, but one of our strengths is that we are a dynamic organization with future potential, something that does not exist in many other companies. Every one of us at Eisai must meet society's expectations. We must demonstrate our obligation to society, by identifying with the health care "participants," developing a response to their needs, verifying the social benefits of this response, and finally, making this response available to the world before anyone else. To fulfill this challenging mission, every element of our organization including our employees, our corporate culture, and our style of doing business, must continually renew itself. This is "Eisai Innovation."

Haruo Naito
President and Chief Executive Officer
April 1990

Eisai Innovation (EI) (1990)

no one would talk to us about their illness unprompted. Therefore, we assumed we would need to first go and meet the patients, listen to what they say, and experience what they experience. That was the beginning of Eisai Innovation (EI) activities.

A total of approximately 500 employees engaged in our core business visited about 50 locations all over Japan, including remote islands, underserved rural communities, and urban care facilities for individuals with disabilities, and supported daily care activities, including assistance with bathing and meals. Through this, we came to understand that the satisfaction those receiving care depended on the people providing the care. Since the definition of “customer” varies widely, we continued to grapple with what “joy”, “enjoyment”, “anger”, and “sorrow” truly mean to our customers, and how these emotions could be reflected in our business. It was at this time that we decided on our corporate concept of giving “first thought to patients and the people in the daily living domain, and increase the benefits that healthcare provides to them as well as meet diverse healthcare needs worldwide”, as well as our corporate objective of becoming “a *human health care* company capable of making a meaningful contribution under any health care system”.

Patients’ Emotions Are Tacit

How can we ensure that employees not only understand our corporate concept but also put it into practice? In 1996, while considering this question, I had the opportunity to hear a lecture by Professor Ikujiro Nonaka, the leading expert on knowledge management. This encounter was electrifying and something truly destined. I remember being completely engrossed, taking copious

notes on the professor's remarks. Professor Nonaka explained that "The most important thoughts held deep within a person's heart are beliefs, values, emotional scars, memories of painful failures, skillful techniques, and know-how, and we call these 'tacit knowledge.' Because tacit knowledge cannot usually be verbalized or written down and become explicit knowledge, it cannot be understood from the outside. It can only be known by instilling one person's tacit knowledge into another's, and the only way to do that is by spending time together and sharing experiences (play, eating, working, etc.). In other words, 'Socialization'". I felt like I had seen a flash of light from the sky, all at once blowing away the haze of unresolved feelings that remained even after EI activities. "Of course, our patient's emotions are tacit knowledge!" Patients often refrain from expressing their pain, suffering, and feelings so as not to worry those around them, and very few patients will express their true emotions.



"Socialization" with users of Piglet, a Social Welfare Service Corporation



"Socialization" with users of L'Arche Kana no ie, a Social Welfare Service Corporation, while selling homemade soap together at a pop-up shop at Eisai Headquarters

This destined encounter was the impetus for Eisai to become the first company in the world to introduce Prof. Nonaka's "Knowledge Creation Theory" in 1997. This theory later became the foundation of our *hhc* activities, the core of which is "Socialization". (For more on our *hhc* activities based on "Knowledge Creation Theory", see page 14.)

Corporate Concept and Articles of Incorporation

At the General Meeting of Shareholders in 2005, we proposed to incorporate the *hhc* concept into our Articles of Incorporation. Articles of incorporation are the highest statements that govern a company, comparable to the constitution of a nation, and require a special resolution with the agreement of 2/3 of shareholders.

The first paragraph enshrines the *hhc* concept, making Eisai's objective as a company to give first thought to patients' emotions, and increase benefits to them. The second paragraph touches on the order of our objective (mission) and results. Achieving our objective will lead to revenue and profit. While both are important, the order of priority is clear: results follow from achieving the objective, not the other way around. We embedded this innovative idea into our Articles of Incorporation so that if any Eisai employee is asked why they work at Eisai, their answer would be "for patient satisfaction", recognizing that revenue and profit will follow as a result of fulfilling this mission. The amendment was supported by the majority, and approved at the General Meeting of Shareholders. With this, the *hhc* concept became not just a corporate concept stipulated by management, but a true corporate concept shared by our shareholders. In 2022, we declared that Eisai would become an *hhc*eco (*hhc* concept + ecosystem) corporation, adding the digital ecosystem of our platform business to the *hhc* concept. This amendment to our Articles of Incorporation was approved at the General Meeting of Shareholders. Taking "the people in the daily living and medical domains" as the central focus of Eisai's *hhc* concept, we will continue to serve patients and the people in the daily living domain.

"Socialization" to Feel Tacit Knowledge

Since initiating "Socialization" with patients through EI activities, our employees worldwide now devote 1% of their working hours to *hhc* activities—spending time with patients and their families to understand their true emotions. The world remains uncertain, affected by earthquakes, conflicts, and environmental challenges such as abnormal weather. Yet, regardless of circumstances, every Eisai employee is committed to fulfilling the *hhc* concept by drawing closer to patients and the people in the daily living domain, understanding their emotional struggles, and building genuine connections. Our *hhc* activities—now exceeding 500 projects a year—are expanding globally and include activities such as visiting care facilities to spend

Articles of Incorporation Article 2 (Revised on June 2022)

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.

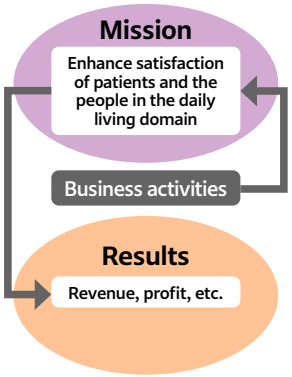
(3) The Company's mission is to increase the satisfaction of patients and the people in the daily living domain, and to empower them to realize their fullest life through an *hhc* ecosystem developed through collaboration with other industries and groups. The Company believes that revenues and earnings 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:

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; and
4. Ensuring stable employment, respecting human rights and diversity, providing full opportunities for growth in support of self-fulfillment, and creating an employee-friendly environment.

Sequence of mission and results based on the *hhc* concept



time with people living with dementia, holding chemistry experiment classes in the pediatric cancer patient ward as part of "Socialization" with children battling cancer, and listening to what patients with cancer want from a treatment. In the global health domain, we talk and listen to patients with neglected tropical diseases about their lifestyles and treatment after contracting their disease. I myself have participated in various "Socialization" with patients, including one at Piglet, a social welfare service corporation. Together with its users, I helped hang secondhand clothes and attached price tags to them. After, we ate lunch and shared our thoughts, while spending time together. Again, I realized the importance of empathy in enabling patients, those around them, and everyone Eisai serves in the daily living domain to sustain their desire to live.

Creation of Value for Society through Our Corporate Concept

By placing the patient at the center of healthcare, our employees gain a deep understanding of their anxieties through meaningful time spent with them, and are driven by a strong desire to help relieve those anxieties. This commitment has fueled our innovations to address the unmet needs of dementia, oncology, and global health. As a result, in the area of dementia we succeeded in developing LEQEMBI® in Japan, the world's first drug targeting the underlying causes of Alzheimer's disease. This achievement reflects Eisai's pioneering efforts in dementia drug research and development, continuing since the launch of Aricept® to develop close relationships with people living with dementia, their families, physicians, and local governments, while striving to create a dementia-inclusive environment. We have heard the many happy voices of patients who were treated with LEQEMBI®, such as, "I can interact with my family", "I was able to go back to work", "I was able to start my hobby again", and "I can go shopping". The dementia landscape will significantly change with the introduction of LEQEMBI®. Until now, with no new pharmaceutical treatments there was no way to treat dementia if diagnosed, which could lead people to develop a negative attitude toward being diagnosed. With LEQEMBI®, however, the development of accurate diagnosis techniques will accelerate, and step by step, solutions will be developed for many of the issues surrounding dementia. Alongside LEQEMBI® and future treatments now in development we are also advancing non-drug initiatives to build a dementia ecosystem as a solution platform that supports an inclusive environment for people living with dementia and their families. Understanding the anxieties of those living with dementia and their families remains essential, making Eisai's long-standing practice of "Socialization" increasingly important. Most recently, we have added EcoNaviSta, Inc. to our Group to provide cloud services that make it possible to remotely monitor sleep and nightly activity using contactless sensors.

In the area of oncology, Lenvima® has obtained six indications for five types of cancer, and has already served over 500,000 patients to date worldwide. Through repeated "Socialization" with patients living with cancer, we have heard requests, such as reducing drug side effects. Motivated by the patient anxieties our employees have directly experienced, we continue to develop new medicines aimed at relieving those anxieties. In the area of global health, as of the end of April 2025, we have provided 2.52 billion diethylcarbamazine (DEC) tablets for the treatment of lymphatic filariasis free of charge to 32 countries, contributing to its elimination in eight countries. Along with aiming to eliminate lymphatic filariasis all over the world, in order to respond to voices of patients we heard during "Socialization" such as, "We want the disease to be eliminated for the sake of our children's future. We want an effective medicine developed", we continue our efforts to combat tropical diseases such as malaria and mycetoma. In particular, a potential new malaria drug now in clinical development is a completely novel compound with no known resistance. It is expected to be effective across all stages of malaria and may offer treatment with only a minimal number of doses.

Toward the Realization of Social Good

Eisai has explicitly set forth in our Articles of Incorporation the goal of "effectively achieve social good in the form of relieving anxiety over health and reducing health disparities". In pursuing this mission, we seek to increase the satisfaction of patients and those in the daily living domain, and through collaboration with other industries and local governments through the *hhc* ecosystem, to empower people in the medical and daily living domains to "realize their fullest lives".

Guided by our belief in delivering new drugs to patients who need them, we have worked to improve access to pharmaceuticals in all countries, including emerging and developing countries, regardless of healthcare system or level of income. With our mission of increasing the satisfaction of patients in Japan and around the world while contributing to health and welfare, we will continue to dedicate ourselves to relieving health anxieties and reducing health disparities.

We sincerely appreciate the continued understanding and support of all our stakeholders.

July 2025



"Socialization" with a Patient Who Has Been Receiving LEQEMBI® Treatment for Over 3 Years
After being diagnosed with Alzheimer's disease, the patient resigned from his teaching job. Following treatment with LEQEMBI®, he was able to return to full-time work at the courthouse.



Smiles of the Patients Around the World Who Are Receiving Treatment with LEQEMBI®



Keisuke Naito
Representative Corporate Officer
Executive Vice President
COO, Chief Growth Officer

Through its Growth & Operation Concept, Eisai is implementing further improvements in efficiency in its existing businesses. At the same time, we will contribute to patients and the people in the daily living domain by providing diverse solutions through pharmaceutical R&D and new area R&D, thereby achieving further growth and evolution as an *hh*ceco Company.

COO Message

Eisai, a Continually Evolving Healthcare Solutions Company

Eisai's Evolution and Our Growth & Operation Concept

Since its founding, Eisai has remained an R&D-driven, innovation-creating company conducting all processes in-house, from R&D to manufacturing and sales. We will continue to expand globally with a venturesome mindset to change. As of March 31, 2025, we operated through 48 consolidated subsidiaries in 33 countries and regions. Following amendments to our Articles of Incorporation in June 2022, the scope of people to whom we contribute expanded from "patients and their families" to "patients and the people in the daily living domain". Through our Growth & Operation Concept, described below, we aim to efficiently realize social benefits, such as relieving anxiety over health and reducing health disparities for patients and consumers.

The Growth & Operation Concept, designed to enable the achievement of medium- to long-term growth, is based on three pillars: progress of R&D; creation of new area R&D; and structural reforms (see page 13, Figure 1). Alongside our proven track record and the strengths we possess in pharmaceutical R&D, this concept provides a framework for Growth through synergies with our new area R&D beyond the scope of drug discovery as well as for efficient Operation through structural reforms, intended to achieve Operational Excellence.

Growth through Innovations

At the core of our Growth is the value creation cycle that delivers innovations from R&D into society through production and commercialization. We seek to promote this cycle by leveraging Eisai's strengths in both pharmaceutical R&D and new area R&D while mutually utilizing the knowledge and data we acquire to create new cycles of innovation.

Continuing to focus on neurology and oncology as our established key disease areas, our pharmaceutical R&D aims for efficient, high-probability drug discovery through approaches grounded in human biology and strengthened by strategic partnerships. To increase the feasibility of this concept, in April 2025, we launched a new organizational structure under the leadership of Katsutoshi Ido, our newly appointed Chief Scientific Officer (CSO), to maximize mobility by linking disease area-specific functions with cross-disciplinary functions.

In new area R&D, we will leverage the fundamental technologies built through pharmaceutical R&D to provide solutions for consumers in the daily living domain. For example, we have expanded our capabilities by making EcoNaviSta Inc. as a wholly owned subsidiary. In addition, we aim to generate multifaceted solutions by feeding back extensive data from this process into pharmaceutical R&D.

Operational Excellence

To support further advances in our expanding global business, we are optimizing Operation. By shifting from regional optimization to a globally optimized structure, we will implement structural reforms to streamline operations, thereby evolving toward a profit structure capable of generating stable profit while sustaining sufficient investment in Growth.

We are also enhancing global governance and organizational structures. In April of this year, we appointed a Chief Business Officer (CBO) to oversee strategy, planning, finance, and investor relation functions as well as to receive reports from all global commercial regions. Under the CBO, we will pursue optimal resource allocation by integrating domain-specific and global and local teams, while eliminating overlapping regional functions. At the same time, we appointed a leader responsible for both corporate communications, inside and outside the Company, and human resources, to ensure consistent stakeholder messaging and strengthen our communication capacity. Under this leadership, we will continue to maximize human capital, address global health, reduce environmental impact, and pursue climate change countermeasures, thereby improving non-financial value. At the same time, we will strive to achieve sustainable management in harmony with society, while appropriately disclosing relevant information. In parallel, efficiency gains will be driven by standardizing systems and processes. Specifically, we will globally standardize IT infrastructure, operations, and personnel systems to ensure efficient delivery of advanced IT services and optimal global allocation of human resource.

Increased Financial Value and Business Milestones

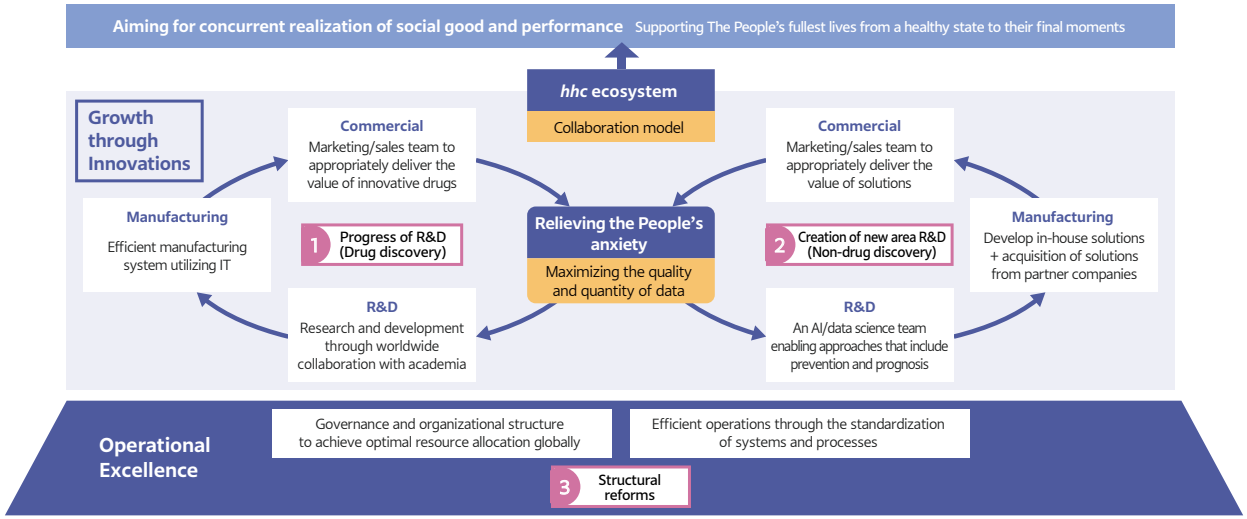
We will maintain financial soundness through balance sheet management that balances growth investments and shareholder returns. Funds raised through structural reforms and LEQEMBI® will be used to support sustainable growth, prioritizing in-house R&D, partnerships and capital investments. In parallel, we will aim to return profit to shareholders by increasing our corporate value.

Among our major milestones for 2027, the most important financial target toward achieving our published medium- to long-term performance simulation for 2032 is “achieving an operating profit margin of 10% or more, excluding one-time income”. To achieve this target, the sales milestones for major products have been set at 250–280 billion yen for LEQEMBI® and 250 billion yen for Lenvima®. I am confident we can achieve these milestones through contributions to patients and the people in the daily living domain under the Growth & Operation Concept.

Based on our Growth & Operation Concept, Eisai will continue to grow as an *hhc*eco Company providing solution packages to patients and the people in the daily living domain through both pharmaceutical R&D and new area R&D. I would like to take this opportunity to thank all of our stakeholders for of your continued support.

Figure 1 Growth & Operation: Three Pillars for Medium- to Long-Term Growth

Aim to accelerate innovation creation and achieve sustainable growth through efficient operations



Mechanism for "Socialization" to Realize the *hhc* Concept

Corporate Concept

We give first thought to patients and the people in the daily living domain, and increase the benefits that healthcare provides to them as well as meet their diverse healthcare needs worldwide.

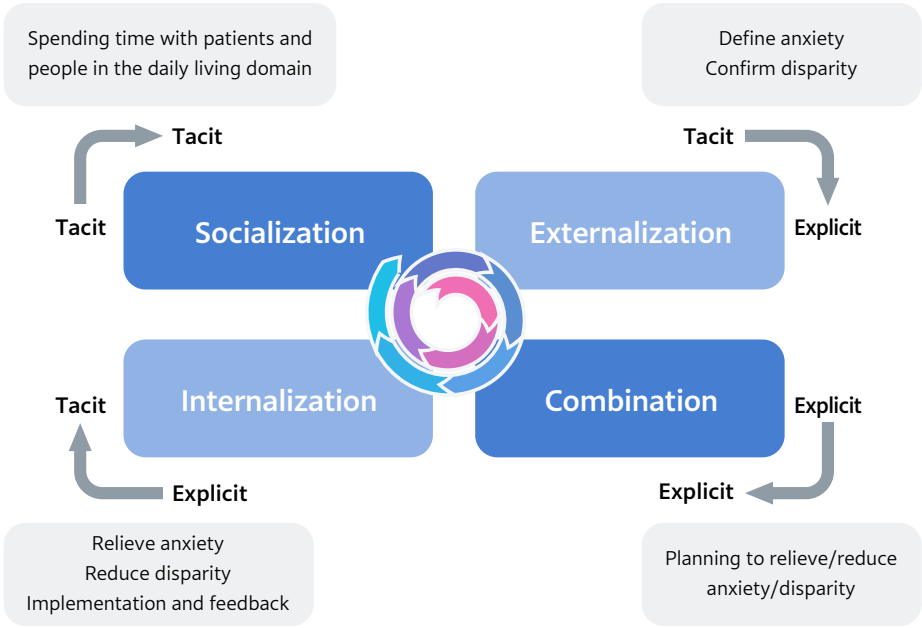
To fulfill Eisai's corporate concept of "increasing the benefits to patients and the people in the daily living domain", we believe it is essential to cultivate empathy, which lies at the heart of our value creation. Accordingly, all Eisai employees, numbering over 10,000 people active around the world, set aside 1% of their working time to engage in "Socialization", i.e., spending time with patients and the people in the daily living domain or sharing experiences with them such as eating or working together in order to better understand how they feel.

These activities are based on the "Knowledge Creation Theory" (SECI model) advocated by Ikujiro Nonaka, Professor Emeritus of Hitotsubashi University. Every employee is committed to realizing innovations that relieve the anxieties of patients and the people in the daily living domain, and satisfying their needs through ingenuity and creativity in their daily work.

Eisai calls these activities "*hhc* Driven Innovation activities (*hhc* Activities)", with more than 500 *hhc* Activities carried out globally each year.

Mechanism for Employees to Embrace the Corporate Concept

—Knowledge Creation Activities through the SECI Model—



Reference: "The Wise Company", Ikujiro Nonaka, Hirotaka Takeuchi

"Socialization" is practiced based on the Knowledge Creation Theory (SECI model) advocated by Ikujiro Nonaka, Professor Emeritus of Hitotsubashi University.

hhc Activities



The CEO working alongside the people with intellectual disabilities to attach tags to secondhand clothing



Listening closely to the people with dementia Directors Takuji Kanai (left) and Toru Moriyama (right)



Scene from the tò he doll-making activity

- **Recent *hhc* Activities**
  https://www.eisai.com/hhc/activity/index.html
- **For details on the *hhc* activities shown on this page, please refer to page 58 of the Notice of Convocation of the 113th Ordinary General Meeting of Shareholders.**
  https://www.eisai.com/ir/stock/meeting/pdf/einv113_all.pdf



Since its founding in 1941, Eisai has strived to realize its corporate concept by cultivating a corporate culture that shares the thoughts of patients and the people in the daily living domain and has continued to take on the challenge of delivering innovative new drugs. By consistently meeting the expectations of our stakeholders, we aim to generate social impact that leads to sustainable enhancement in corporate value.

History

Challenges in Our Founding and New Drug Development

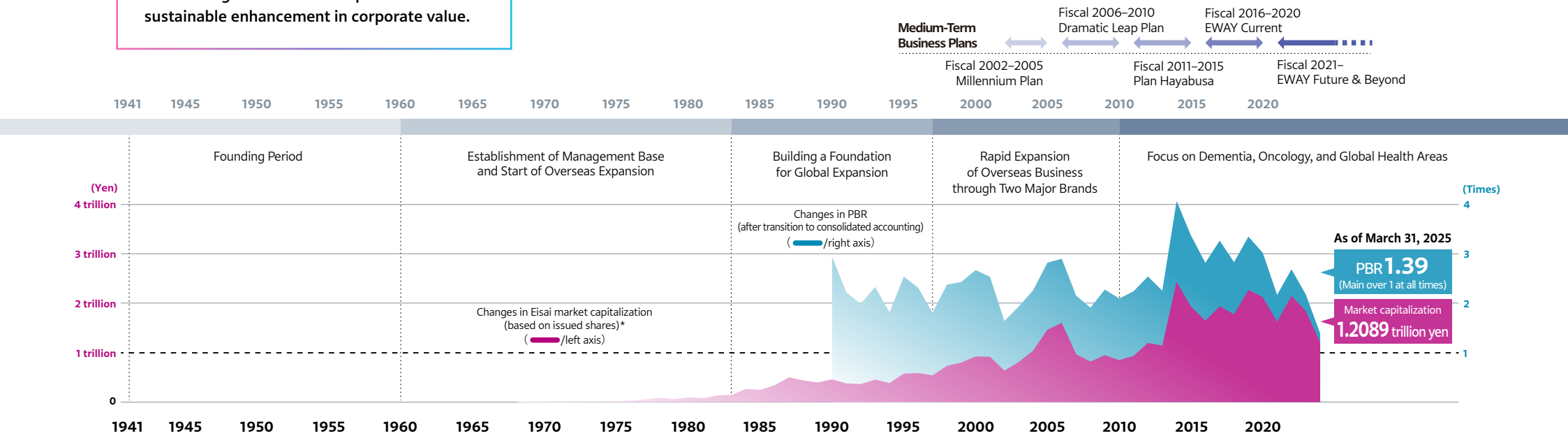
Dissatisfied with the Japanese drug industry's overreliance on imported products, Toyoji Naito recognized the need for new drug development in Japan, and established Nihon Eisai (now Eisai) in 1941. His vision steadily bore fruit, with Eisai taking up the challenge of new drug development through the launch of the vitamin supplement Chocola® A in 1951. Following Eisai's listing on the first section of the Tokyo and Osaka Stock Exchanges in 1961, Eisai began taking its first real steps toward the global market under the leadership of Yuji Naito, who was appointed as the second president of the Company in 1966.

Global Expansion and Establishment of Corporate Concept

Eisai made great leaps in the 1980s building its foundation as a global corporation by establishing R&D bases in Japan, the U.S. and the EU. Eisai expanded its efforts in new drug development, particularly in dementia research starting in 1983, and oncology in 1987. Furthermore, from the late 1990s, under the leadership of the third president (and current CEO) Haruo Naito, Eisai worked to strengthen corporate governance and establish a corporate ethics system to enhance our transparency and trust. These efforts culminated in the addition of the corporate concept, *human health care* (*hhc*), to the Articles of Incorporation in 2005.

Further Evolution to Global Health Care Services

From the 2010s onwards, Eisai has further strengthened its contributions in the global health area. Beginning with its partnership with the World Health Organization (WHO), Eisai has promoted initiatives to address global health issues. We have continued our evolution as a corporation that contributes to people's health, such as establishing the new corporate image of *hhc*eco in 2022, and launching sales of Alzheimer's disease treatment LEQEMBI® in 2023.

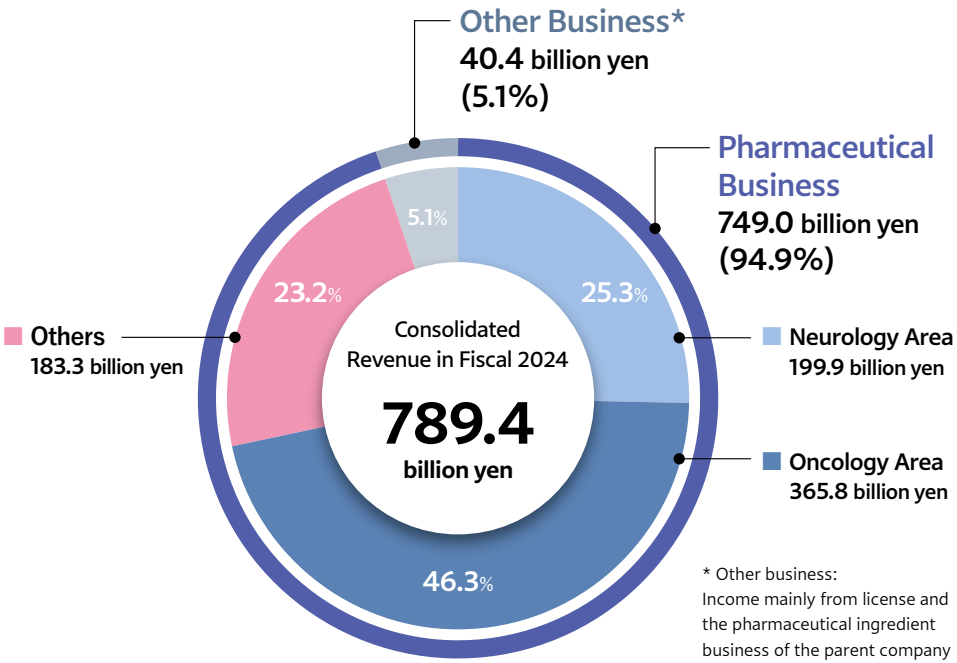


*We rely on the IIRC-PBR model: "Shareholder value = long-term market capitalization = book value of shareholders' equity (BV) + market value added (MVA)". Corporate value is calculated from "financial capital", which is the book value of shareholders' equity, and non-financial capital ("intellectual capital", "human capital", "manufactured capital", "social capital", and "natural capital") of MVA that exceeds PBR, and the sum of that is the total market capitalization, which is considered to be shareholder value, and which we believe has a certain relationship with long-term market capitalization (see page 55).

At a Glance

Financial Highlights

(As of the end of March 2025)



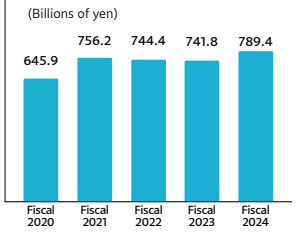
* Other business:
Income mainly from license and the pharmaceutical ingredient business of the parent company

Revenue of Major Products

Treatment for early Alzheimer's disease LEQEMBI®	Anticancer agent Lenvima®	Insomnia treatment Dayvigo®
44.3 billion yen	328.5 billion yen	53.8 billion yen

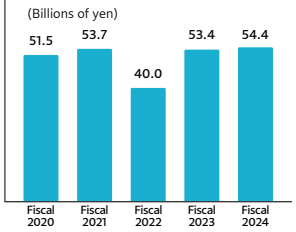
Revenue

789.4 billion yen



Operating profit

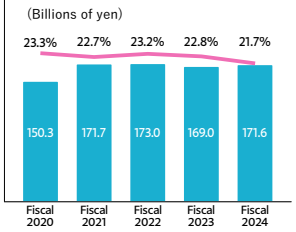
54.4 billion yen



R&D expenses

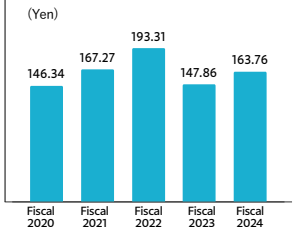
171.6 billion yen

Ratio to revenue 21.7%



EPS*

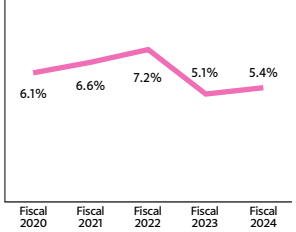
163.76 yen



*Earnings per share (basic)

ROE*

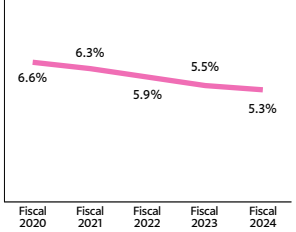
5.4%



*Return on equity attributable to owners of the parent

DOE*

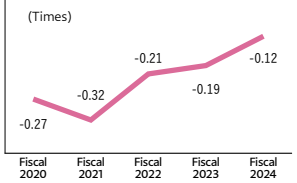
5.3%



*Dividend on equity attributable to owners of the parent

Net DER*

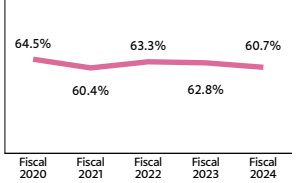
-0.12 times



*Net debt equity ratio

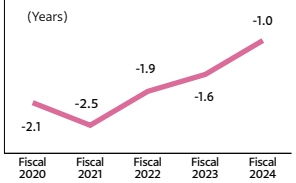
Ratio of equity attributable to owners of the parent

60.7%



Net interest-bearing debt/EBITDA

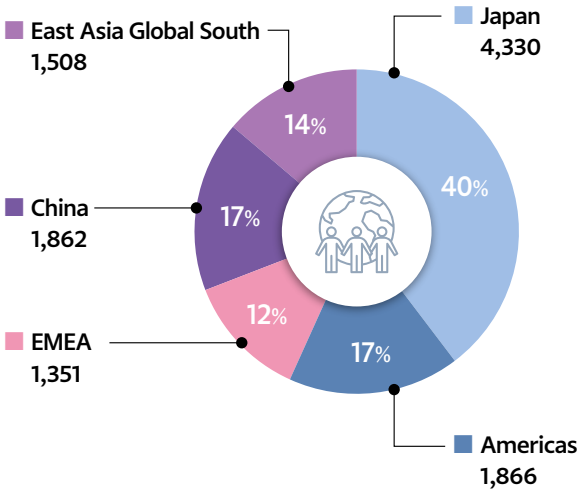
-1.0 years



Non-Financial Highlights

(As of the end of March 2025)

Number of Employees by Region



Global Engagement Survey Results Engagement Score

85 Points

▶ See page 47 for the Global Engagement Survey results

Consolidated Subsidiaries and Affiliated Companies

33 Countries & regions / 49 Companies

R&D Sites

14

Production Sites

9

Greenhouse Gas Emissions SBT 1.5°C Target (Fiscal 2023—)

	Fiscal 2024 results	Fiscal 2030 targets	Fiscal 2050 target
Scope 1 + 2	Reduce 51.6% (Compared to fiscal 2019)	Reduce 55% (Compared to fiscal 2019)	Net Zero
Scope 3 Category 1	Increase*1 80.9% (Compared to fiscal 2019)	Reduce 27.5% (Compared to fiscal 2019)	

*1 Greenhouse gas emissions increased as a result of a review of the data subject to calculation and changes to the calculation methodology.

Targets for Social Impact Creation

Social impact of LEQEMBI® (the U.S.)

Fiscal 2025 > Approx. 80 billion yen

Fiscal 2030 > Approx. 1.8 trillion yen

▶ See page 57 for the social impact of LEQEMBI®

Social impact of free provision of DEC tablets

Fiscal 2025 > Approx. 520 billion yen

Fiscal 2030 > Approx. 560 billion yen

▶ See page 58 for the social impact of free provision of DEC tablets

Employee impact accounting and human resources investment efficiency

Fiscal 2025 > 82%

Fiscal 2030 > 87%

*For more details of the assurance report by SGS Japan Inc. and ESG data, please visit our corporate website. https://www.eisai.com/sustainability/esg_data/data/index.html

Eisai's Future Creation Strategy

Creating a thriving world where everyone can live their fullest life.

**The future cannot be predicted.
But the future can be shaped with our own hands.
At Eisai, our purpose goes beyond treating illness. To continue truly supporting people around the world well into the future, we must look beyond patients and their families, extending our efforts to the environment, society, and the future of our children. Eisai envisions a world where everyone can live their fullest lives, always, giving first thought to each person living on Earth. With perseverance and courage, we rise again and again, never giving up on the future—continuing to meet the challenges of delivering medicines, as we always have.**



Based on our *hhc* 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 live their fullest lives.

For us to continue fulfilling this mission, 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 over the medium to long term. In this way, we strive to achieve continuous corporate growth and contribute to the sustainable development of society.

Our Future Creation Strategy consists of four elements: one business element and three foundational elements that support it. In our medium-term business plans, we define targets for priority issues (material topics) identified through materiality analyses, along with other relevant social issues, and promote initiatives to sustainably enhance our corporate value.

Such initiatives may not always yield immediate or dramatic results—similar to the processes of drug development, manufacturing, and access to medicine. Just as we have taken on countless challenges in the past, we will continue to boldly take on challenges so that the future Eisai creates will be one filled with hope and smiling faces for generations to come.



Framework for Eisai's Future Creation Strategy

Eisai's Future Creation Strategy is built on four factors: 1. Time for patients and the people in the daily living domain to live their authentic lives (patients and the people in the daily living domain); 2. A global environment in which everyone can lead healthy lives (global environment); 3. A society in which everyone can stay true to themselves (society); and 4. To remain as a company that everyone can trust (governance). Factor 1 applies to our pharmaceutical business, while factors 2, 3, and 4 form the foundations that support it. These four factors are mutually interactive and complementary. In our medium-term business plans, we define targets for the priority issues (material topics) identified through materiality analyses, as well as other relevant social issues, and promote initiatives to sustainably enhance our corporate value.

Patients and the people in the daily living domain

1. Time for patients and the people in the daily living domain to live their authentic lives

Even today, there are diseases without cures and places in the world without access to essential medical care. We believe our mission is to contribute to global health and medical care by creating innovative drug, accelerating approvals and launch of drugs, expanding indications, enhancing accessibility and affordability of drugs, developing science- and data-driven solutions, and establishing an ecosystem model that utilizes partnerships with other industries and public-private partnerships (*hhc*eco). Through these efforts, we aim to help patients and the people in the daily living domain live more fully and authentically—cherishing every moment of life.

Global environment

2. A global environment in which everyone can lead healthy lives

The Earth itself is the place where we conduct our business activities, and without a thriving global environment, we will not be able to achieve social good through our *hhc* concept. With each and every employee being aware of this fact, and guided by the Eisai Network (ENW) Environmental Policy, we remain committed to carrying out environmental conservation activities to protect the planet so it may be passed on as a healthy and bountiful home to future generations.

Society

3. A society in which everyone can stay true to themselves

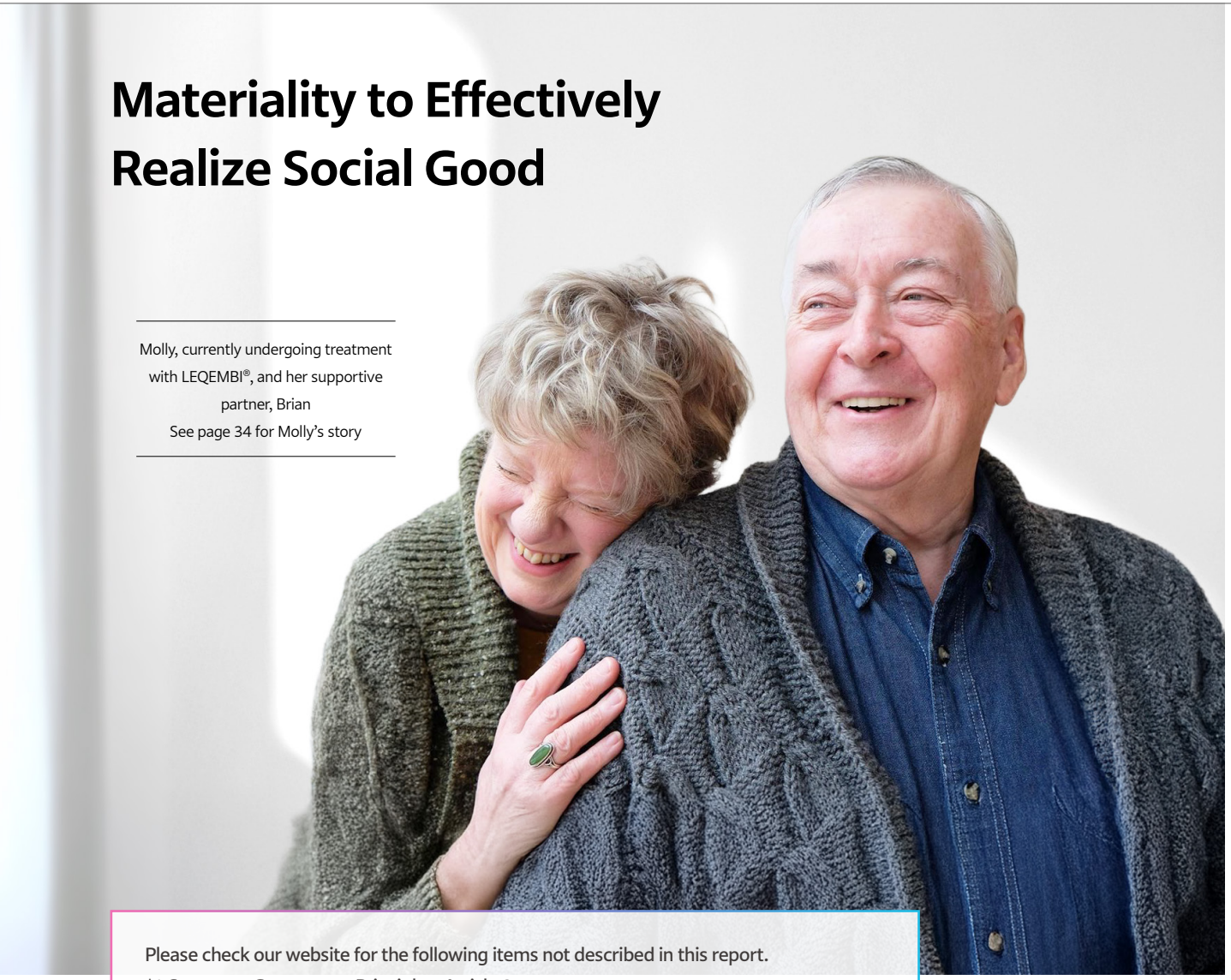
Our business depends on relationships with diverse people and communities, including patients, users of our products and services, clinical study participants, partner companies and local governments, business partners, and employees. By addressing the social issues that arise in these relationships, we strive to create a society where everyone connected to Eisai can live with peace of mind and remain true to themselves.

Governance

4. To remain as a company that everyone can trust

Trust in the Company from society and individuals is cultivated through fairness and transparency in our business operations, as well as by identifying and reducing risks that arise in our business activities, to ensure corporate soundness. By making swift and sincere decisions to evolving business and societal environments, we aim to continue growing as a company that earns the trust of all stakeholders.

Materiality to Effectively Realize Social Good



Molly, currently undergoing treatment with LEQEMBI®, and her supportive partner, Brian
See page 34 for Molly's story

Please check our website for the following items not described in this report.
*1 Corporate Governance Principles, Article 8
https://www.eisai.com/company/governance/cgregulations/cgguideline/index.html
*2 https://www.eisai.com/sustainability/society/customer/supply/index.html
*3 https://www.eisai.com/sustainability/society/customer/pharmacovigilance/index.html
*4 https://www.eisai.com/company/business/research/discovery/index.html

Value Creation Initiative

Main Five Material Topics of Our Materiality

1 Realization of Social Good in the Dementia Area P26
2 Realization of Social Good in the Oncology Area P37
3 Realization of Social Good in the Global Health Area P40
● New Drug Discovery and Value Maximization P44
4 Maximization of Human Capital Value P46
5 Financial Strategy P50

Structure Supporting Value Creation

● Enhancement of Corporate Governance (Enhancement of Management Oversight Function) P60
● Enhancement of Information Security P68
● Enhancement of Information Disclosure*1
● Stable Supply of High-Quality Products*2
● Compliance and Risk Management/ Internal audit P68
● Protection and Enhancement of Intellectual Property/ Business Activities Based on Respect for Human Rights/Sustainable Procurement P69
● Business Activities with Consideration for the Global Environment P70
● Safety Management for Products*3
● Ethical and Transparent Drug Creation Activities*4

Identifying Our Materiality

At Eisai, to clearly identify priority issues that must be addressed to maximize corporate value over the medium to long term through the realization of our corporate concept, we identify materiality in order to effectively realize social good in accordance with our Articles of Incorporation, amended in June of 2022.

The horizontal axis for materiality shown on the next page is “Eisai’s Intrinsic Corporate Value (social impact + financial value)”, reflecting our recognition of the importance of creating both social impact and financial value by working toward the effective realization of social good.

The vertical axis is “Stakeholders’ Interests”. Based on the concept that it is efficient to focus on long-term investors, who are the beneficiaries of residual income, in order to sustainably maximize corporate value in a way that satisfies all stakeholders[*1], we adopted a method of identifying and prioritizing the interests of long-term investors. At the same time, for this materiality, we designed the vertical axis to make clear that the intent is to create long-term benefits not only for long-term investors, but also for a broad range of stakeholders.

Through these two axes, we identified 15 material topics. Among them, five topics of great interest to our stakeholders, especially long-term investors, that have a positive social impact and correlation with PBR, were selected. We believe accelerated initiatives in these areas will enhance our intrinsic corporate value through our accelerated efforts, and for these topics, we established long-term objectives, KPIs, and risks through fiscal 2030. The new material topics and long-term goals, KPIs, and risks were deliberated and approved by the Executive Board (as of fiscal 2023[*2]) and confirmed by the Board of Directors. Each year, we review the progress of these activities and ensure their promotion through the PDCA cycle.

Furthermore, every year we analyze our material topics in light of the business environment and social issues. We review progress against action plans, and revise our material topics and KPIs as necessary.

Process of Identifying Material Topics to Effectively Realize Social Good

Process 1

Topic Identification

Identify medium to long term improvement topics to effectively realize social good, with reference to the business environment and social issues, as well as all international guidelines (SASB[*3], GRI guidelines[*4], United Nations Global Compact[*5], TCFD[*6], etc.) and SDGs[*7], communications with all stakeholders, discussions with the Sustainability Advisory Board that includes outside experts, and social responsibility investment benchmarks (DJSI[*8], etc.).

Process 2

Prioritization

- Horizontal axis: In addition to Eisai’s positive social impact (see page 22), the impact on financial value is evaluated based on the strength of correlation between KPIs and PBRs for each material topic (see page 55).
- Vertical axis: Estimated level of interest of long-term investors based on daily engagement. Direct engagement was conducted with domestic and foreign long-term investors (in principle, holders of 1 million or more shares of the Company’s stock for at least three years) to determine prioritization. We also estimated the level of interest by patients and their families, as well as the local community based on interactions through “Socialization[*9]” and “Dementia Collaboration Agreement[*10]”, which form the core of our activities. Finally, prioritization was confirmed through surveys of Company employees, who are also stakeholders.

Process 3

Long-Term Targets, KPIs, and Risks

For the identified material topics, we established the objectives, KPIs, and risks through fiscal 2030 for five material topics of particular importance that can enhance Eisai’s intrinsic value through accelerated initiatives.

Process 4

Consideration and Approval by the Executive Board (As of Fiscal 2023), Confirmation by the Board of Directors

Material topic, long-term objectives, KPIs, and risks were finalized after deliberation and approval by the Executive Board (as of fiscal 2023) and confirmation by the Board of Directors.

Establishment of Action Plan Promotion of Initiatives

Reflection of Targets for Corporate Officer Performance-based Compensation

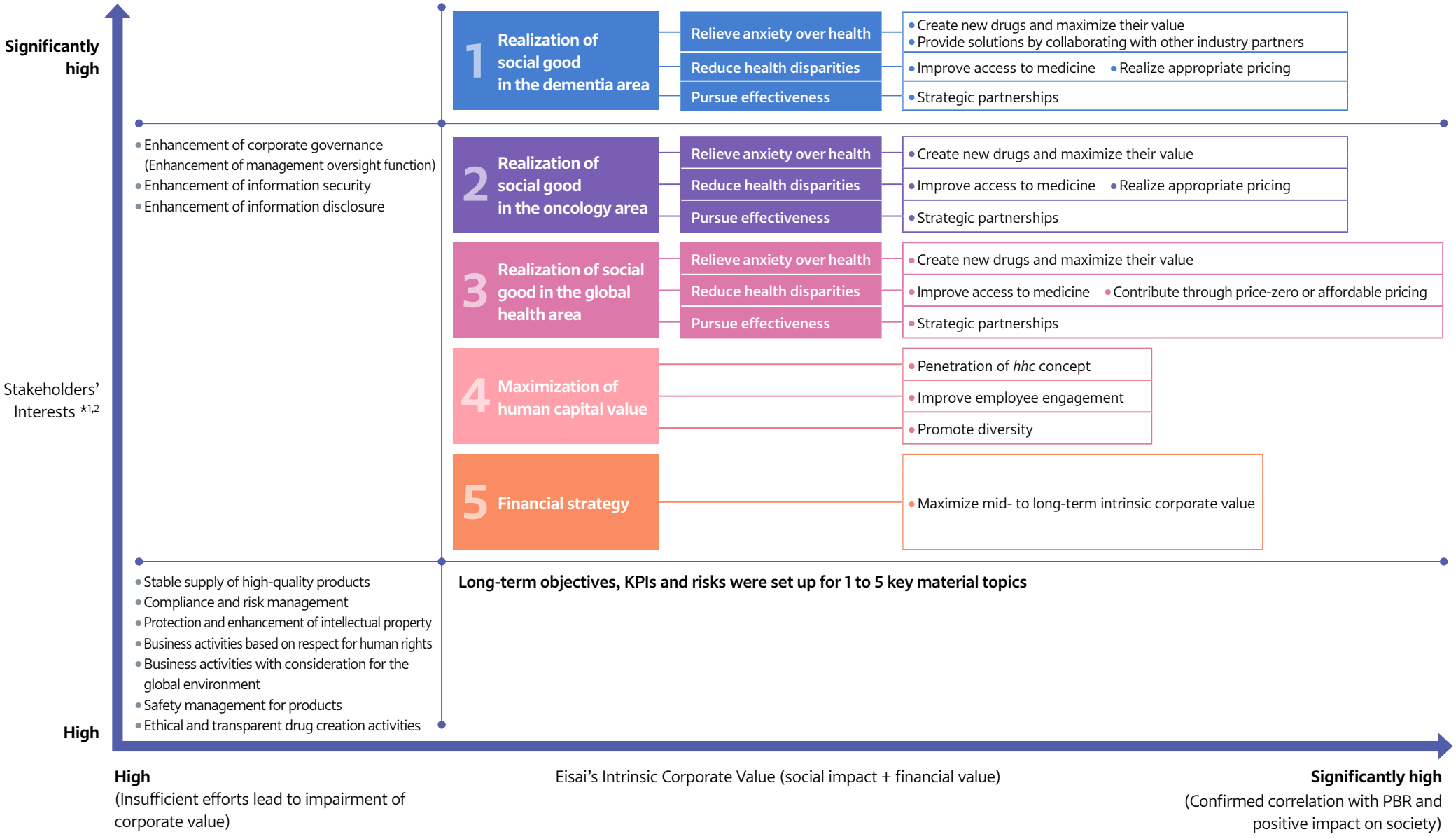
PDCA Cycle

Annual Review and Update

Analysis of material topics based on the business environment and social issues is conducted annually. Progress in our efforts is reviewed in accordance with our action plans, and we revise material topics and KPIs as needed.

*1 “Value Maximization, Stakeholder Theory, and the Corporate Objective Function” (Michael C. Jensen, 2001) *2 Changed name to Growth & Operating Committee (GOC)
*3 Sustainability disclosure standards provided by the IFRS Foundation that identify material topics by industry
*4 Indicators that concretely visualize the abstract concept of sustainability by the NPO Global Reporting Initiative, whose mission is to set international standards for sustainability
*5 Global framework launched in 2000 to realize sustainable growth *6 Private sector-initiated Task Force on Climate-related Financial Disclosures (TCFD)
*7 International indicators chosen by the United Nations in September 2015, and set forth in the 2030 Agenda for Sustainable Development *8 ESG indexes of U.S. company S&P Global to evaluate the sustainability of companies
*9 Toward realizing our corporate concept, spending time with patients and the people in the daily living domain or sharing experiences with them such as eating or working together in order to learn how they feel
*10 An initiative to conclude collaborative agreements with local governments and groups to create projects to identify and relieve the anxieties of local residents regarding people affected by dementia

Materiality Toward Effective Realization of Social Good through the *hhc* Ecosystem



*1 Stakeholders: Long-term investors (shareholders), patients and their families, employees, and the community *2 For the material topics other than 1 to 5, the importance of the material topics within the same quadrant are equal

Long-Term Targets, KPIs, and the Risks of Key Materialities

Materiality	Fiscal 2024 Progress	Fiscal 2025 Targets and KPIs	Fiscal 2030 Targets and KPIs	Goal	Major Risks
1 Realization of Social Good in the Dementia Area	**Early establishment and maximization of value for the LEQEMBI®*1 business** •Approved and launched in five regions: Japan, Americas*2, China, EMEA*3 and EAGS*4 •Contributed to approx. 23,000 people a year globally and generated social impact in the U.S. at approx. 53 billion yen •Approved for an intravenous infusion maintenance treatment in the U.S. •Completed submission of an application for a subcutaneous formulations maintenance treatment in the U.S.	**Early establishment and maximization of value for the LEQEMBI® business** •Early approval and launch in all five regions*5 •Contribute to approx. 35,000 people living with AD a year globally and generate social impact of approx. 80 billion yen in the U.S.*6 •Approved for intravenous infusion maintenance and subcutaneous formulations •Collaborate with partners to quickly realize the use and dissemination of blood-based biomarkers as the definitive diagnostic tool for AD	**Realization of a society where people can live with peace of mind when they are diagnosed with AD** •Expand access to LEQEMBI® to contribute to approx. 900,000 people living with AD a year globally. Generate social impact of approx. 1.8 trillion yen in the U.S. •Develop next-generation dementia treatments following LEQEMBI®, initiate late-stage clinical trials, and submit for multiple projects including the anti-MTBR tau antibody E2814*7 •Provide new solutions that contribute to the health maintenance and the prevention of disease, supporting the daily lives of approx. 10 million people a year globally affected by the disease in collaboration with other industries	**Establishment of a dementia ecosystem that supports and encompasses the people's entire life from healthy to high-risk state, onset/ treatment of disease, follow-up/prognosis by playing the role of a producer**	•Risk that LEQEMBI®'s market penetration would not be achieved as expected due to limitation of healthcare system infrastructure and increased competition in the market •Risk of not achieving expected profits due to discontinuation or delay in development of next-generation dementia treatments •Risk of delays or inefficiencies in R&D, manufacturing, and commercialization activities due to disagreements with partners
2 Realization of Social Good in the Oncology Area	**Value maximization of Lenvima®** •Contributed to approx. 80,000 people a year globally •Global sales revenue of 328.5 billion yen	**Value maximization of Lenvima®** •Submit for approval of new indications for KEYTRUDA®*8 and other treatment combination therapies •Contribute to approx. 90,000 people a year globally and maintain annual product sales at 300 billion yen level, in addition to the upside potential from new indications*9	**Contribution to patients with refractory cancers through new projects subsequent to Lenvima®** •Early submission for MORAb-202 and E7386*10 •Early clinical introduction of new projects based on efficient drug discovery approach of Deep Human Biology Learning (DHBL) to submit for early approval •Acquire products or co-develop and co-commercialize with partner companies to enhance pipeline and maximize of value	**Cure of refractory cancers by creating innovative treatments, expansion of access, and realization of prevention based on cancer onset prediction models**	•Risk of not achieving the expected profits due to discontinuation or delay of the development of new indications for Lenvima® or the development plan of new projects •Risk of delays or inefficiencies in R&D, manufacturing, and commercialization activities due to disagreements with partners

*1 Antibody for Alzheimer's disease produced as the result of a strategic research alliance between Eisai and BioArctic AB. Collaboration with Biogen Inc. Generic name: lecanemab *2 North America *3 Europe, Middle East, Africa, Russia, Oceania *4 East Asia Global South, South Korea, Taiwan, India, ASEAN, Central and South America, South Africa. *5 The "early realization of insurance reimbursement" in all 5 regions, disclosed in Value Creation Report 2023, was revised in Value Creation Report 2024 in light of insurance reimbursement plans in each region *6 Revised in view of LEQEMBI®'s contribution in fiscal 2024 *7 Investigational. Discovered as part of research collaboration between Eisai and University College London *8 KEYTRUDA® is a registered trademark of Merck Sharp & Dohme Corp., a subsidiary of Merck & Co., Inc., Rahway, NJ, USA. Projects for Lenvima® are under joint development with Merck & Co., Inc., Rahway, NJ, USA *9 Due to primary endpoint of clinical study for non-small cell lung cancer, etc., not being achieved, the "product sales at the 500 billion yen level" disclosed in Value Creation Report 2023 was revised in Value Creation Report 2024 *10 Regarding BB-1701, because it was agreed that future global expansion and promotion will be implemented by Bliss Biopharmaceutical Co. Ltd., on its own, and Eisai decided not to exercise the option for a strategic partnership agreement, this has been removed

Materiality	Fiscal 2024 Progress	Fiscal 2025 Targets and KPIs	Fiscal 2030 Targets and KPIs	Goal	Major Risks
3 Realization of Social Good in the Global Health Area	**Lymphatic filariasis (LF)** • Provided a cumulative 2.52 billion DEC tablets free of charge, generating a social impact of approx. 478 billion yen • Expanded and strengthened support for elimination activities through provision of DEC tablets free of charge, holistic initiatives and completed mass drug administration (MDA) in 15 countries **Malaria** • Initiated clinical study of a new drug candidate	**LF** • Expand and enhance support for elimination activities in India, the world's largest LF-endemic country, through the free provision of DEC tablets and holistic efforts. Complete MDA in 19 other countries*1,2 • Generate approx. 520 billion yen/year*3 in social impact by contributing to approx. 29 million people with the DEC tablets **Mycetoma** • Complete regulatory submission for E1224 in Sudan. Conduct epidemiological surveys to establish journey for patients with mycetoma, a disease with immature understanding **Malaria** • Initiate clinical studies of a new drug candidate	**LF** • Complete MDA in a total of 30 countries*1,4 including in India through free provision of a total of 3.9 billion DEC tablets • Generate approx. 560 billion yen/year*3,4 in social impact by contributing to approx. 31 million people with the DEC tablets **Mycetoma** • Facilitate cross-sectoral collaboration to establish a journey for patients with mycetoma • Obtain approval of E1224 in Sudan and establish a sustainable delivery method • Contribute to people living in endemic countries other than Sudan by providing E1224 **Malaria** • Submit applications for new treatments and achieve clinical proof of concept (POC) of one other drug candidate	**Contribute to the eradication of diseases and reduction of health disparities through the creation of new treatments and expanded access**	• Risk of delays in elimination activities due to the deprioritization of LF countermeasures in endemic countries • Risk of delays in elimination activities, drug development, and review processes due to new infectious disease pandemics or conflicts • Risk that duration of clinical trials would be longer than planned due to inadequacies in the clinical trial environment characteristic of neglected tropical diseases and malaria

*1 Based on the WHO LF elimination target by 2030 *2 Revised the fiscal 2025 target based on the latest WHO updates reflecting the suspension and delays of MDA due to the deterioration of political conditions and the spread of COVID-19 in LF-endemic regions *3 In Value Creation Report 2024, we showed the social impact from MDA implementation as impact from DEC tablets proportionally distributed under the assumption of administration of two drugs, in light of the addition of new treatments (three-drug administration) to the WHO treatment guidelines, the combined drugs in achieving LF elimination, and the importance of the various partnerships, we have made the change to show the whole social impact from MDA implementation, and not just the social impact from DEC tablets *4 Plan to revise KPI in response to expected changes to the LF elimination roadmap to 2030 by the WHO in 2025

Materiality	Fiscal 2024 Progress	Fiscal 2025 Targets and KPIs	Fiscal 2030 Targets and KPIs	Goal	Major Risks
4 Maximization of Human Capital Value	**Penetration of the corporate concept *hhc*** • 95% penetration of corporate concept **Increased employee engagement** • Percentage of employees who are highly engaged to the company in the Global Engagement Survey: 85% **Enhancement of women's participation to incorporate diversity** • Ratio of female managers in Japan: 13.6% **Employee impact** • Human resource investment efficiency: 82%	**Penetration of the corporate concept *hhc*** • 100% penetration of corporate concept **Increased employee engagement** • Percentage of employees who are highly engaged to the company in the Global Engagement Survey: More than 90% **Enhancement of women's participation to incorporate diversity** • Ratio of female managers in Japan: 15% **Employee impact** • Human resource investment efficiency: 82%	**Penetration of the corporate concept *hhc*** • 100% penetration of corporate concept **Increased employee engagement** • Percentage of employees who are highly engaged to the company in the Global Engagement Survey: More than 90% **Enhancement of women's participation to incorporate diversity** • Ratio of female managers in Japan: 30% **Employee impact** • Human resource investment efficiency: 87%	**Enhancement of corporate value through solutions and innovation brought that maximize the strengths and characteristics of diverse human capitals**	• Risk of difficulty in succession for important global positions • Risk of difficulty in securing and developing human resources that match company management directions
5 Financial Strategy	**Optimal capital structure and financial soundness** • Ratio of equity attributable to owners of the parent: 60.7%, Net DER: -0.12, Credit rating*1 : AA- **Achieve both stable dividends and investment for growth** • Investment in growth of LEQEMBI® and maintain dividend of 160 yen	**Increasing of intrinsic corporate value (social impact + financial value) by expanding of contributions through LEQEMBI® and DEC tablets** • Impact on equity*2: 0.65 times level **Pursue an optimal capital structure while ensuring financial soundness** • Ratio of equity attributable to owners of the parent: 60% level, Net DER: -0.3 to +0.3, Credit rating: single A level **Achieve both stable dividends and investment for growth** • In principle, pay dividends within the range of free cash flow on a multi-year level and aim to maintain a dividend of 160 yen	**Maximization of intrinsic corporate value while the company is in rapid growth** • ROE: 25% level, DOE: 15% level • Impact on equity*2: 2 times level **Enhance financial robustness and secure growth investment capacity** • Equity attributable to owners of the parent: more than 1 trillion yen, ratio of equity attributable to owners of the parent: 70% level, Net DER: -0.3 to +0.3	**Maximize mid- to long-term intrinsic corporate value**	• Risk of not earning the expected revenue from LEQEMBI® and Lenvima® • Risk of not earning the expected revenue due to discontinuation or delay of development plans for the subsequent products • Risk of impairment of goodwill and intangible assets acquired through acquisitions and the introduction of products and development

*1 Rating by Rating and Investment Information, Inc. (R&I) (as of May 30, 2025) *2 An indicator to evaluate whether the company is efficiently generating social impact; the sum of the social impact of LEQEMBI® and DEC tablets was divided by equity. Calculation was based on those two important products in which the estimation of social impact was completed

Realization of Social Good in the Dementia Area

1983	Initiated drug discovery research in the area of dementia at the Tsukuba Research Laboratories (Japan)
1997	Launched Alzheimer's disease treatment Aricept® in the U.S., fully engaging in global expansion
2007	Concluded a license agreement with BioArctic AB (Sweden) for the research and development, manufacturing, and commercialization of the Alzheimer's disease treatment BAN2401 (lecanemab)
2014	Entered into a joint development and co-promotion agreement with Biogen Inc. (U.S.) for Alzheimer's disease treatments
2023	Received full approval in the U.S. and Japan for the Alzheimer's disease treatment LEQEMBI®, and launched the product in both markets
2024	Launched sales of LEQEMBI® in China (June), Hong Kong (August), the U.K. (October), and South Korea (November)
2025-	Received approval in the European Union (April)

Major R&D Pipeline
https://www.eisai.com/innovation/research/pipeline/index.html#anc-1

To Expand Access to Early Alzheimer's Disease (AD) Treatment LEQEMBI®, and Build a Dementia Ecosystem

Eisai began research and development in dementia in 1983, and for over 40 years has accumulated extensive experience and achievements in this area. We made a significant global contribution in dementia treatment with the launch of Aricept® in 1997, which was subsequently approved in over 100 countries worldwide.

Leveraging our R&D capabilities and deep expertise built over these past 40 years, we are driving the development of innovative treatments in the dementia area, and the building of an *hhc* ecosystem. Our mission extends beyond the delivery of new medicines. Placing the highest priority on understanding the true needs of patients, all our employees dedicate 1% of their working time being with them. Everything begins with knowing how our patients feel, thinking of them first, and connecting with the emotions they cannot express in words.

Since 2023, we have provided LEQEMBI®, an anti-amyloid-β protofibril antibody, developed from the latest research, offering patients with early Alzheimer's disease a new treatment option. Through the *hhc* ecosystem, we are also building strong networks among healthcare professionals, research organizations, administrative organizations, and companies, to provide comprehensive solutions across the spectrum high risk, onset and treatment, and follow-up and prognosis. Through these efforts, we are improving the quality of life for dementia patients and their families, while steadily making progress in relieving anxiety over health. Under our *human health care* (*hhc*) concept, Eisai continues to evolve—not just providing treatment, but empowering people to realize their fullest lives from prevention to coexistence.

Social impact of LEQEMBI® (the U.S.)

Fiscal 2025
Approximately
80 billion yen

Fiscal 2030
Approximately
1.8 trillion yen



Realization of Social Good in the Dementia Area

Value Creation Story in the Dementia Area

■ Goal

Establishment of a dementia ecosystem that supports and encompasses The People's entire life from healthy to high-risk state, onset/treatment of disease, follow-up/prognosis by playing the role of a producer

■ Fiscal 2025 targets and KPIs

Early establishment and maximization of value for the LEQEMBI® business

- Early approval and launch in all five regions
- Contribute to approx. 35,000 people living with AD a year globally and generate social impact of approx. 80 billion yen in the U.S.
- Approval for intravenous infusion maintenance and subcutaneous formulations
- Collaborate with partners to quickly realize the use and dissemination of blood-based biomarkers as the definitive diagnostic tool for AD

■ Fiscal 2030 targets and KPIs

Realization of a society where people can live with peace of mind when they are diagnosed with AD

- Expand access to LEQEMBI® to contribute to approx. 900,000 people living with AD a year globally. Generate social impact of approx. 1.8 trillion yen in the U.S.
- Develop next-generation dementia treatments following LEQEMBI®, initiate late-stage clinical trials, and submit for multiple projects including the anti-MTBR tau antibody E2814
- Provide new solutions that contribute to the health maintenance and the prevention of disease, supporting the daily lives of approx. 10 million people a year globally affected by the disease in collaboration with other industries

SWOT Analysis of the Dementia Area

Strengths

- The extraordinary enthusiasm of Eisai's employees, developed over years of sharing thoughts and feelings with people living with AD and their families, to contribute in the dementia area
- Industry-leading rich R&D pipeline in the dementia area
- Abundant experience and knowledge of drug creation and disease awareness-raising activities in the dementia area
- A wealth of early AD data obtained from lecanemab research
- Global strategic alliances that enable increased probability of success and accelerated development with optimization of development and commercialization expenses

S

Weaknesses

- The need for a large amount of R&D expenses because developing new drugs is particularly difficult and large-scale clinical studies are required
- Insufficient experience in the development of non-drug treatment methods such as gene therapy, digital medicine, and regenerative medicine

W

Opportunities

- Expansion of market for dementia treatments as population ages
- Improvements in the environment surrounding people living with dementia triggered by the passing of the Dementia Basic Act (Japan)
- Expansion of potential market as dementia diagnosis technology improves
- Growing needs for well-being/prevention and personalized medicine
- Expansion of partnerships accompanying growing expectations for the dementia ecosystem

O

Threats

- Limitations of healthcare system infrastructure and competing products entering the market
- Entry of big tech companies involved in developing solutions and building ecosystems
- Increasing pressure to lower drug prices as governments promote policies to reduce drug costs

T



Keisuke Naito

Representative Corporate Officer
Executive Vice President
COO, Chief Growth Officer

We aim to realize a society where people with dementia can receive appropriate diagnosis, treatment, and care, and where everyone can realize their fullest lives, Eisai strives to create value through both innovative medicines such as LEQEMBI® and utilize digital technology based solutions.

Aiming to Create a Society in Which Everyone Can Overcome Dementia

Our determination to respond to feedback from people with dementia and their families: “New Answers to Dementia”

"When I heard that a new drug had been released, I decided to undergo treatment, clutching at straws even though there was only the slightest glimmer of hope."

"I decided to undergo treatment to maintain my current lifestyle, wanting to carry on playing hobby sports and to protect the time that I spend with my daughter."

"Since starting treatment, I have developed a desire to try new things, such as walking in the park and attending computer classes, and a positive rhythm has returned to my daily life."

Since the launch of LEQEMBI®, the positive feedback we have received from people with dementia, their families, and healthcare professional has been a source of encouragement. I have been deeply impressed by the way people living with dementia choose to undergo treatment of their own volition, even as they face the realities of having dementia, and approach treatment with a strong determination to live in the present as themselves. Many cases have shown how new treatment options gave hope and led to improvements in the quality of daily life, reaffirming the importance of our mission as a healthcare company. At the same time, organizations representing people with dementia, such as the Association of People with Dementia and Their Families (Japan), have issued statements calling for the development of treatments and systems for early detection and intervention. In response, Eisai is committed to creating a society in which everyone can overcome dementia, continuing to seek new answers ranging from innovative medicines to digital solutions.



“New Answers to Dementia”
Eisai launches corporate awareness campaign, and its dedicated special website.
https://www.eisai.co.jp/newanswer/ (in Japanese only)

Expanding Global Access to LEQEMBI® and Improving Its Therapeutic Value

The establishment of diagnostic and treatment pathways for LEQEMBI® is progressing globally. Following approvals in the U.S., Japan, and China, LEQEMBI® was approved in nine additional countries including South Korea and the U.K. in fiscal 2024. By May 2025, approvals extended to Europe (30 countries) and other regions, reaching a total of 44 countries and regions. Improving diagnostic environment is a key issue in each country. We are promoting the standardization and simplification of diagnostic methods through the dissemination of blood-based biomarker tests, the introduction of AI-based diagnostic technologies, and guideline development. We also aim to establish technology that can make a definitive diagnosis using blood-based biomarker tests alone, which is expected to reduce the testing burden and improve the testing capacity of medical institutions. Another focus is on increasing the value of LEQEMBI® treatment through expanded indications, including intravenous (IV) maintenance dosing and subcutaneous formulation with auto-injector (SC-AI), for preclinical Alzheimer's disease (AD), which is the much earlier stage of AD. SC-AI is expected to reduce hospital visits, ease infusion capacity constraints, and improve convenience. Enrollment for the Phase III trial (AHEAD 3-45) for preclinical AD has been completed, with results expected in 2028.

Next-Generation Therapeutic Drug Pipeline Following LEQEMBI®

Eisai's pipeline covers amyloid, tau, and neurodegeneration (ATN), which underlie AD pathology. As a promising drug candidate following LEQEMBI®, the compound E2814 (anti-MTBR tau antibody), targeting tau pathology, has entered Phase II clinical trials for sporadic early AD in the U.S. in 2024. For neurodegeneration, we are advancing development of E2025 (anti-EphA4 antibody) and E2511 (TrkA integrated synapse regenerant). We are also developing our in-house brain-delivering bispecific antibody (Evolpath™). We are currently advancing the development of this technology to be applied to antibody drugs in the neurological area, including the ATN pipeline. Not resting on our laurels following the success of lecanemab, we are committed to developing further innovative therapeutic drugs.

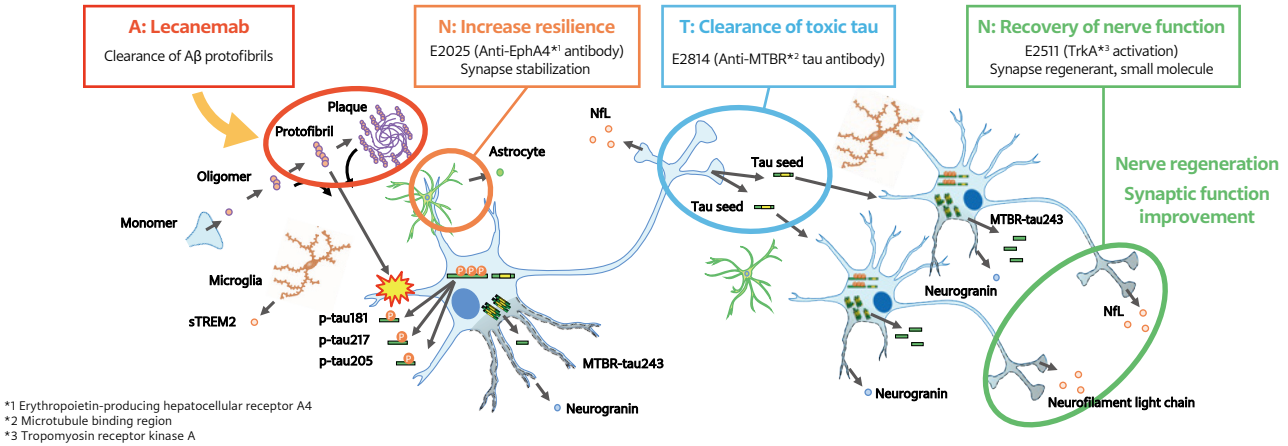
Initiatives toward Building of the Dementia Ecosystem

To address issues beyond pharmaceuticals, such as prevention, early detection, and care, Eisai is developing a dementia ecosystem incorporating solutions other than pharmaceuticals. To provide support at every date—from health to high risk, onset and treatment, and follow-up and prognosis—we are developing digital solutions through our subsidiaries (Arteryex Inc. and Theoria technologies Co., Ltd.) while partnering with local governments and other companies. In May 2025, we made EcoNaviSta Inc. a consolidated subsidiary through a public tender offer, making it a wholly owned subsidiary of our Company in June of the same year. EcoNaviSta provides Life Rhythm Navi®, a monitoring system for facilities for elderly people and homes that tracks sleep and activity in real time, broadening contributions at the "follow-up and prognosis" stage. Toward the realization of the dementia ecosystem, we will continue to acquire solutions and data through partnerships and M&A alongside our own in-house development.

Until the day comes when dementia can be overcome, we will continue to create innovative solutions and contribute to the realization of a society where people with dementia can receive appropriate diagnosis, treatment, and care, and where everyone can realize their fullest lives.

Pipelines for Next-Generation AD Treatments

- E2814 Phase II study (sporadic early AD): Inhibiting the propagation of tau seeds between neurons, suppressing the increase of tau aggregates, and potentially delaying further cognitive decline
- E2025 Phase I study: Targeting the astrocytic pathway to suppress synaptic dysfunction
- E2511 Phase I study: Promoting the recovery of neural function through synapse regeneration



*1 Erythropoietin-producing hepatocellular receptor A4
*2 Microtubule binding region
*3 Tropomyosin receptor kinase A

[Special Feature]

Value Creation in the Dementia Area
— Future Opened by Both Drug Discovery and Non-Drug Discovery



Dementia as a Social Issue and Business Opportunities in the Central Nervous System Area

Alzheimer's disease ranks as the 7th leading cause of death worldwide, and 4th in high-income countries. According to research by Keio University and the University of Washington, it was the leading cause of death in Japan (2021).*1 The global pharmaceutical market is projected to reach a scale of 2.3 trillion USD in 2028, with the central nervous system area expected to grow at an annual average rate of 6–9% (103 billion USD at the 2028 market size). The social cost of dementia is forecasted to increase from 1.3 trillion USD in 2019 to 2.8 trillion USD in 2030. Particularly in Japan, the burden of unpaid family care is a major issue.

Alzheimer's Disease is a Fatal Disease

Cause of death worldwide (2021)	Cause of death in high-income countries	Cause of death in Japan (2021)
7th *2 (Alzheimer's disease and other dementias)	4th *2	1st *1 (Alzheimer's disease and other dementias)

Drug Discovery and Non-Drug Discovery, Moving Hand-in-Hand toward a Society Coexisting with Dementia

For more than 40 years, Eisai has been addressing the social challenge of dementia. LEQEMBI®, developed in Japan and launched as the "world's first" treatment for early AD, suppresses disease progression by selectively binding to and clearing neurotoxic substances (abnormal proteins). This success follows years of trial and error since the launch of Aricept® in 1997. In addition to drug development, we are building a dementia ecosystem that will provide solutions at every phase, from treatment and care, to prognosis and living support.

This integrated approach combines drug-based treatment with non-drug solutions such as digital regional coordination.

By advancing both drug discovery and non-drug solutions, we envision a future where dementia becomes a curable disease while also working toward a society where people can live their fullest lives, by relieving anxiety over health, and reducing health disparities.

Anxieties Surrounding Dementia

Healthy	High risk	Onset and treatment	Follow-up and prognosis
• Low understanding of dementia • Not understanding the situation properly • No preventative action can be taken • Not prepared for when the disease strikes	• Do not know where to get advice • Do not know the criteria for visiting one's medical institution • Do not know the options • There is no system for follow-up observation	• Worried about what will happen as living functions decline day by day • Social activities are restricted • There is strong social stigma	• Unable to receive care along with the risk and progression of dementia • Not getting the desired care, not knowing what options are available

*1 Three decades of population health changes in Japan, 1990–2021: a subnational analysis for the Global Burden of Disease Study 2021, Nomura, Shuhei et al. The Lancet Public Health, Volume 10, Issue 4, e321 - e332 *2 WHO Global Health Estimates

Drug Discovery

Opportunities and Possibilities Created by LEQEMBI®

The Road ahead for LEQEMBI® as a Blockbuster and Development into Next-generation Treatment

As a pioneer in addressing dementia as a social issue, Eisai is expanding globally while maximizing the value of LEQEMBI® for early-stage Alzheimer's disease (AD).

After full approval in the U.S. in 2023, approvals followed in Japan and China, and in April of 2025, the EU approved its use.

Going forward, we expect to improve the convenience and scope of treatment through subcutaneous formulation with auto-injector (SC-AI) and broaden its indications to pre-clinical AD. In particular, SC-AI, will enable at-home administration by the patient or a care partner reducing the burden of going to clinics or hospitals, and also reducing the burden of healthcare workers and the infusion capacity of healthcare institutions. We aim to obtain U.S. approval of SC-AI for maintenance dosing in August 2025, and of initial dosing in fiscal 2026, and expect LEQEMBI® to enter the profit contribution phase starting in fiscal 2026.

Building on clinical know-how cultivated in the development of LEQEMBI®, we are accelerating development of next-generation treatment. Anti-MTBR tau E2814 is currently in clinical trials for sporadic AD, and our brain-delivering bispecific antibody Evolpath™ is progressing in neurological drug development. Through these multifaceted initiatives, we aspire to make AD a disease for which appropriate treatment is available, and to expand treatment options worldwide.

Eisai's Advances in Dementia Treatment and Expansion of Target Diseases (U.S.)

	Fiscal 2024	Fiscal 2025	Fiscal 2026	Fiscal 2027	Fiscal 2028	Expected Outputs
LEQEMBI® IV maintenance treatment	● Initiation treatment: once every 2 weeks	● Maintenance treatment: once every 4 weeks Transition to the maintenance dosing regimen may be considered after 18 months of initiation phase (Approved in the U.S. in January 2025)				• The burden of infusion after 18 months may be reduced (including the burden of hospital visits and infusion procedures) • Promoting initiation of treatment: Reducing the frequency of administration after 18 months may lower barriers to treatment
LEQEMBI® Subcutaneous formulation with auto-injector (SC-AI)	Maintenance treatment: ● **PDUFA*1 set for August 31, 2025** ● 360mg Completed Rolling Submission under the Fast Track designation Initiation treatment: ● Planned 500mg application	● **Planned obtaining of approval**				• One key factor to streamline treatment pathway • Burden of hospital visits may be significantly reduced through home/site of care administration • Resources related to infusion at medical institutions (infusion capacity, healthcare worker duties) may be significantly reduced
LEQEMBI® indication for pre-clinical AD	● AHEAD 3-45 Completed enrollment of 1,620 subjects in October 2024				● **Top-line data result anticipated in fiscal 2028**	• Patient benefits may expand by initiating treatment significantly earlier than the MCI stage
Next-generation pipelines	● E2814 (anti-MTBR*2 tau antibody) • DIAD*3 (Tau NexGen*4) Phase II/III • sAD*5 (study 202) Phase II ● E2511 (TrkA*6 integrated synapse regenerant) Phase I ● E2025 (anti-EphA4*7 antibody) Phase I ● Evolpath™ (brain-delivering type bispecific antibody) non-clinical					

*1 Prescription Drug User Fee Act
*2 Microtubule binding region *3 Dominantly inherited Alzheimer's disease
*4 Clinical trials for DIAD conducted by the Dominantly Inherited Alzheimer's Network Trial Unit (DIAN-TU) *5 Sporadic AD
*6 Tropomyosin receptor kinase K *7 Erythropoietin-producing hepatocellular receptor A4

Drug Discovery

Opportunities and Possibilities Created by LEQEMBI®

Development of Innovative Treatment Drugs at the Social Implementation Stage

As LEQEMBI® continues to gain regulatory approvals worldwide, systems are being developed in parallel. Eisai is working to improve pathways from diagnosis to administration aiming to establish this treatment as a standard treatment option to all who need it.

We support patient understanding and choice by providing information to those diagnosed with early Alzheimer's disease. New screening methods are being introduced at care sites, such as cognitive function assessments performed by primary care physicians (PCPs) using digital tools, and AI analysis of conversational and eye-tracking data.

In the U.S., coordination among PCPs is progressing through standardization of referral routes and screening protocols within integrated delivery networks (IDNs) enabling smoother diagnosis and treatment. Eisai is strengthening these efforts to expand such coordination further.

Furthermore, BBMs*1 are spreading as an alternative method to PET scans and cerebrospinal fluid (CSF) tests. Clinical guidelines were released in the U.S. in early 2025, and BBMs are expected to become more widely used for definitive diagnosis of intracerebral Aβ accumulation in fiscal 2026. AI-driven diagnostic scoring, establishment of diagnostic guidelines, and software that analyzes amyloid-related imaging abnormality (ARIA) risk from MRI scans are also being introduced, helping to reduce the burden on physicians while improving diagnostic accuracy and efficiency at healthcare settings.

Through these initiatives, the number of patients eligible for LEQEMBI® is expected to increase in fiscal 2026, with demand for the treatment expanding in earnest. By improving treatment pathways, we aim to establish new standards for Alzheimer's care across society.

Expanding Demand of LEQEMBI® by Making a Path to Treatment – Example from the United States –

Streamlining and Optimizing the Pathway			Expansion of BBM
Targeted-DTC*2	The collaborative system being enhanced between PCP*3 and IDN*4 is expected to reduce the referral time	ARIA*5 monitoring	• Aβ testing efficiency may improve through significant extension of BBM pre-screening. • PET/CSF may be replaced by BBM through BBM confirmatory IVD approval (May 2025). • Issuance of BBM Clinical Guidelines by the U.S. Alzheimer's Association.
• Plan to implement Targeted-DTC to patients, who have been diagnosed with early AD by a neurologist, to enhance brand awareness of LEQEMBI®. This awareness may support medical choice and decision-making by patients after definitive diagnosis. This could potentially increase the number of patients treated with LEQEMBI®.	• IDNs with the highest numbers of LEQEMBI® patients in the U.S. have established a collaborative network with PCPs, which has resulted in a significant reduction of referral times. • Initiate communication with PCPs in fiscal 2025. Expect PCP-IDN collaboration to be expanded within the local medical region.	• AI interpretation of MRI to support radiologists' diagnoses: an AI software for detecting, diagnosing, and monitoring ARIA has received FDA approval.	

New Possibilities for Regional Healthcare Expanded by LEQEMBI®

Make introduction of treatment possible even without specialized preparation, by making Aβ diagnosis commonplace

Significantly decrease dependence on conventional PET and CSF by implementation of confirmatory diagnoses by BBM*1.

Make all treatment periods coverable with home administration through SC-AI

Reform pathways that are dependent on infusion capacity. Significantly decrease burden of going to the hospital.

Regional networks by IDNs and PCPs are already operational in the U.S.

IDNs administering LEQEMBI® to hundreds of patients are supporting PCPs through education on cognitive function testing and BBM utilization.

The key to expansion of demand is expansion of coordination between PCP and IDN

Establish an introduction and implementation system at the regional level, and realize an environment where LEQEMBI® is a "familiar treatment drug".

BBM and SC-AI are the keys to regional cooperation

Through implementation of both technologies, treatment options are possible at the PCP level.

These are scheduled to begin full-scale operation in fiscal 2026

The approach to communicating with PCPs begins in the U.S. in fiscal 2025. In Japan, the establishment of a cyclical collaboration system is yielding results.

*1 Blood Based Biomarker *2 Direct to consumer *3 Primary care physician
*4 Integrated delivery network: a large-scale medical network that has multiple hospitals, clinics, and other medical institutions under its umbrella
*5 Amyloid-related imaging abnormality

Drug Discovery

Toward Building Pathways in the U.S. Teamwork to Overcome Invisible Barriers



Carol England

Senior Manager, Access & Reimbursement, West Access & Reimbursement Manager, Eisai Inc.



Stewart Carr

Senior Neurology Account, Specialist, Atlanta Area, Eisai Inc.

From Confusion to Trust, Dialogues and Support that Changed the Field

Spreading Expectations and the Barriers that Stand in the Way

In 2023, the full approval of LEQEMBI® Alzheimer's disease treatment agent by the U.S. Food and Drug Administration (FDA) marked a tremendous step forward for patients and healthcare providers. Expectations grew further when the Centers for Medicare & Medicaid Services (CMS) approved reimbursement coverage in the U.S.

However, at many healthcare sites, uncertainty remained around when, where, and how patients could access LEQEMBI®, creating confusion and anxiety among patients and healthcare professionals.

To address this, Eisai carefully listened to the concerns of those patients and healthcare professionals, and established the Matrix Team, a specialized cross-sectional team created to share and analyze the issue.

Collaborative Power to Prepare the Patient's Journey

The Matrix Team bought together diverse expertise, beginning with Neurology Account Specialists (NAS), to prepare the process step by step from diagnosis through treatment to insurance reimbursement. Particular focus was placed on providing information about PET and CSF testing in the early period of diagnosis and APOE4 analysis to explain ARIA risk. Efforts were also made to build healthcare professionals' understanding and trust.

One example of success occurred at a university in the American southeast. Early in LEQEMBI®'s rollout, multiple barriers arose—including CMS registration, facility coordination, and reimbursement issues. However, through close coordination between the Matrix Team and Access & Reimbursement Managers (ARMs), infusion facilities increased to 8, leading to treatment for over 100 patients.

Guidance from the Eisai Patient Support Program (EPS) and Patient Assistance Program (PAP) was also appropriately implemented, fostering both understanding and confidence in LEQEMBI® among prescribing physicians. Individual support systems were also established for patients.

Continuing Efforts, and What Lies Ahead

Currently, more than 1,100 facilities in the U.S. have introduced LEQEMBI®, with over 10,000 patients receiving treatment from approximately 3,000 doctors. Thanks to the Matrix Team's support, physicians who were initially uncertain about treatment procedures have now grasped the process from diagnosis to infusion, and can now provide treatment with confidence.

This progress has extended beyond large-scale specialty facilities, to community-based healthcare settings spreading hope more widely.

Many patients, once facing despair at diagnosis, have found renewed hope through LEQEMBI®. With heartfelt wishes such as "I want to spend as much time as possible with my family" and "I want to make more memories with them", we are proud to support this initiative and stand alongside them in their journey.

Drug Discovery

Going On with LEQEMBI® —Hope from the U.S.*

The Voices of People Directly Affected, and a New Treatment Environment Built Support

Since the U.S. Food and Drug Administration (FDA) approval in 2023, many patients, caregivers, and health-care professionals have spoken about the new possibilities LEQEMBI® offers for Alzheimer's treatment.

Since January 2023, more than 75 patient testimonials have been shared through LEQEMBI® media, reaching hundreds of millions of people.

These stories reflect the small but meaningful changes brought by treatment, such as "being able to take one's life back", and "it brought hope to patients and their families".

In response to these voices, patient support groups are also seeking new ways to provide assistance. This has led to trials initiated by patient support groups, opportunities for education about treatment, awareness-raising activities to highlight the importance of early diagnosis and treatment, and development of resources to support the building of new pathways.

More than a drug, LEQEMBI® represents support for patients' feelings and desires.

Molly

Currently receiving treatment with LEQEMBI®



When I was first diagnosed with AD, I thought, "There goes my performing career", but that hasn't been the case. I continue acting, writing, and doing the things I love. With LEQEMBI®, I feel like I'm fighting the good fight.

Ron

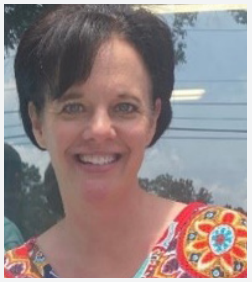
Currently receiving treatment with LEQEMBI®



I'm more comfortable knowing I'm able to do something to slow the progression of Alzheimer's disease. I know I can live with this diagnosis. I feel like I'm doing something about it now, rather than just sitting in a corner and watching. I'm an advocate for positive change, and believe that if you lean into it, right around the corner there is help.

Missie

Currently receiving treatment with LEQEMBI®



I know it's not a cure, but my treatment plan appears to be working for me. I feel more like myself. I can concentrate, make reason, and follow a list at the grocery store. This is just my experience, and not everyone's will be the same, but I'm grateful.

Joanne

Caregiving partner of Jerome, who is currently receiving treatment with LEQEMBI®



Alzheimer's is a terrible, crippling disease for patients and their care partners, but the fact that we have an approved treatment that can slow the process is a great step in combating the disease. We went from feeling hopeless to having hope for our future.

*These are the experiences of individual patients. There is no guarantee that all patients who use LEQEMBI® will have the same experiences.

Non-Drug Discovery

Creating a Social System Revolving around the Dementia Ecosystem

Toward a Society that Supports The People

As a global pioneer, Eisai continues to take on the social issue of dementia—an issue that affects not only patients, but also families, healthcare and caregiving professionals, and entire communities. Facing the essence of this complex challenge, we are building the dementia ecosystem as a comprehensive system that supports The People, regardless of whether they have dementia, or at what stage of progression. This ecosystem transcends the conventional framework of healthcare and caregiving, aiming to create a sustainable social infrastructure that covers prevention, early diagnosis, treatment, living support, and convalescence, while addressing structural issues at both the regional and societal levels.

For example, developing a comprehensive health services based on digital monitoring in home care, we are working to reduce health disparities and improve the efficiency of regional healthcare systems by optimizing global operations.

Through these efforts, we seek to realize a society where people can access local, necessary support when needed through multifaceted approaches that include not only pharmaceutical treatments, but also non-drug solutions such as digital tools and regional coordination.

We envision a future where dementia becomes a curable disease through the development of a dementia ecosystem, and we are working to expand and deepen this approach.

The Implementation of a Dementia Ecosystem Responding to the Voices of The People

: Initial customer contact points and solutions
: Exit solutions
: Launched
: Topics under consideration

Healthy	High risk	Onset and treatment	Follow-up and prognosis
• Low understanding of dementia • Not understanding the situation properly • No preventative action can be taken • Not prepared for when the disease strikes	• Do not know where to get advice • Do not know the criteria for visiting one's medical institution • Do not know the options • There is no system for follow-up observation	• Worried about what will happen next as living functions decline day by day • Social activities are restricted • There is a strong social stigma	• Unable to receive care along with the risk and progression of dementia • Not getting the desired care, not knowing what options are available
Customer contact Click-Karte*1 / Senior Media / B2B, B2G **Cognitive decline check** のうKNOW NouKNOW®*2 / Miscellaneous goods DCA*3	**Strengthening medical pathways from PCP to specialists** Disease-awareness promotion / もの忘れ相談ちず **Cognitive decline check** Life Rhythm Navi® (MCI prediction AI)*4 / BBM*5	**Treatment support** "Sasaeru"*6 / PSP*7 **Non-medical collaboration** Social prescribing system **Pharmacological treatments** LEQEMBI (lecanemab) / アリセプト **Non-pharmacological treatments** Regions and local government collaboration model / Medical devices/ DTX / Rehabilitation therapy	**Customer contact** Care providers **Caregiver support** Caregiver burden reduction / Care manager support **Nursing care solutions** Life Rhythm Navi®*9 / Nursing record ICT / Prevention of aggravation
Risk reduction program/High-touch support BRAIN WORKOUT / Insurance (LIFENET INSURANCE COMPANY, etc.) / Family Trust (famitra Inc., etc.) Dietary advice / Home delivery (Benesse, etc.)	**Assistance with medical visits** Online consultation		

THEORIA TECHNOLOGIES

- Unable to easily find information to understand and cope with the situation
- Have vague fears about what is happening now or what may happen in the future

テヲトル *8 — Two-way media information and content marketplace

THEO ONE *8 — Common membership and data integration platform solutions marketplace

Data Platform — By utilizing accumulated data, we will develop disease-specific PHR and IoT solutions, etc., and gain insights into drug discovery

*1 Operated by Arteryex Inc. *2 Does not target diagnosis and prevention of the disease *3 Digital cognitive assessment (digital neuropsychological testing tool) *4 Operated by EcoNaviSta Inc. *5 Blood-based biomarker *6 Operated by Theoria technologies Co., Ltd. This app is not a medical device *7 Patient support program *8 Operated by Theoria technologies Co., Ltd. *9 Operated by EcoNaviSta Inc. A SaaS-based monitoring system for the elderly using sleep analysis technology. This product is not a medical device

Non-Drug Discovery

Building a Dementia Ecosystem

Expansion of Asset Capability to Support the Dementia Ecosystem

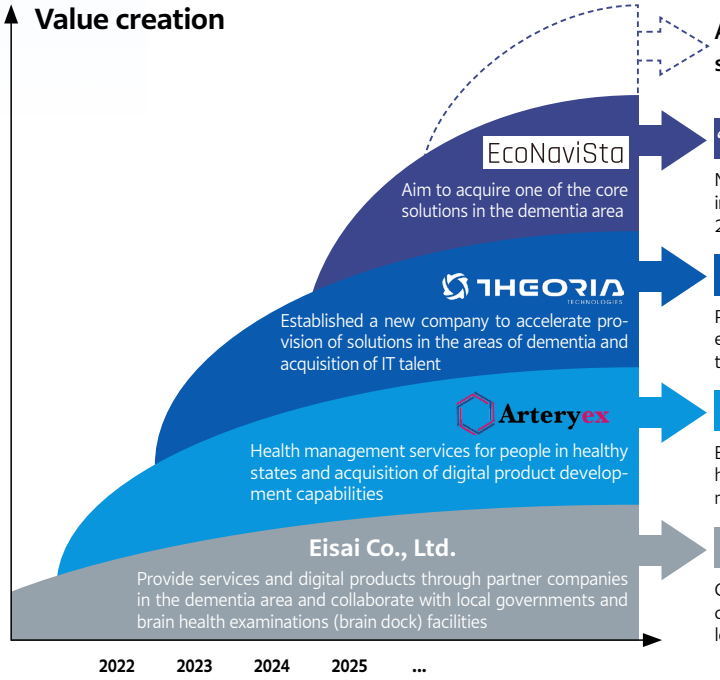
Eisai is advancing the realization of the dementia ecosystem by proactively expanding asset capability, the foundation of such an ecosystem. Drawing on decades of experience in drug discovery since the launch of Aricept®, we are building a comprehensive support system that actively incorporates digital technologies and local collaboration in non-drug discovery areas. We are strategically enhancing our digital health implementation by leveraging our own drug discovery platform, developing digital products in collaboration with partner companies, and collaborating with Arteryex Inc., which has system development capabilities, and Theoria technologies.

In May 2025, we further expanded our care platform, including facility collaboration, by making EcoNaviSta Inc. a consolidated subsidiary. EcoNaviSta provides “Life Rhythm Navi® + Dr.” a core solution for elderly care facilities within the dementia platform.

Alongside strengthening our drug discovery research, in the non-drug discovery area we are acquiring solutions, securing data, and advancing service development in Eisai through strategic partnerships and M&A. We also utilize abundant real-world data obtained through clinical trials and cohort studies to develop solutions and achieve evidence-based service improvements.

Through this strategic expansion of asset capability, Eisai will build a comprehensive and sustainable support system across both drug discovery and non-drug discovery fields, enabling all people affected by dementia to live their fullest lives. With the dementia platform as our foundation, we will create new value and innovation for society and accelerate our growth as a truly socially implemented *human health care* company.

Progress in Eisai Network that Constitutes Ecosystem



Major Initiatives

Aim to acquire core solutions and data through further partnerships and M&A, and accelerate in-house development

“Life Rhythm Navi® + Dr.”*1 (SaaS-based monitoring system for elder care facilities)

Non-contact sensors that can monitor the sleep and activities of facility residents in real time. The number of facilities that have implemented this system exceeds 200, and the system’s usage continuation rate is 99.997%

テヲトル Teotol*2 (Dementia portal site)

Provides comprehensive information related to dementia. Information can be easily found through category, keyword, and tag searches. Monthly page views total is approx. 400,000*3

Click-Karte*4 (Healthcare management app)

By simply taking a photo and uploading it with a smartphone, information such as health checkups and test results are automatically digitized. This makes it easy to manage medical information, and the app has expanded to over 700,000*5 downloads

NOUKnow®*6 (Cognitive function self-check tool)

Check brain performance with game-like tests. Self-checks can be done on computers, tablets, and smartphones. Implemented by 395 companies and local governments

*1 Operated by EcoNaviSta Inc. *2 Operated by Theoria technologies *3 Results as of Dec. 2024 *4 Operated by Arteryex Inc. *5 As of March 2025
*6 Not intended for diagnosis or prevention of disease

Realization of Social Good in the Oncology Area

1987 Initiated drug discovery research in the oncology area

2010 Launched anticancer agent Halaven® in the U.S., and afterward launched globally

2015 Launched anticancer agent Lenvima® in the U.S., Japan, and the E.U., and afterward launched globally

2018 Agreed to a strategic partnership with Merck & Co., Inc., Rahway, NJ, USA regarding Lenvima®

2021 Launched anticancer agent Tazverik® in Japan

2024 Launched anticancer agent Tasfygo® in Japan

Major R&D Pipeline
https://www.eisai.com/innovation/research/pipeline/index.html#anc-2

Eisai's Challenge to Refractory Cancers and Evolving Personalized Medicine

Since establishing our oncology R&D group in 1987, Eisai has built on 40 years of medicine creation activities to bring two in-house developed anticancer agents, Lenvima® and Halaven®, to the world. With the launch of Halaven® in the U.S. in 2010, the drug has since been approved for use in treating breast cancer and soft tissue sarcoma in over 85 countries and regions. Following the global expansion of Lenvima® in 2015, we have obtained six indications for five types of cancer (thyroid cancer, hepatocellular carcinoma, endometrial carcinoma, renal cell carcinoma, and thymic carcinoma). In collaboration with Merck & Co., Inc., Rahway, NJ, USA, we are advancing development for even greater expansion of indications. More than 10,000 patients have participated in clinical studies of Lenvima®, and we are pursuing new drug discovery approaches utilizing accumulated human biology data based on analysis of abundant clinical samples. At the same time, we are working toward personalized medicine, exemplified by the approval of Tazverik® in 2021 for relapsed or refractory EZH2 gene mutation-positive follicular lymphoma, and Tasfygo® in 2024 for treatment of unresectable biliary tract cancer with FGFR2 gene fusions. Development is also underway to expand Halaven®as an antibody drug conjugate (ADC). Through these efforts, Eisai is driving the creation of difficult-to-develop drugs and tackling resistance to standard treatment such as cancer immunotherapy.



Realization of Social Good in the Oncology Area

Value Creation Story in the Oncology Area

Goal

Cure of refractory cancers by creating innovative treatments, expansion of access, and realization of prevention based on cancer onset prediction models

Fiscal 2025 targets and KPIs

Value maximization of Lenvima®

- Submit for approval of new indications for KEYTRUDA® and other treatment combination therapies
- Contribute to approx. 90,000 people a year globally and maintain annual product sales at 300 billion yen level, in addition to the upside potential from new indications

Fiscal 2030 targets and KPIs

Contribution to patients with refractory cancers through new projects subsequent to Lenvima®

- Early submission for MORAb-202 and E7386
- Early clinical introduction of new projects based on efficient drug discovery approach of Deep Human Biology Learning (DHBL) to submit for early approval
- Acquire products or co-develop and co-commercialize with partner companies to enhance pipeline and maximize value

SWOT Analysis of the Oncology Area

Strengths

- Drug discovery capability based on profound understanding of human biology and the Disease Continuum from about 40 years of experience in drug discovery research and clinical specimen analysis data represented by Lenvima® and Halaven®
- Highly organic synthetic chemistry that can be practically applied to commercialize complex compounds as drugs
- A research organization that enables close collaboration with academia and start-up companies, with the establishment of research sites at central locations for science in Japan and the U.S.
- Promotion of development and marketing, and accumulation of experience through global strategic alliances with partners such as Merck & Co., Inc., Rahway, NJ, USA

Weaknesses

- Amount of investment that can be made into R&D is limited compared to large global pharmaceutical companies
- Limited lineup of global products

Opportunities

- Segmentation of treatment systems with biomarkers and movement toward cross-cancer-type approvals
- Enhancement of the system for accelerated approval from regulatory authorities
- Expansion of oncology market accompanying the entry of high-value-added drugs and economic growth in emerging countries
- Optimization of clinical study designs with use of real-world data

Threats

- Rapid changes in treatment systems due to changes in the competitive landscape and innovative new treatments entering the market
- Prolonged development period due to increased difficulty in early approval pathways
- Impact on R&D strategy and decreased sales profit due to downward pressure on drug prices
- Changes in the market/competition accompanying rapid changes and diversification of drug discovery modalities and technology



Katsutoshi Ido

Vice President
Chief Scientific Officer

Eisai aspires for a “cure” of refractory cancer, and is working to create new drugs by combining our chemistry capabilities with cutting-edge technology such as AI. By leveraging patient’s voices and clinical data from Lenvima® and Tasfygo®, we aim to realize the most appropriate care for each patient.

Opening the Way to the Future of Cancer Treatment: Eisai’s Challenges and Innovations

Providing Each Patient the Most Appropriate Treatment against Cancer with high Unmet Needs

Cancer remains a leading cause of death worldwide, despite advances in early diagnosis and treatment. Many patients continue to suffer from refractory cancers. Eisai is strongly committed to “curing” cancer, a disease with high unmet needs, and is striving to eliminate anxiety over health through the creation of innovative new medicines.

Eisai has developed in-house anticancer agents such as Lenvima®, Tasfygo®, and Halaven®. Lenvima® now has six indications for five types of cancer, and served more than 500,000 patients to date. We expect revenue of 312 billion yen for fiscal 2025, and anticipate a new indication in combination with KEYTRUDA® further contributing to patients. Also, Eisai’s high-purity patent for Lenvima® is a result of our chemistry capabilities, and represents a major step forward toward extending our exclusivity period.

Tasfygo®, launched in Japan in 2024, is a new medication for biliary tract cancer with specific genetic variations. It binds rapidly and selectively to FGFR, showing Eisai’s refined craftsmanship in chemistry. We have also developed diagnostic methods to enable earlier treatment. These are important efforts that will lead to improvement in patients’ quality of life (QOL).

Halaven® derived from natural compounds, symbolized Eisai’s organic synthesis technology, inspired by Yoshito Kishi, Professor Emeritus at Harvard University. Yet, as current therapies fall short of a true “cure”, we are pursuing molecules previously considered undruggable, using AI and protein structure prediction technology. Furthermore, we are using Lenvima® clinical data to identify the characteristics of incurable cancer cells, and guide new drug development. Looking ahead, Eisai aims to develop fundamental treatment drugs that can prevent the onset or recurrence of cancer, striving to realize “a society where one can live with peace of mind even with cancer”. With the spirit of “monozukuri” (or “craftsmanship”) Eisai will continue to deliver tailored care for each patient through a broad range of treatment options designed for each individual cancer.

Pursuing Patient-Centered Care through *hhc* Activities

In fiscal 2024, we opened the Cancer Café at our Tsukuba Research Laboratories, where we could hear directly the voices of cancer patients and their families. Many expressed interest in drug side effects and development background, and we deepened our engagement through tours of our research center. We will continue to pursue patient-centered treatment, reflecting these voices in our drug development. The voices of the patients are a driving force of our R&D, and a vital guide for shaping the future model of cancer treatment.





Cancer Café and lab tour event for cancer patients and their families

Realization of Social Good in the Global Health Area

2010 Solidified efforts toward global health, signing a joint statement with the World Health Organization (WHO) related to the free provision of diethylcarbamazine (DEC) tablets for the treatment of lymphatic filariasis (LF)

2012 Participated in the London Declaration, an international public-private partnership for the suppression of neglected tropical diseases (NTDs)

2013 Lympathic filariasis treatment (DEC tablets) manufactured by Eisai was the first in the world to receive WHO pre-certification as a treatment for NTDs, and provision free of charge was initiated

2017 In collaboration with the Drugs for Neglected Diseases initiative (DNDi), initiated in Sudan the world's first double-blind clinical trial targeting patients with eumycetoma The results were published in Lancet Infectious Diseases in 2024

2020 Participated in a joint statement with life science companies and the Bill & Melinda Gates Foundation toward the expansion of global access to vaccines, treatment medications, and diagnostic methods for COVID-19 and other future pandemics

2022 Further strengthened global partnerships by signing the "Kigali Declaration", an international public-private partnership to eliminate NTDs

Major R&D Pipeline
https://www.eisai.com/innovation/research/pipeline/index.html#anc-3

Eisai's Efforts in Suppressing Neglected Tropical Diseases (NTDs) Spreading Mostly in Low- and Middle-Income Countries

Since partnering with the WHO in 2010, Eisai has strengthened its efforts in global health, particularly in the fight against NTDs. Even today, 1.6 billion people remain at risk of infection due to lack of access to healthcare caused by poverty and other factors.

Through the WHO, Eisai has provided 2.52 billion DEC tablets for the treatment of lympathic filariasis (LF) to 32 countries, and mass drug administration (MDA) has been completed in 15 countries (as of April 2025). This represents a significant step toward resolving a critical health issue in low- and middle-income countries.

Eisai aims to complete MDA for LF in 30 countries by 2030, contributing to approximately 31 million people and creating an estimated social impact of 560 billion yen annually. Also, for the development of new drugs for mycetoma, we are advancing efforts such as clinical trials for mycetoma in Sudan with DNDi. Furthermore, within the framework of international public-private partnership, we are expanding activities toward realizing a world without NTDs through participation in the London Declaration and Kigali Declaration.

Social impact of free provision of DEC tablets

Fiscal 2025
Approximately
520 billion yen

Fiscal 2030
Approximately
560 billion yen

*Not only the social impact of DEC tablets, but the entire social impact through implementation of mass drug administration (MDA)



Realization of Social Good in the Global Health Area

Value Creation Story in the Global Health Area

Goal

Contribute to the eradication of diseases and reduction of health disparities through the creation of new treatments and expanded access

Fiscal 2025 targets and KPIs

- **LF** ..... Expand and enhance support for elimination activities in India, the world's largest LF-endemic country, through the free provision of DEC tablets and holistic efforts. Complete MDA in 19 other countries. Generate approx. 520 billion yen/year in social impact by contributing to approx. 29 million people with the DEC tablets*
- **Mycetoma** ..... Complete regulatory submission for E1224 in Sudan. Conduct epidemiological surveys to establish a journey for patients with mycetoma, a disease which is not yet well understood
- **Malaria** ..... Initiate clinical studies of a new drug candidate

Fiscal 2030 targets and KPIs

- **LF** ..... Complete MDA in a total of 30 countries including India through free provision of a total of 3.9 billion DEC tablets. Generate approx. 560 billion yen/year in social impact by contributing to approx. 31 million people with the DEC tablets*
- **Mycetoma** ..... Facilitate cross-sectoral collaboration to establish a journey for patients with mycetoma. Obtain approval of E1224 in Sudan and establish a sustainable delivery method. Contribute to people living in endemic countries other than Sudan by providing E1224
- **Malaria** ..... Submit applications for new treatments and achieve the clinical proof of concept (POC) of one other drug candidate

*In Value Creation Report 2024, the impact of DEC tablets was shown, which was calculated by dividing the overall social impact of MDA implementation by assuming the administration of two drugs. However, while considering the addition of a new therapy (involving the administration of three drugs) to the WHO treatment guidelines and the importance of concomitant drugs as well as various partners in achieving the elimination of LF, we have changed the social impact to show the overall social impact of MDA implementation, rather than the social impact of DEC tablets alone. Accordingly, we have updated our social impact creation targets for fiscal 2025 and fiscal 2030. Please see page 24 for details.

SWOT Analysis in the Global Health Area

Strengths

- Contributing to the elimination of NTDs and gaining community trust through a comprehensive program including not only free provision of DEC tablets and creation of a new mycetoma drug, but also disease awareness-raising and other activities
- Gaining knowledge through collaboration with many partners in drug discovery research and clinical development
- Improving employees' motivation through the visualization of global health initiatives and social value

S

Weaknesses

- Insufficient experience with clinical studies in regions of tropical disease infection
- Insufficiently widespread understanding of global health and related initiatives
- Fragmented overall strategy in the area of global health from R&D to delivery of pharmaceuticals

W

Opportunities

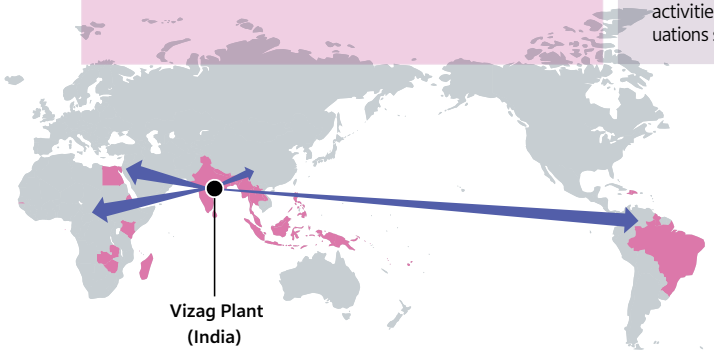
O

- Heightened interest in social impact of global health initiatives based on public-private partnership events, etc.
- Growing momentum for global health initiatives by boosting interest in ESG and SDGs
- Ongoing network building in the field of global health since the 2012 London Declaration
- As a Japanese company in a rapidly changing global environment, increasing opportunities to create technological and economic value

Threats

T

- The risk that establishment of resolution mechanisms in which endemic countries play a proactive role, do not progress
- Increased difficulty in obtaining external funding due to changes in the priorities of international organizations and donor countries, delays in R&D and elimination activities
- Delays in elimination activities and weakening of medical systems due to new serious infectious diseases and pandemics
- Acceleration of poverty in countries where elimination activities are conducted, caused by delays in those activities, and delays or discontinuation caused by situations such as the political climate or natural disasters



Distribution of DEC tablets
(as of April 2025)

A cumulative total of 2.52 billion tablets supplied to 32 countries



Teruyuki Masaka

Vice President
Chief HR Officer,
Corporate Communications,
Sustainability, General Affairs

We view our initiatives for neglected tropical diseases (NTDs) as a prior investment—promoting both new drug development and free provision of pharmaceuticals. By opening pathways to solutions in collaboration with WHO and DNDi, we aspire toward the realization of a society where anyone can live in health and dignity.

Aspiring to Health and Prosperity in Low- and Middle-Income Countries through Long-Term Business Perspectives

Initiatives for NTDs as Prior Investment in the Future

Eisai aspires to realize social good by relieving people's anxiety over health and reducing health disparities, positioning global health as an important business domain with a long-term perspective. Within the global health area, Eisai focuses on malaria and neglected tropical diseases (NTDs), which disproportionately affect poor populations in low- and mid-income countries, where drug development and access lag behind.

After World War II, Japan succeeded in suppressing lymphatic filariasis (LF) and schistosomiasis through tireless domestic efforts and international aid, paving the way for economic growth.

Inspired by this history, Eisai considers initiatives against NTDs essential for creating both social and economic value. This aligns with our corporate concept of "Bringing about sales and profit as a result of realizing social good".

Since 2013, Eisai has continuously provided LF treatment DEC tablets free of charge to regions where LF is prevalent. By preventing infection and severe symptoms, this medication contributes to continuous employment and reduced healthcare costs—helping communities build societies where people can live rich lives with peace of mind. Eisai regards as a prior investment into the future, anticipating that today's LF-burdened regions will achieve economic and social growth just as Japan once did.

Eisai estimates that this continuous employment and reduced healthcare costs from DEC tablets will create a social impact worth an annual 560 billion yen by 2030. By realizing this, we can foster a deeper understanding of Eisai's purpose and the story behind our corporate value creation—opening doors to opportunities for investment and encouraging more partners to join us in tackling NTDs, where both human and financial resources remain scarce. Our employees gain a clear understanding of how both the company's work and their individual contributions are directly linked to making a positive social impact. This not only enhances employee engagement but also leads to improved hiring outcomes and a reduction in turnover.

Building on Trust Gained through Partnerships

Although neglected tropical diseases (NTDs) are preventable and treatable, they often struggle to attract development funding or public interest. As a result, drug development this area lags behind, and significant mental and societal barriers persist. Those in vulnerable positions particularly individuals suffering from NTDs have been most impacted by recent drastic changes such as the rise of conservatism and significant cuts to various support funding.

Since 2010, Eisai has worked with WHO and other partners to provide DEC tablets, conduct R&D on malaria treatments, and develop fosravuconazole for mycetoma. We are proud that years of collaboration have built a strong human network grounded in shared values and trust in Eisai's philosophy. This journey has also led to valuable know-how in fundraising and development, and has earned the confidence of medical professionals and government officials, and the communities in the countries most affected by these diseases. Eisai remains committed to advancing pharmaceutical innovations for NTDs and will continue working closely with our partners to drive elimination efforts and address ongoing challenges. While the path to eliminating these diseases is long, we are accelerating our efforts to improve access to medicines, striving alongside our partners to realize a world free from the burden of NTDs.

Realizing Social Good through Efforts to Eliminate NTDs

Specific Challenges in Global Health and Initiatives Aimed at Controlling Mycetoma

The global health field is characterized by a reliance on external funding for R&D, the need for development partners with deep understanding of both the disease and the local healthcare context, and the low predictability of disease patterns in countries where NTDs are prevalent—factors that present unique challenges distinct from the oncology or neurology areas.

Eisai and DNDi conducted the world's first clinical trials for mycetoma in Sudan, overcoming many hurdles, such as a lack of epidemiological data, underdeveloped WHO treatment guidelines, and limited control drug (itraconazole) data. Since these were the first clinical trials conducted in a Sudanese clinical trial facility, it was essential for all involved personnel to undergo various forms of training before the trials could commence. Even after the clinical trials were concluded, unforeseen challenges arose, such as the prolonged closure of the regulatory authority's application window due to the civil war. Looking ahead to expansion beyond Sudan, it is essential to recognize that the process may differ significantly from development in high-income countries. Factors such as securing new fundings and ensuring that regulatory authorities in low-resource settings—often with limited experience—can rely on guidance from more established authorities must be carefully considered.

Given the challenges, it is not surprising that few companies have pursued the development of new drugs for these types of diseases. However, without dedicated efforts, the situation will remain unchanged. Eisai has taken a leading role in this area, in collaboration with its partners, and largely because of the overlap with its core focus areas—dementia and cancer. This initiative reflects Eisai's philosophy of delivering social good, ultimately leading to the creation of financial value.

Gaining Awareness of Our Responsibilities through "Socialization" with LF Patients

On February 20, 2025, a group of Eisai employees visited Omi Village, about two hours drive north of the Visakhapatnam district where our plant in India is based. There they had the opportunity to conduct "Socialization" with eight patients afflicted with lymphatic filariasis (LF). The two patients we interviewed had been living with the disease for over 20 years. They shared that for nearly half of each month—around 12 days—they experienced intense fevers. Walking was painful, so they often stayed home, unable to work or participate in daily life. When we asked why they chose to participate in our "Socialization" despite their condition, they said, "We want people to understand what we are going through and to spread awareness. We don't want the next generation to suffer like we have". When asked what they would like to do if they did not have LF, they replied, "We want to work. Right now, we are only a burden to our families".

Empathizing with those affected by LF, we believe it is essential for Eisai to further accelerate its elimination activities. This includes providing DEC tablets and offering comprehensive support to the regions where LF remains prevalent, with the goal of freeing as many people as possible from its burden. Aligned with the hopes of LF patients, Eisai is committed to the realization of a world where more people can live, healthy and fulfilling lives—true to themselves and with peace of mind.



LF patients and the skin symptoms of LF, also known as elephantiasis



Innovations to help pharmacists visualize drug administration to prevent patients from forgetting to take medication



New Drug Discovery and Value Maximization



Katsutoshi Ido

Vice President,
Chief Scientific Officer

Leveraging exclusive insights into biomarker changes following administration of LEQEMBI® or Lenvima®, we have developed a highly accurate and innovative drug discovery concept. By integrating our unique human biology-based drug discovery approach with deep expertise in specific disease areas and advanced cross-disciplinary technology platforms, Eisai is positioned to drive efficient drug discoveries with a high probability of success.

Creation of Innovative New Drugs Based on Deep Human Biology

Since joining Eisai, I have been engaged in discovery research in neurology. During my time at our Cambridge, U.S. office, I was fortunate to experience the dynamism of the next-generation drug discovery environment and ecosystem also from an investor's perspective. Chief Scientific Officer, from April 2025, I will leverage this experience to advance innovative drug discovery by combining Eisai's proven in-house drug development capabilities—which have led to the successful launch of a series of innovative therapies—with external cutting-edge technologies.

Eisai's R&D approach is known as the Deep Human Biology Learning (DHBL) system, a name that reflects our strong commitment to making it the foundation of our drug discovery efforts. Starting with human clinical data, the DHBL system views diseases as part of a continuum, allowing us to deeply explore the biological mechanisms behind their onset and progression. This approach enables the development of therapies that directly address the root causes of disease. In our clinical studies, we leverage cutting-edge technologies such as proprietary biomarker combinations and sophisticated modeling/simulation to accelerate drug development with greater precision and a high probability of success. Since the launch of the DHBL system in October 2022, our most significant milestone has been the approval of LEQEMBI®, a drug that exemplifies the DHBL approach. We believe that the DHBL framework was instrumental in achieving this breakthrough—securing approval for a therapy that targets the root cause of Alzheimer's disease (AD), an achievement that no other company has accomplished to date. I remain confident that as more evidence emerges, we will unlock even greater potential for LEQEMBI® to benefit a broader range of patients. Our progress will increasingly reach those who do not yet show symptoms, known as preclinical AD, and will help guard their future health. We are fully committed to developing new drugs that build on the foundation of LEQEMBI® and deliver even greater value for patients. This is not just our next step, but a continuation of our steadfast mission to support patients throughout their journey. In the field of oncology, we are accelerating the development of next-generation therapeutic drugs that build on the success of Lenvima®, with the goal of relieving the anxieties of patients facing cancer as quickly as possible. To realize this ambition, we are deepening our understanding of disease biology by investigating the behavior of biomarkers in patients and the corresponding pharmacological effects. Our efforts are strengthened by exclusive access to clinical study data from both LEQEMBI® and Lenvima®—data unavailable to other companies. Lenvima® alone has helped improve the lives of over 500,000 patients, providing us with a wealth of human biological insights from past clinical studies that continue to inform and guide our research. These foundations give us a unique competitive advantage in developing next-generation dementia treatments and anti-cancer drugs. To fully leverage these strengths, we transitioned in April 2025 to a new DHBL structure centered on translational research.

Under the new structure, we have established a Human Biology Creation Hub to deepen our understanding of human biology using the world's most advanced molecular profiling technologies and to share these capabilities across the organization. In our discovery research, we will leverage these technologies to create validated humanized disease models and accelerate candidate identification by combining our strengths in medicinal chemistry with AI. In clinical studies, we will leverage Eisai's proprietary biomarker panel to optimize study planning and accelerate the development and delivery of new drugs as quickly as possible.

New Organizational Structure Launched to Drive Efficient, High Probability Drug Discovery

The research team, made up of biologists, and the clinical team will work together to advance projects in the three focus areas of neurology, oncology, and global health.

In the field of neurology, we will focus on Alzheimer's Disease (AD), aiming to cure it by correcting the abnormal molecular pathology underlying its onset and progression and by developing drugs that activate neuronal functions. In parallel, we will redefine neurodegenerative diseases of biomarkers, enabling the treatment of a broader range of patients beyond those with AD. We are also developing drugs
targeting sleep and wakefulness, areas closely related to neurodegenerative disorders.

In oncology, we are leveraging rich data obtained from clinical studies of drugs such as Lenvima® and Halaven® to unravel resistance mechanisms to standard treatments, and probe the origins of cancer. By integrating each patient's unique tumor profile, we are designing innovative backbone therapeutics aimed at complete remission.

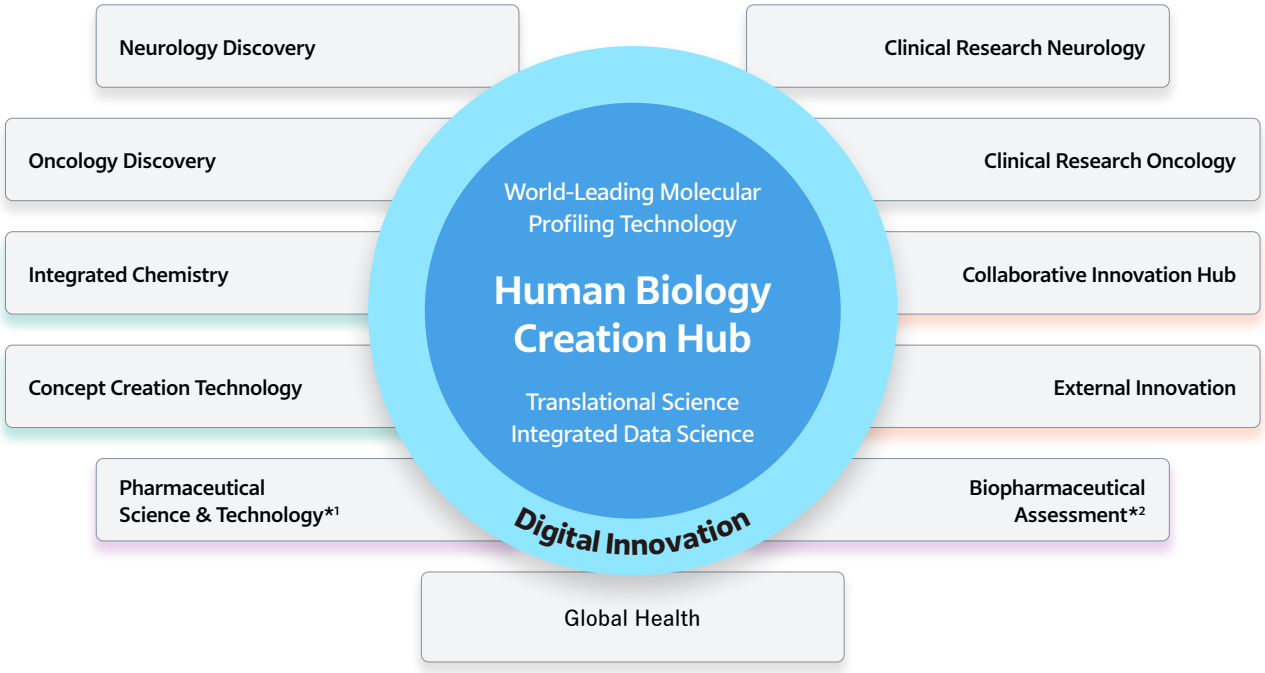
In the global health field, we are focused on developing new treatments for neglected tropical diseases (NTDs) and tropical infectious diseases such as malaria. Supported by funding from domestic and international sources, including the Global Health Innovative Technology Fund (GHIT Fund), we collaborate with academia, research institutes, and nonprofit R&D organizations through public-private partnerships to advance numerous drug discovery projects and improve access to medicines.

To achieve these goals, it is crucial to leverage the strengths of academia, venture companies, and other key players in drug discovery. To this end, we have established a system that actively incorporates cutting-edge technologies from outside the Company. With our new leadership team, we are committed to cultivating a bold, challenge-driven culture—one that relentlessly drives drug discovery with the ultimate goal of eradicating neurodegenerative diseases and cancer. With a venturesome mindset, we will continue to develop breakthrough therapies that push the boundaries of science.

Deep Human Biology Learning (DHBL)

Knowledge Integration on Human Biology Bonded on Translational Research

- Analyze clinical samples—which are unique to us—by using **world-leading molecular profiling technology**
- **Digital Innovation** enables to leverage our proprietary data across all research units and throughout every stage of development
- Apply validated humanized disease models, PK/PD simulations, etc., to **conduct accurate/efficient clinical trials** in biomarker-defined patient populations



*1 CMC Research (Chemistry, Manufacturing & Control; API process research, Formulation research, Analytical research, CMC regulatory)
*2 Non-clinical DMPK and non-clinical safety

Maximization of Human Capital Value



Teruyuki Masaka

Vice President, Chief HR Officer, Corporate Communications, Sustainability, General Affairs

In fiscal 2024, we took steps to revitalize our global human resources strategy and enhance our human capital disclosures under the theme of "Creation of Energy and Synergy". We established platforms for dialogue and collaborations, aiming to deliver value to both our employees and society.

Results for Fiscal 2024

At the Ordinary General Meeting of Shareholders in 2022, Eisai amended a portion of our Articles of Incorporation to formally include key principles related to human capital management—specifically, adding "providing full opportunities for growth in support of self-fulfillment" alongside our existing commitment to "ensuring stable employment". In fiscal 2024, we defined our global HR purpose: to unleash the energy of every employee fostering organizational synergy and driving greater social impact. To communicate this purpose and advance global human resource initiatives, we convened a global HR board—our first in eight years—bringing together human resource managers from across all countries. In this meeting, we established key measures and KPIs that to be jointly promoted, aligning with global human resource initiatives.

Continuing from last year, we published our Human Capital Report (HCR) 2024, striving for proactive disclosure of human capital information. While targeting employees as the primary audience, the report is also shared externally to communicate the honest state of our human resources in an easily understood way. The report clearly identifies issues facing our human resources, and highlights ongoing challenges, such as developing the Eisai Human Capital Index (E-HCI), an original indicator. As a result, we have received significant responses and feedback from both inside and outside Eisai, leading to exchanges with many stakeholders.

Measures for Fiscal 2025

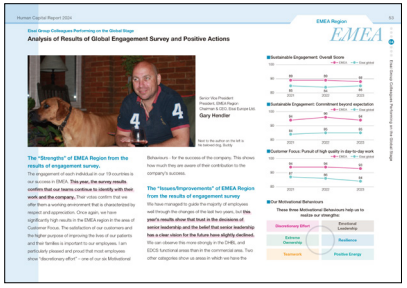
This fiscal year, we will further strengthen our HR global functions and internal and external communication. To promote the globalization of human resources, we are building a system where regional HR managers report to the CHRO, reinforcing alignment between regions and global initiatives. In the future, we will pursue global integration of personnel systems, and optimize resource allocation. Furthermore, to develop employees who can perform on the global stage, we will expand our global mobility program, including one-month overseas training sessions.

Within Eisai, we have released the "Guide to Individual and Organizational Development", proposing how the Eisai organization should evolve. Furthermore, we have introduced the 360° Leadership Survey, targeting department managers, and using the results as a communication tool to stimulate internal dialogue.

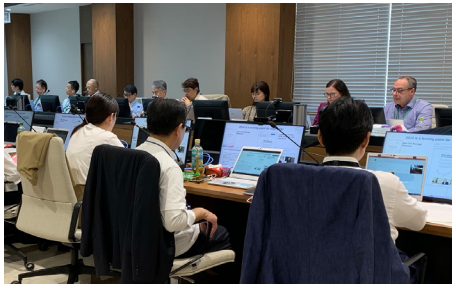
For external communication, we are holding multiple gatherings with HR departments of other companies, building on connections fostered during the preparation of HCR 2024. In addition, to broaden external exchanges, we will release an enhanced version of HCR 2025 this fiscal year.

Through these measures, we will further strengthen our human capital management.





To make content more relatable to employees, the authors are featured in a casual manner. Human Capital Report 2024





The global HR board, held for the first time in eight years as a hybrid in-person and online meeting, and the following social get-together

Global Survey Results: A Course Toward Growth and Change of Our Organization

To enhance engagement among our employees worldwide, we have conducted a standardized Global Engagement Survey since fiscal 2021 targeting all employees of the Eisai Group, which includes Eisai and all Group companies in Japan and overseas. The survey's main evaluation item is "sustainable engagement" represented by the overall score, and it also evaluates 15 other items, including "*hhc*", "ESG", "innovation", "integrity and ethics", and "psychological safety".

In the survey for fiscal 2024, we set a goal for a response rate of 90% for all regions, and as a result, we achieved 94% globally, 4 points higher than the previous fiscal year. Japan led with a 95% response rate, and overall, every region recorded increases. We view this as evidence that the survey has been firmly established across the Group, and by sharing response rates, we have fostered "healthy competitiveness".

The primary evaluation item, "sustainable engagement", scored 85 points globally, maintaining its favorable baseline from the previous fiscal year. All categories scored 70 points or higher, and compared with global pharmaceutical industry standards, the results were at the same level or statistically significantly higher in almost all categories.



Development of Strategic Measures to Accelerate Globalization of Human Resources

Based on the results of the fiscal 2023 survey, Eisai identified "innovation" and "leadership" as priority areas for global improvement. In innovation, the previously low score "use of latest technology" improved, supported by measures, such as generative AI and digital human resource training in Japan, as well as the use of online platforms in the U.S. While progress has been made, we see this as an area with room for further improvement.

We also identified challenged related to "strategy" and "non-transparency in long-term performance". To address this, we have promoted dialogue between management and employees, and reduced information gaps through regional town hall meetings, and the implementation of Project Aka-Chochin in Japan. However, we believe there is still room to strengthen communication. For more analysis of these scores and further details on our actions, please see Human Capital Report 2025.

Category: Total Favorable Responses

"Strengths and Improvement Items Seen from the Survey"

- High understanding of the basic policy of the Group, the *hhc* concept, and Group/Company goals, and how they tie into both one's work, and the department's
- Pride in being a company fulfilling its social responsibility
- Customer-centered stance, and thorough pursuit of quality
- An environment of cooperation
- High awareness of compliance
- Pride in being an employee of Eisai

++*	Significantly higher than pharmaceutical industry standards
+	Higher than pharmaceutical industry standards, but not significantly so
+/-	No difference from pharmaceutical industry standards
--*	Significantly lower than pharmaceutical industry standards
-	Lower than pharmaceutical industry standards, but not significantly so
N/A	No relevant item in pharmaceutical industry standards

Category	Total (10,248 Responses)	Versus Eisai Global Engagement Survey 2023 (9,889 Responses)	Versus Eisai Global Engagement Survey 2022 (8,980 Responses)	Versus Pharmaceutical Industry Standards (223,653 Responses)
Sustainable engagement	85	0	0	++*
hhc	85	0	1*	N/A
Goals and objectives	88	0	1	++*
ESG	89	0	0	++*
Leadership	74	-1*	-2*	--*
Customer focus	84	0	0	++*
Innovation	70	1	0	+/-
Operational excellence	79	0	0	+/-
Immediate manager	82	0	1*	++*
Diversity & inclusion	78	0	2*	++*
Communication and collaboration	83	0	1	++*
Integrity and ethics	88	0	2*	++*
Work-life flexibility, well-being	78	1	2*	+/-
Talent management	72	0	0	++*
Performance management	72	0	1	++*
Psychological safety index	83	0	1	++*

Eisai's Human Capital Management Model

Eisai's Human Capital Management Model is built on our global HR purpose and Integrated Human Resource strategy, and systematically organizes the relationships between related KPIs, energy, synergy and impact. This model consists of three components: the Global HR Purpose Realization Model, the Impact Matrix, and the Energy and Synergy Correlation Chart, which function separately yet also mutually influence each other. This is a structure that ensures Eisai's human capital management continues to improve sustainably into the future.

The Global HR Purpose Realization Model is the centerpiece of this model. It is a value creation model for realizing the global HR purpose—comprising energy, synergy, and impact—through human capital management. To support this, the Impact Matrix identifies priority KPIs for achievement, enabling the more efficient creation of social impact. The Energy and Synergy Correlation Chart maps individual and organizational elements that positively influence energy, highlighting the key drivers of synergy and impact. It also serves as a tool to refine the model and reassess KPIs.

Global HR Purpose Realization Model

The Global HR Purpose Realization Model positions energy and synergy as ultimate outcomes with impact representing the core corporate value, while mapping and articulating the path to achieve them. As the starting point of our Integrated Human Resource strategy, human capital management measures and initiatives serve as inputs, leading directly to the initial outcomes. We then categorize as intermediate outputs the individual and organizational factors that emerge and influence energy, synergy, and impact, systematically organizing them according to their respective relationships.

This structure enables us to clearly outline the necessary measures and key areas for improvement to boost energy, enhance synergy, and impact, and ultimately raise the E-HCI (Eisai Human Capital Index) score. This model includes a function that supports the continuous improvement of human capital management over the medium to long term. Specifically, we view "measures initiatives aligned with our Integrated Human Resources strategy as part of a reinforcing cycle: they drive changes in individual and organizational behavior, boost individual energy, foster organizational synergy, and ultimately generate social impact through increased engagement". By validating this process and its outcomes while continuously reviewing the strategies, measures, initiatives, and other key elements that influence energy, synergy, and impact, we aim to further refine and strengthen the model.

Impact Matrix

The Impact Matrix aligns KPIs with each initial outcome defined in the Global HR Purpose Realization Model, enhancing its effectiveness and efficiency by increasing individual energy, fostering organizational synergy, and enabling meaningful social impact.

The KPI values are monitored continuously throughout the operation of the model and are intended to assess the effectiveness of various measures and initiatives related to human capital management measures and initiatives. If the evaluation shows that the measures and initiatives are not generating energy, synergy, or impact the model's components, such as strategy and individual initiatives are reassessed and adjustments are made to improve the efficiency and maximize the model's overall effectiveness.

Energy and Synergy Correlation Chart

The Energy and Synergy Correlation Chart organizes the various factors—from individual preferences and awareness to organizational culture and initiatives—that positively influence individual energy, a key driver of organizational synergy and social impact.

By examining the relationships and levels of influence among the various elements, we aim to formulate hypotheses, enhance the Global HR Purchase Realization Model, and reassess our Impact Matrix and related metrics.

Toward the Future

By developing this model to embody Eisai-style human capital management, we can logically identify the necessary measures and key areas for improvement to enhance energy, synergy, and impact. Moreover, it clarifies not only how to measure E-HCI, but also what specific actions to take to improve the score.

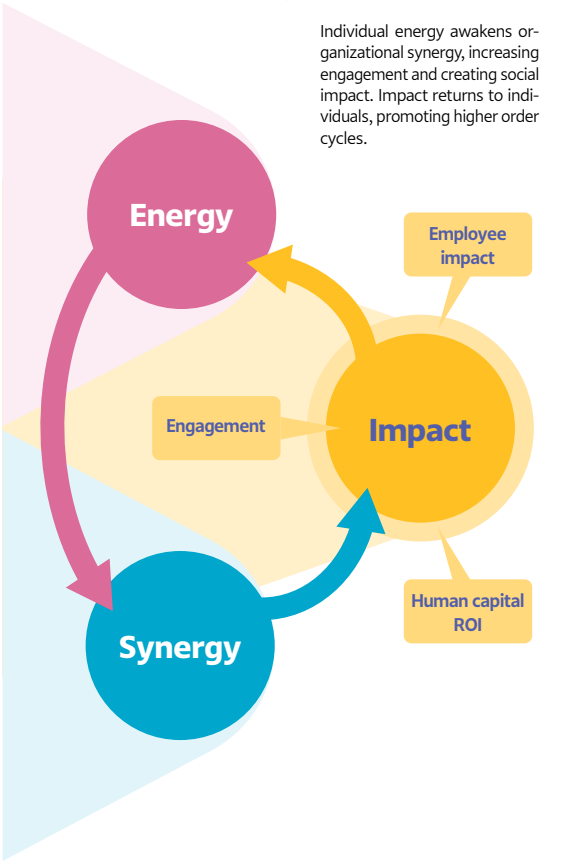
Going forward, our goal is to promote wider adoption of the model across the Group while consistently validating and enhancing it. Initially we will conduct repeated practical application at Eisai Headquarters to assess its applicability and effectiveness, and to determine the most appropriate operational approach. Building on those findings, we plan to roll out the model more broadly throughout the Group—strengthening human capital management and working toward more efficient maximization of human capital and the realization of social good.

Representation of Global HR Purpose Realization Model

Building on our Integrated Human Resource strategy, we map and articulate a clear path to enhancing corporate value by demonstrating the relationships between various measures and initiatives and their outcomes. Our initial focus will be on modeling with data from Eisai Headquarters with the goal of refining the model through iterative practical application—ultimately establishing it as a global best practice and deployed across the Group worldwide.

Input → **Outcome** → **Non-financial** → **Financial**

Integrated Human Resource strategy	Measures and initiatives	Initial outcomes	Interim outcomes	Final outcomes	Corporate value
Health Well-being management	Health promotion and enhancement of welfare system	Presentism/absenteeism, improvement of secondary checkup attendance rate	**Improvement of employees' physical and mental health**		
	Reexamination of organizational structure and resource allocation	Elimination of workload bias			
Work style Work-style reform	Measures related to Work Life Best (WLB)	WLB fulfillment	**Improvement of employee workplace satisfaction**		
	Various communication measures	Building relationships of trust in the workplace			
Growth Self-fulfillment	Various human resource development measures	Fulfillment of opportunities for growth	**Improvement of employees' feeling of growth**		
	Utilization of Wevox data, proactive promotion of 1-on-1	Cultivation of a culture of recognition			
Morale	Various career development support measures	Fulfillment of career development opportunities	**Improvement in employees' sense of accomplishment**		
	Information dissemination measures such as email newsletters	Dissemination of corporate concept and strategy			
Leadership	Support for development/ demonstration of leadership	Fulfillment of leadership development opportunities, effective management by utilizing Wevox	**Demonstrations of managers' leadership**		
Potential	Utilization of Wevox data, proactive promotion of 1-on-1, implementation of measures relating to various potentialities	Improvement of organization's psychological safety	**Demonstrations of human resources' potential**		
Innovative culture	Measures to invigorate open discussions	Increase of opportunities for real discussions	**Fulfillment of innovative ideas**		
	Measures promoting use of latest technologies	Improvement of DX skills for individual employees			
Business and organization Corporate value enhancement	Measures to share knowledge	Casual and interactive information dissemination, encouragement of organizational collaboration	**Elimination of information asymmetry**		
	Dissemination of global HR purpose to HR heads	Dissemination of global HR purpose	**Promotion of global collaboration**		



Financial Strategy

Committed to Increasing Intrinsic Corporate Value through Enhancement of Financial Capital and Non-Financial Capital



Mitsuru Shomon

Vice President,
Chief Financial Officer

Driven by strong performance from the 3Ls: Lenvima®, Dayvigo®, and LEQEMBI®—we achieved both revenue and profit growth in fiscal 2024. Looking ahead over the next three years, we plan to leverage a resource allocation pool at the one-trillion-yen level, to balance strategic growth investments with shareholder returns, while maximizing our intrinsic corporate value from both financial and non-financial perspectives.

1. Reflecting on Our Performance in Fiscal 2024
—Significant Expansion of 3Ls: Lenvima®, Dayvigo® (Lemborexant), LEQEMBI®—

After receiving approval as a new treatment for Alzheimer's disease in the U.S., Japan, and China in fiscal 2023, LEQEMBI® gained additional approval in the U.K. and Asian countries in fiscal 2024, followed by approval in the EU in fiscal 2025. As of July 2025, we have obtained approval in 47 countries and regions. For Eisai, fiscal 2024 was a year focused on building diagnosis and treatment pathways in countries where LEQEMBI® has been approved, aiming to deliver the treatment to patients as quickly possible.

Consolidated performance for fiscal 2024 was 789.4 billion yen in revenue (106% year on year), 54.4 billion yen in operating profit (102% year on year), and 46.4 billion yen in profit for the year attributable to owners of the parent (109% year on year). While continuing to actively invest resources in LEQEMBI®, revenues for Lenvima® reached 328.5 billion yen (110% year on year), Dayvigo® reached 53.8 billion yen (129%), and LEQEMBI® reached 44.3 billion yen (1041%). Combined 3L revenues significantly grew to 426.5 billion yen (124%), enabling us to absorb temporary costs such as those related to optimizing our commercial framework to support our medium-term goals and restructuring efforts in the U.S. aimed at enhancing profitability, and to achieve increases in both revenue and profit.

Additionally, in relation to the financial KPIs outlined in Eisai's financial strategy, the average ROE, an important metric for creating sustainable shareholder value, was 8.4% over the past 10 years; Net DER, which reflects the Company's financial health, stood at -0.12 times; while the ratio of equity attributable to owners of the parent company was at 60.7%.

As part of our efforts to return profits to shareholders, in addition to paying annual dividends of 160 yen per share, we conducted a share buyback totaling 30 billion yen and resolved to cancel all repurchased shares, aligning with our focus on medium- to long-term ROE management.

We view fiscal 2024 as a fiscal year of strategic advancement toward our target of achieving an 8% ROE by fiscal 2026. This progress was underpinned by the profit contribution from LEQEMBI®, ongoing organizational restructuring, disciplined cost reduction initiatives, optimization of R&D expenditures, and the steady expansion of our core pharmaceutical business.

Strong Balance Sheet to Achieve Investment for Growth and Stable Dividends

	End of March 2025	Difference from end of March 2024
Net cash*1	**100.6 billion yen**	-68.1 billion yen
Net DER*2	**-0.12 times**	+0.07 times
Shareholders' equity (Attributable to owners of the parent)	**841.4 billion yen**	-34.2 billion yen
Ratio of equity attributable to owners of the parent (Equity to total assets)	**60.7%**	-2.1%

Adhere to the KPIs for optimal capital structure

Net DER
-0.3 times to +0.3 times

Ratio of equity attributable to owners of the parent
60% level

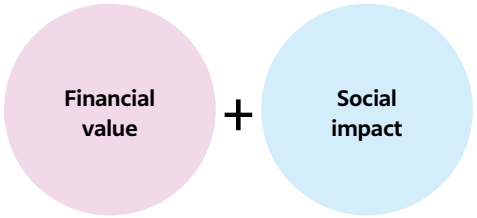
Continue to secure net cash position → Investment for growth and stable dividends ← Dividends within the range of free cash flow on multi-year basis

Aim to maintain investment for growth and stable dividends based on financial integrity
Aim to maximize medium- to long-term shareholder value by driving growth focused on LEQEMBI®

Dividend payment is subject to resolution by Eisai's Board of Directors.
*1 Net cash = Cash and securities (Cash and cash equivalents + Time deposits exceeding three months + Investment securities held by the parent company) - Interest-bearing debt (Bonds and borrowings)
*2 Net DER: Net Debt Equity Ratio = (Interest-bearing debt (borrowings) - Cash and cash equivalents - Time deposits exceeding three months - Investment securities held by the parent company) / Equity attributable to owners of the parent

2. Financial Strategy
—Enhancement of Financial Capital and Non-Financial Capital—

We believe Eisai's intrinsic corporate value is a combination of both financial value and social impact. Accordingly, our financial strategy is guided by the recognition that true value creation requires consideration of not only "financial capital" which reflects financial value, but also "non-financial capital" which drives long-term market value. Based on this integrated perspective, our financial strategy aims to sustainably enhance our intrinsic corporate value.



Eisai's Intrinsic Corporate Value

Strategy to Improve Financial Value

Our strategy for enhancing financial value is built upon the following key standards. For details, please see "Financial Strategy" on page 52.

- Medium- to long-term ROE management
- Stable and sustainable shareholder returns
- Value-creative investment criteria

Enhancement of non-financial capital and quantification of social impact

We believe that Eisai's true value in the market stems from its non-financial capital. By enhancing our investment in areas such as intellectual capital and human capital, we aim to maximize our market value added. This effort is supported by ongoing dialogue with investors and a continued commitment to advancing the measurement and disclosure of our social impact through Eisai's diverse business activities.

3. Medium-Term Forecast
—A Balance of Investment in Growth and Returns to Shareholders Based on Resource Allocation Funds at the 1 Trillion-yen Level Over Three Years—

As CFO, one of my key responsibilities is to generate and actively allocate cash flow to enhance capital efficiency while securing financial health through effective balance sheet management.

As of the end of fiscal 2024, we continued to maintain a strong financial position, with an equity-to-asset ratio of 60.7%, and net cash totaling 100.6 billion yen, underscoring our commitment to sound balance sheet management and long-term financial health.

From fiscal 2025, we expect to maintain capital allocation at the 1 trillion-yen level. During this period, we aim to strike a balance between proactive investments in growth opportunities (such as in-house R&D investment, partnership investment, and capital investment) and shareholder returns through stable and ongoing dividends, as well as flexible share buybacks.

Capital allocation of three years starting from fiscal 2025

Resource allocation funds: 1 trillion-yen level

- **Evolving profit structure through structural reforms**
  - – Pursue efficiency
  - – Increase profitability
- **Continuing balance sheet management**

Increase investment capital
700 billion yen +

Cash on hand
300-billion-yen level

+Debt Capacity

Investment for growth

In-house R&D investment
– Continue to actively invest in key projects under development: Neurology (neurodegeneration and sleep disorder) and Oncology

Partnership investment
– Explore collaboration opportunities for late-stage clinical assets and products, while enhancing the partnership framework to expand early-stage development pipeline with highly innovative themes based on human biology in the oncology area
– Continue to consider investment opportunities to accelerate the establishment of dementia ecosystem

Capital investment
– Invest in in-house manufacturing of major products to ensure high quality and maximize the value of global products

Shareholder returns

Shareholder returns through stable and continuous dividends and flexible share buybacks

Financial Strategy

To enhance shareholder value, the Group's capital policy is centered on three key pillars: "medium- to long-term return on equity (ROE) management", "stable and sustainable shareholder returns", and "value-creative investment criteria".

ROE Management

—Targeting a Positive Equity Spread over the Medium- to Long-Term—

Since the early 2000s, Eisai has focused on avoiding short-termism and delivering an ROE that exceeds its cost of equity over the medium- to long-term (e.g., 10-year average). Eisai aims to maintain a "positive equity spread (ROE – cost of shareholders' equity)" and has conservatively estimated its cost of shareholders' equity at 8%. Eisai is generating a historical 10-year average ROE of 8.4% and a positive equity spread of 0.4%.

Increasing Margins

Eisai has focused on growing highly profitable global brands discovered and developed in-house, such as Lenvima® and Dayvigo®, while also working to enhance profit margins through strategic partnerships and by prioritizing key projects.

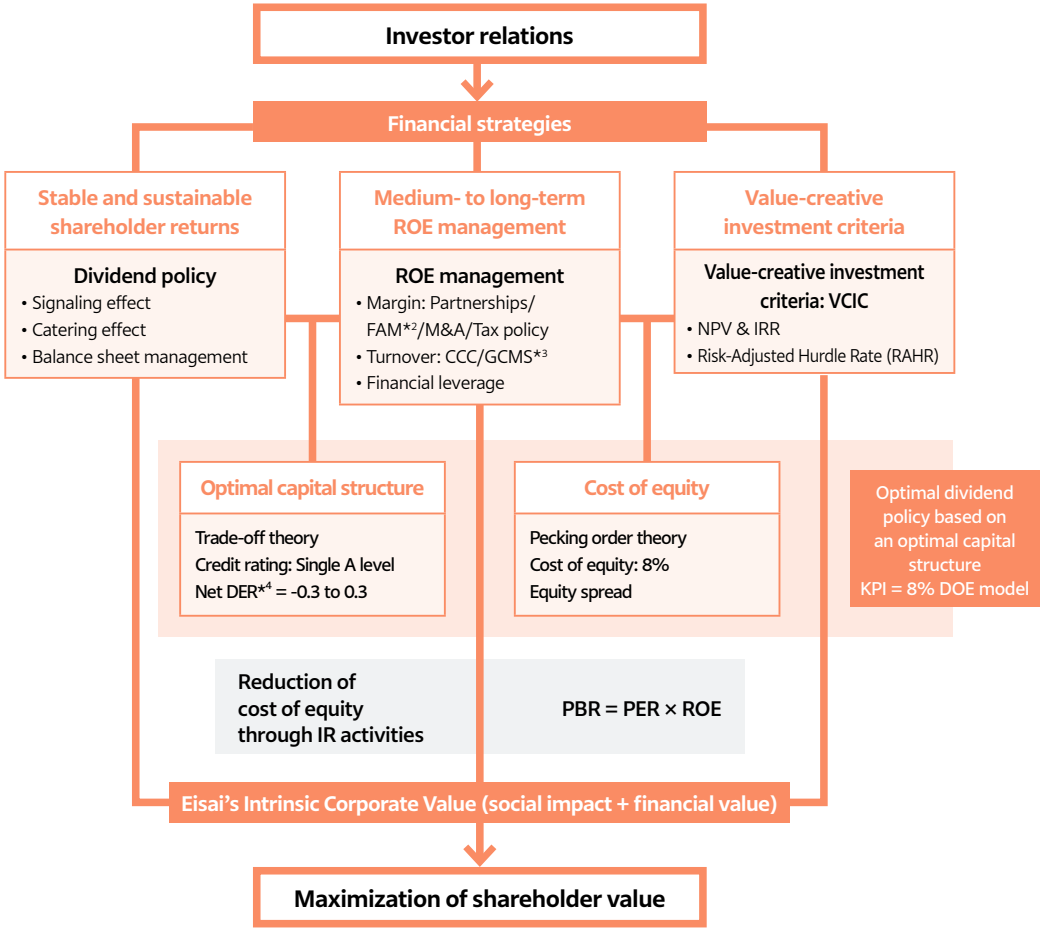
Improving Turnover

Eisai effectively manages its cash conversion cycle (CCC) to control working capital, and has improved asset efficiency by selling assets, including investment securities. In fiscal 2024, Eisai sold all of its shares in one listed stock held by strategic shareholdings, as well as its holdings in two deemed shareholding stocks, fully divesting from one of them.

Using Financial Leverage

Eisai has pursued an optimal capital structure while maintaining financial integrity. To maintain a strong single A-level credit rating as a general rule, we have established KPIs that include a Net DER of -0.3 to 0.3, an equity ratio attributable to owners of the parent at approximately 60% and a Net Debt/EBITDA*5 of less than three years. By adhering to disciplined financial management in our business activities, we have steadily reduced interest-bearing debt, and we achieved a satisfactory net cash position as of the end of fiscal 2024. Net DER was -0.12, the ratio of equity attributable to owners of the parent was 60.7%, and Net Debt/EBITDA was -1.0 years.

Financial Strategy Map for Sustainable Maximization of Shareholder Value*1



*1 Ryohei Yanagi "CFO Policy: financial & non-financial strategies for value creation" 4th Edition (partially revised), Chuo Keizai, June 2025
*2 Fixed Asset Monetization
*3 Global Cash Management System
*4 Net DER = (Interest-bearing debt (borrowings) - Cash and cash equivalents - Time deposits exceeding three months - Investment securities held by the parent company) / Equity attributable to owners of the parent
*5 Earnings before interest, taxes, depreciation and amortization (EBITDA)

Dividend Policy

Eisai returns profits to all shareholders in a stable and sustainable manner, comprehensively taking into account consolidated financial results, dividend on equity (DOE, the ratio of equity attributable to owners of the parent), free cash flow, signal effects, and other factors. We strive for an “optimal dividend policy based on an optimal capital structure” that depends on long-term balance sheet management, rather than a dividend payout ratio based on short-term performance.

In principle, Eisai strives to maintain dividends within the range of free cash flow over multiple years. Furthermore, by maintaining a healthy balance sheet, we expect to maintain a dividend of 160 yen per share in fiscal 2025 with an intention to balance stable dividend payment and investment for corporate growth. There is also a possibility that treasury stock will be acquired appropriately after market environment and capital efficiency are taken into account. To maintain a sound balance sheet, Eisai monitors indicators such as the ratio of equity attributable to owners of the parent and the net debt equity ratio (Net DER).

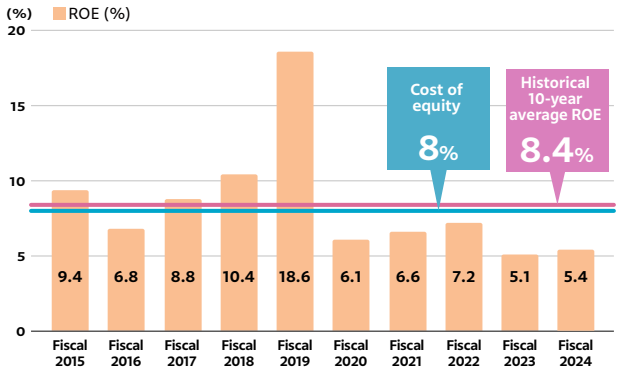
Value-Creative Investment Criteria (VCIC)

Prioritizing and selecting the right investments are increasingly critical for companies seeking growth. Eisai has established Value-Creative Investment Criteria (VCIC) to guide its strategic investment decisions to ensure value creation. When making investment decisions, we use net present value (NPV) and the internal rate of return (IRR) spread using a risk-adjusted hurdle rate. In setting hurdle rates, we factor in all risk elements, such as the particular investment project, the investee country, and liquidity. We have approximately 200 types of hurdle rates, and we apply the risk-adjusted hurdle rate appropriate for each respective investment project. Eisai introduced VCIC in 2013 to ensure corporate value creation.

Funding Policy

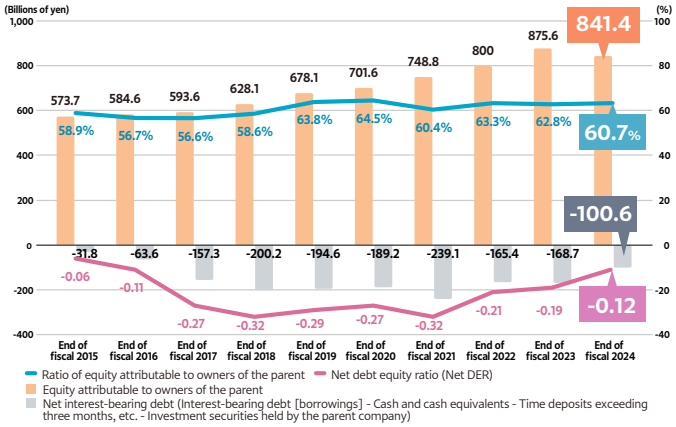
Eisai’s funding policy is based on the pecking order theory. Eisai prioritizes cash on hand over debt, and equity financing is the last option. As an efficient funding measure, Eisai has adopted a Global Cash Management System (GCMS) for realizing effective cash utilization among Group companies.

Trends in ROE by Fiscal Year and Medium- to Long-Term Value Creation



Strong Balance Sheet

—Dividend Sustainability by Maintaining Optimal Capital Structure—



Maximization of shareholder value — Balancing growth investment and stable dividends through a strong balance sheet

Dividend payment is based on the annual resolution of the Board of Directors

*1 Net cash = Cash and securities (Cash and cash equivalents + Time deposits exceeding three months + Investment securities held by the parent company) - Interest-bearing debt (Bonds and borrowings)

*2 Net DER: Net Debt Equity Ratio = (Interest-bearing debt (borrowings) - Cash and cash equivalents - Time deposits exceeding three months - Investment securities held by the parent company) / Equity attributable to owners of the parent

	End of March 2025	Difference from end of March 2024
Net cash*1	100.6 billion yen	-68.1 billion yen
Net DER*2	-0.12 times	+0.07 times
Shareholders’ equity (Attributable to owners of the parent)	841.4 billion yen	-34.2 billion yen
Ratio of equity attributable to owners of the parent (equity ratio)	60.7%	-2.1%

Adhere to the KPIs for optimal capital structure

Net DER:
-0.3 times to 0.3 times

Ratio of equity attributable to owners of the parent:
60% level

Continue to secure net cash position → **Investment for growth and stable dividends** ← **Dividends within the range of free cash flow on a multi-year basis**

Aim to maintain investment for growth and stable dividends based on financial integrity
Aim to maximize medium- to long-term shareholder value by driving growth focused on LEQEMBI®

Visualization of Non-Financial Capital for Intrinsic Corporate Value Enhancement

Initiatives to Enhance Corporate Value through Visualization of Non-Financial Capital and Quantifying Social Impact

At Eisai, our goal is to enhance corporate value by having a positive impact on society through the development of innovative new drugs that increased the satisfaction of patients and the people in the daily living domain.

Developing innovative new drugs demands significant time and substantial investment in research and development costs. Therefore, we believe it is important to avoid short-termism and instead assess corporate value from a medium- to long-term perspective. This includes strengthening non-financial forms of capital such as intellectual and human capital that are critical to driving future corporate growth and value.

At the same time, the development of innovative new medicines is expected to not only treat diseases, but also to enhance patients' quality of life—benefiting their families and communities—and boost overall productivity. However, this kind of additional value creation is not recognized as intrinsic corporate value as it is difficult to fully express in the revenue and profits of a financial disclosure statement.

Based on this insight, Eisai is engaged in ongoing efforts to visualize non-financial capital to better convey the intrinsic corporate value that goes beyond traditional revenue and profit metrics. We have calculated this positive impact on society as social impact and adopted it as a KPI for fiscal years 2025 and 2030.

Targets for Social Impact Creation

Social Impact in the Dementia Area P57

Social impact of LEQEMBI® (U.S.)

Fiscal 2025	Fiscal 2030
Approx. 80 billion yen	Approx. 1.8 trillion yen

Social Impact in the Dementia Area

We calculated the social impact targets of LEQEMBI® on U.S. society using previously published U.S. value-based pricing concepts as the basis for our analysis*1,2.

Social Impact in the Global Health Area P58

Social impact of free provision of DEC tablets

Fiscal 2025	Fiscal 2030
Approx. 520 billion yen	Approx. 560 billion yen

Social Impact in the Global Health Area

We calculated the societal impact of the free provision of DEC tablets using impact-weighted accounting as the basis for our calculations*3,4.

Employee Impact Accounting

Human resource investment efficiency

Fiscal 2025	Fiscal 2030
82%	87%

Employee Impact Accounting

We calculated the future target of human resource investment efficiency, which expresses the percentage of wages to employees that brings value to society, based on the results of analysis performed in 2019*5.

*1 Tahami Monfared AA et al. Neurol Therapy. 2023;12: 795–814.
*2 Revised with consideration of fiscal 2024 contribution from LEQEMBI®
*3 Future targets were estimated internally by applying the method and basic data of Ryohei Yanagi and David Freiberg, “Monthly Capital Market” September 2022 issue, “ESG Accounting for offering neglected tropical disease treatment with price zero”
*4 In Eisai Value Creation Report 2024, we showed the social impact from MDA implementation as impact from DEC tablets proportionally distributed under the assumption of administration of two drugs. However, in light of the addition of new treatments (three-drug administration) to the WHO treatment guidelines, the combined drugs in achieving LF elimination, and the importance of the various partnerships, we have made the change to show the whole social impact from MDA implementation, and not just the social impact from DEC tablets. Accordingly, the targets for social impact creation have been changed for fiscal 2025 and fiscal 2030.
*5 Future targets were estimated internally by applying the method and basic data of Ryohei Yanagi, “Monthly Capital Market” September 2021 issue, “Disclosure in the integrated report of employee impact accounting”

Quantification of the Value of Non-Financial Capital

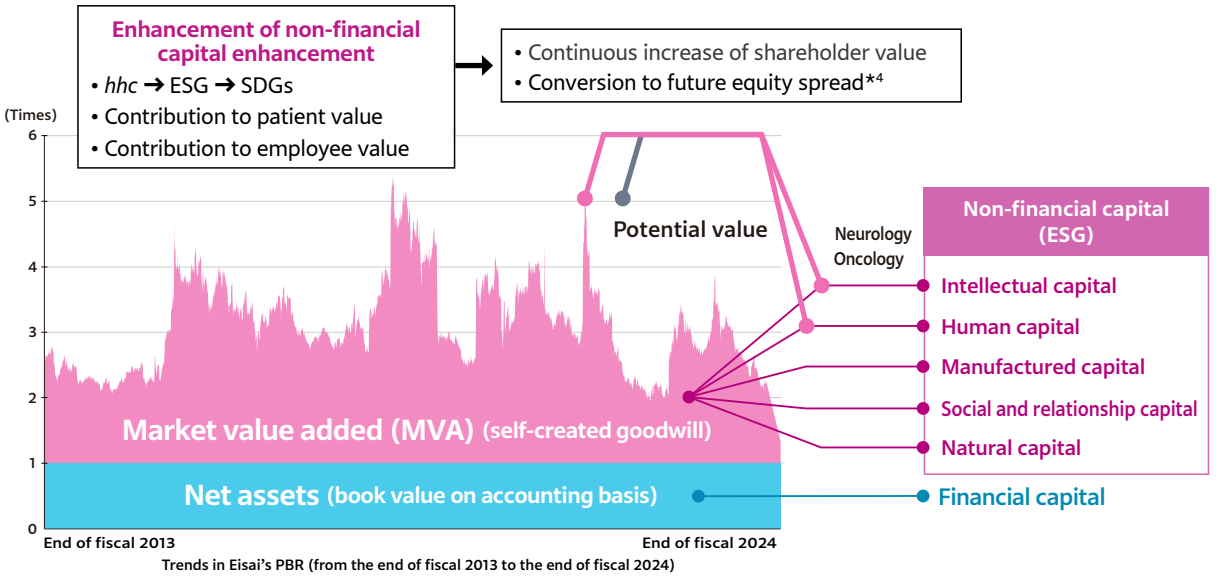
At Eisai, we are working to enhance the value of non-financial capital such as intellectual and human capital and providing a quantitative assessment of our intrinsic corporate value aligned with our corporate concept. We believe that PBR*1, which reflects the market value added beyond financial capital, is an important indicator of the value of non-financial capital. Eisai calculates PBR as the sum of the book value of shareholders' equity representing financial capital, and the market value added beyond that amount, and the portion exceeding a PBR of 1x is considered to represent the value of the five types of non-financial capital, which are intellectual capital, human capital, manufactured capital, social and relationship capital, and natural capital (IIRC*2-PBR model). We believe that increases in the value of non-financial capital translate into future financial value, suggesting that improving the value of non-financial capital is vital for driving medium- to long-term corporate value.

Relationship between Non-Financial Capital and Corporate Value (PBR)

At Eisai, in order to quantify the value of non-financial capital, we used multiple regression analysis to identify the correlation between the KPI of non-financial capital and PBR as medium- to long-term corporate value, which we disclosed in the value creation reports for 2020 and 2023.

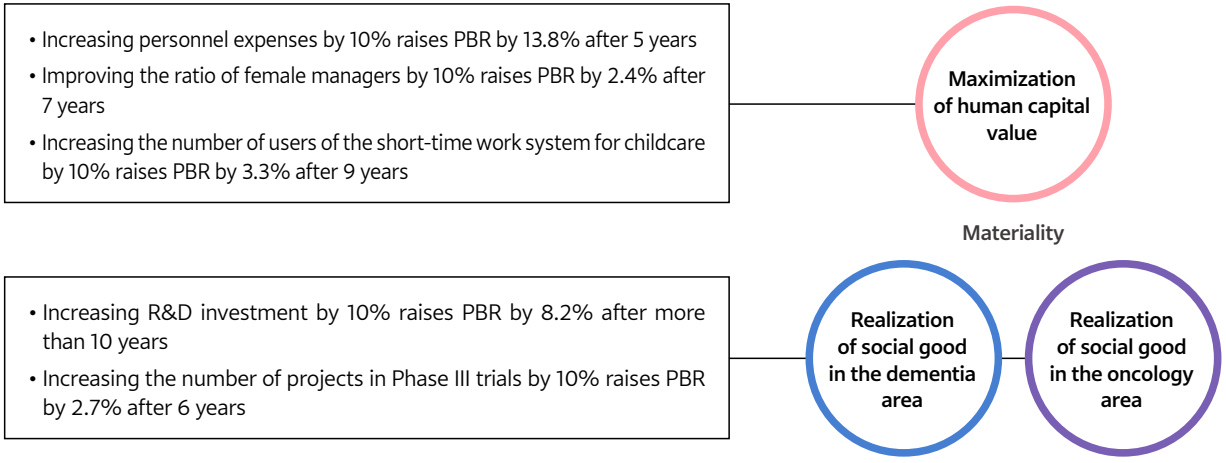
Based on indications that our investment in human capital and our initiatives to create new drugs focusing on the dementia and oncology areas will lead to an increase in our medium- to long-term corporate value through the delayed penetration effect, we have positioned these initiatives as important material topics (see pages 20-25).

The Six Types of Capital that Comprise Eisai's Corporate Value*3



Trends in Eisai's PBR (from the end of fiscal 2013 to the end of fiscal 2024)

Correlation between Non-Financial Capital KPI and PBR*5



*1 Price book-value ratio *2 International Integrated Reporting Council
*3 Partially revised from "CFO Policy: Value Creation through Financial and Non-financial Strategy" 4th Edition, CHUOKEIZAI-SHA (June 2025) by Ryohei Yanagi *4 ROE - Cost of equity (CoE) (Eisai conservatively assumes cost of equity of 8%)
*5 Analyzed by Digital ESG of ABeam Consulting Ltd., relying on the theory (Yanagi Model) in "CFO Policy: Value Creation through Financial and Non-Financial Strategy" 4th Edition, CHUOKEIZAI-SHA (June 2025) by Ryohei Yanagi

ESG Value-Based Income Statement

Personnel expenses and R&D expenses are normally counted as expenses on a profit and loss statement (P/L), but at Eisai we have reconceptualized these as “investment in intangible assets”, adding them to profit and defining the resulting indicator as ESG EBIT.

This line of thinking is supported by research findings that demonstrate a correlation between human and intellectual capital, and price-to-book-value ratio (PBR) along with a delayed penetration effect.

Currently, Eisai is actively investing in the dementia area with such products as LEQEMBI®, and is promoting sustainable management that aims to create corporate value through investment in R&D and human resources with a long-term perspective.

Use as Management Indicator

By linking our corporate officer compensation system to ESG EBIT, we aim to balance financial and social performance. We strive to quantify the social impact of initiatives such as employee impact accounting and free provision of DEC tablets, making the social value of our corporate activities clearly measurable.

Empirical Study of Eisai’s ESG and Corporate Value Sensitivity Analysis (Trial Calculation of Average Value at 95% of Confidence Interval)

Increasing personnel expenses by 10% raises PBR by 13.8% after 5 years	Increasing the ratio of female managers by 10% (e.g., 8% to 8.8%) raises PBR by 2.4% after 7 years
Increasing R&D expenses by 10% raises PBR by 8.2% after more than 10 years	Increasing the number of users of the short-time work system for childcare by 10% raises PBR by 3.3% after 9 years

Each ESG-related KPI at Eisai is expected to contribute 50 to 300 billion yen with impacts materializing over a 5- to 10-year time horizon

(Unit: Billions of yen)

	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Revenue	645.9	756.2	744.4	741.8	789.4
Cost of sales	161.3	174.8	177.8	155.3	168.8
Portion for personnel expenses associated with manufacturing activities Human capital	**14.2**	**16.2**	**16.6**	**17.4**	**18.5**
Conventional gross profit	484.6	581.4	566.6	586.4	620.6
ESG gross profit	**498.8**	**597.6**	**583.2**	**603.8**	**639.1**
R&D costs	150.3	171.7	173.0	169.0	171.6
R&D costs Intellectual capital	**150.3**	**171.7**	**173.0**	**169.0**	**171.6**
(Portion for personnel expenses)	**47.4**	**54.1**	**64.7**	**66.9**	**68.9**
Selling and administrative expenses	281.4	366.4	358.3	374.4	408.0
Portion for personnel expenses associated with operating activities Human capital	**90.5**	**101.2**	**100.2**	**117.2**	**129.9**
Other income	(1.2)	10.5	4.8	10.4	13.4
Conventional operating profit	51.8	53.7	40.0	53.4	54.4
ESG EBIT	**306.7**	**342.9**	**329.8**	**357.0**	**374.4**

ESG gross profit = Revenue – Cost of sales + Personnel expenses associated with manufacturing activities (human capital)
ESG EBIT = Operating profit + R&D costs (intellectual capital) + Personnel expenses associated with manufacturing activities and operating activities (human capital)

Social Impact in the Dementia Area

The social impact of LEQEMBI® in the U.S. will reach about 1.8 trillion yen in fiscal 2030

In determining the price of LEQEMBI®, we carefully considered three factors: its social value, the sustainability of the healthcare system, and affordability for people living with Alzheimer's disease (AD). When we calculated the yearly social value using the AD Archimedes condition event simulation (AD-ACE model)*1, the estimate was 37,600 USD*2 in the U.S. (see Figure 1). Based on the expected number of people in the U.S. to whom we will contribute, we estimate a social impact for LEQEMBI® of about 1.8 trillion yen in fiscal 2030, and we have adopted this metric as a KPI. This goes beyond the anticipated extension of lifespan and improvement of the patients' quality of life through LEQEMBI® treatment, it also demonstrates the positive impact on society through the reduction of public care costs and the burden of unpaid caregiving by family members and others.

However, we set the annual price of LEQEMBI® in the U.S. at 26,500 USD, below the annual social value, with the aim of promoting access for a wider range of people living with AD, reducing financial burdens, and contributing to the sustainability of the healthcare system. In other words, we intend to give back to society approximately 60% of the social impact. We are confident that this value will help to realize innovations that enhance the health and quality of life not only of individuals at risk of developing AD but also their families and caregivers. The remaining 40% of the social impact will be accrued by employees and shareholders through Eisai product sales. Eisai will invest in new innovations such as the research and development of new AD therapeutic drugs and the construction of an ecosystem aimed at "inclusivity and treatment" in the AD community (see Figure 2).

*1 A.R. Kansal, et al. Alzheimers Dement (NY). 2018;4: 76-88.
*2 Tahami Monfared AA et al. Neurol Therapy. 2023;12: 795–814.

Figure 1. Assessment of the Social Value of LEQEMBI® in the U.S. Using the AD-ACE Model

$$\text{Annual social value per person with AD} = \frac{(\text{QALY gained} \times \text{WTP threshold}) + \text{cost offsets}}{\text{Time on treatment}}$$

a. QALY is an indicator showing the value of health outcomes. 1 QALY represents one additional year of a person's life at perfect health. LEQEMBI® treatment is predicted to offer an additional 0.64 QALYs for a person with early AD over their lifetime by improving health outcomes for both that person and their caregivers.

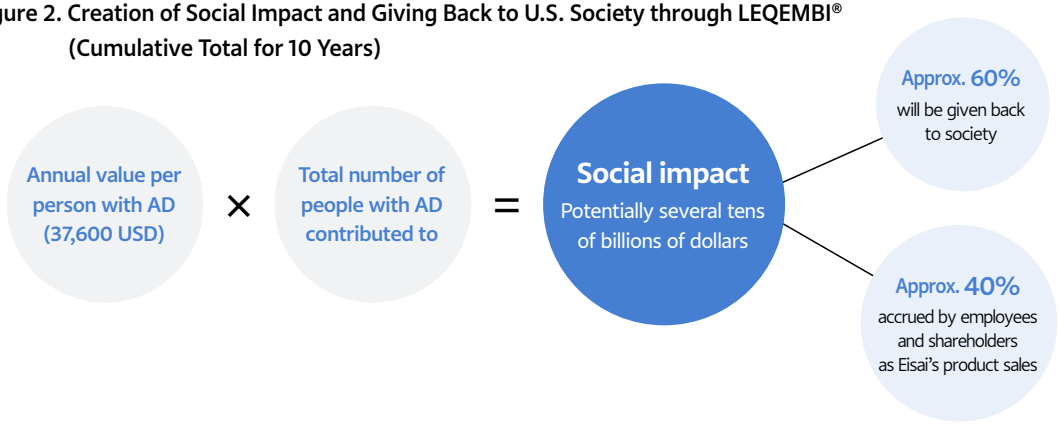
b. The WTP threshold per QALY gained is based on 1 to 3 times the per capita gross domestic product (GDP) of the country. A four-fold higher coverage of 200,000 USD would be considered in the case of a disease such as AD, which has a high social cost and severely impacts caregivers.

c. With regard to differences in total cost, the total of the direct medical and non-medical AD-related costs and the indirect costs of caregivers, including family members, was estimated to be reduced by 7,451 USD over the lifetime for each person with early-stage AD by treatment of LEQEMBI® compared to the standard of care. Direct costs include cost of medications, visits to medical institutions, hospitalizations, costs of residential care, and community services for people living with AD. Indirect costs of caregivers, including family members, take into account the monetary value for hours spent on caregiving activities.

d. With regard to the treatment period, it is assumed that treatment with LEQEMBI® will be discontinued upon progression to moderate AD or worse. The average treatment period in early-stage AD was estimated to be approximately 3.6 years after discounting to present value.

$$37{,}600 \text{ USD} = \frac{(0.64 \times 200{,}000 \text{ USD}) + 7{,}451 \text{ USD}}{3.6}$$

Figure 2. Creation of Social Impact and Giving Back to U.S. Society through LEQEMBI®
(Cumulative Total for 10 Years)



Social Impact in the Global Health Area

The social impact of free provision of DEC tablets is 320 billion yen per year

Eisai provided approximately 1.6 billion DEC tablets free of charge to 25 developing countries over the five-year period from 2014 to 2018. The result of the calculations by Yanagi and Freiberg (2022) using the impact-weighted accounting (IWA) method*1 calculated the social impact generated by the effect of the free provision of DEC tablets reached approximately 14 trillion yen. This figure was calculated by multiplying the minimum wage by the working hours that can be recovered by patients and those who can avoid infection through drug treatment, multiplying the number of subjects and the average life expectancy, taking into account the healthcare costs that can be saved. Dividing the lifetime social impact of approximately 14 trillion yen by the average life expectancy, the annual average social impact from Eisai's contribution was calculated to be approximately 320 billion yen per year.

The targets for social impact creation for the free provision of DEC tablets in fiscal 2030 will be approximately 560 billion yen*2

Eisai will continue to provide DEC tablets to LF-endemic countries in collaboration with the WHO and others until the disease is eliminated. By providing DEC tablets to countries like India, the world's largest endemic country, we expect to contribute to approximately 12 million more people in the future (19 million people contributed to from 2014 to 2018). Using the same calculation method applied to the social impact of free provision from 2014 to 2018, we estimated the social impact targets of free provision of DEC tablets for fiscal 2025 and fiscal 2030. As a result, the estimated social impact is 520 billion yen in fiscal 2025 and 560 billion yen in fiscal 2030.

Table 1. Social Impact of Free Provision of DEC Tablets (2014–2018)

(Unit: Billions of yen)

	Lifetime Social Impact	Annual Average Social Impact
Total Social Impact	13,535	320.2

Table 2. Social Impact Targets of Free Provision of DEC Tablets (Fiscal 2025, and Fiscal 2030)

(Unit: Billions of yen)

	Annual Average Social Impact	
	Fiscal 2025	Fiscal 2030
Total Social Impact	Approx. 520	Approx. 560

The Premise of Product Impact Accounting

- The social impact of Eisai's free provision of DEC tablets for the five years from 2014 to 2018, based on the contract with WHO, was quantified based on the IWA method.
- The 5-year free provision of DEC tablets was approximately 1.6 billion tablets at a total investment (manufacturing cost) of approximately 2.4 billion yen, and DEC tablets were provided to 25 developing countries to be used for MDAs in combination with GSK's LF treatment.
- According to the WHO guidelines, an average of 2.5 DEC tablets are taken per person per MDA (varies depending on body weight), and LF can be controlled by MDA once a year for five years. Eisai provided 1.6 billion DEC tablets over five years, taken by 150 million people. Applying the model of Turner et al. (Turner et al. Infectious Diseases of Poverty. 2016; 5: 54), 7.6 million people can avoid chronic LF, and 1 billion attacks can be avoided even in the acute phase of LF based on the number of users.
- Until fiscal 2023, we showed social impact from MDA implementation as impact from DEC tablets proportionally distributed under the assumption of the administration of two drugs, but in light of the addition of new treatments (three-drug administration) to the WHO treatment guidelines, the combined drugs in achieving suppression of LF, and the importance of the various partnerships, we have made the change to show the whole social impact from MDA implementation, and not just the social impact from DEC tablets. Accordingly, the targets for social impact creation for past performance as well as fiscal 2025 and fiscal 2030 have been changed.

*1 Ryohei Yanagi and David Freiberg, "Monthly Capital Market" September 2022 issue, "ESG Accounting for offering neglected tropical disease treatment with price zero"
*2 Future targets were estimated internally by applying the method and basic data of Yanagi and Freiberg (2022)

Product Impact Comprehensive Revenue

Product impact comprehensive revenue, which visualizes the intrinsic value our major products create for society, is estimated to reach approximately 3 trillion yen in fiscal 2030

The development and delivery of pharmaceuticals not only support the health of patients but are also expected to enhance productivity and improve the quality of life for patients, their families and those around them. However, this kind of added value is not reflected in revenue and profits. To better illustrate Eisai's intrinsic corporate value for society, we added to our consolidated revenue a monetary estimate for product impact, representing the societal value generated by our major products (see pages 57-58). This estimated figure is product impact comprehensive revenue, which represents the total value that Eisai creates for society and cannot be fully expressed in financial statements. The estimated figure for fiscal 2030 is in the region of 3 trillion yen, indicating our potential to contribute to society a value equivalent to around 1.7 times our consolidated revenue.

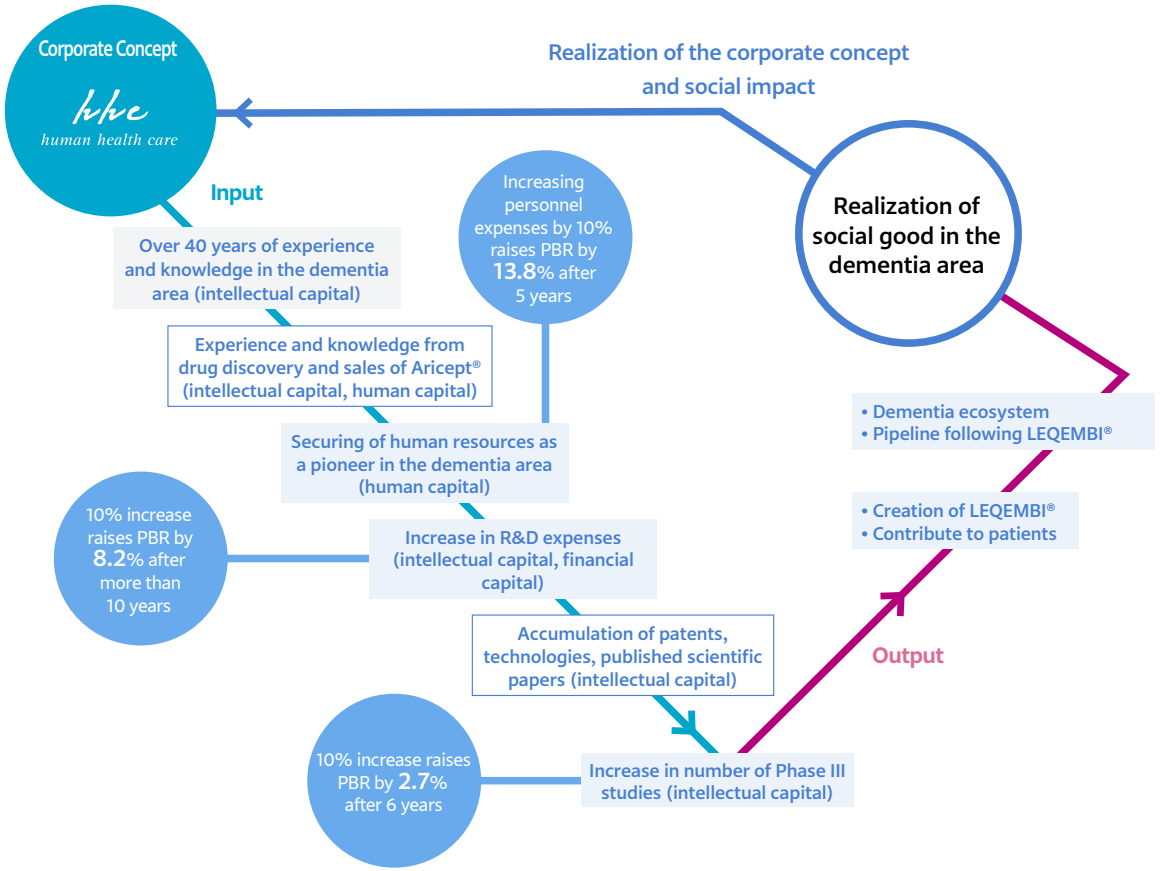
	Fiscal 2025	Fiscal 2030
Social impact of LEQEMBI®*1	Approx. 40 billion yen	Approx. 600 billion yen
Social impact of DEC tablets	Approx. 520 billion yen	Approx. 560 billion yen
Consolidated revenue	Approx. 800 billion yen level	Approx. 1.8 trillion yen level*2
Product impact comprehensive revenue	Approx. **1.4** trillion yen level*3	Approx. **3** trillion yen level*3
As a multiple of consolidated revenue	Approx. 1.7 times*3	

Value Creation through Enhancement of Non-Financial Capital —Realizing Social Good in the Dementia Area

Over 40 years of experience and knowledge in the dementia area, supported by the *hhc* concept, is the source of the value we create for society

To verify the flow from input capital to social impact as shown in our social impact creation model (see page 7), we analyzed how different types of capital contribute to realizing social good in the dementia area. By also examining the correlation between PBR and the non-financial capital KPIs for 2019 and 2022 (see page 55), we mapped out a narrative that traces the pathway through which input capital creates value in the dementia area.

Story of Social Impact Creation in the Dementia Area



*1 Social impact: Product impact minus product revenue
*2 The above is a simulation formulated and disclosed at the March 2024 Information Meeting and is not an official forecast. Please refer to the Consolidated Financial Report of each fiscal year for official financial forecasts.
*3 This figure has been revised from the estimate presented in Value Creation Report 2024, reflecting LEQEMBI®'s contribution in fiscal 2024 and changes in the method of calculating the social impact of DEC tablets.

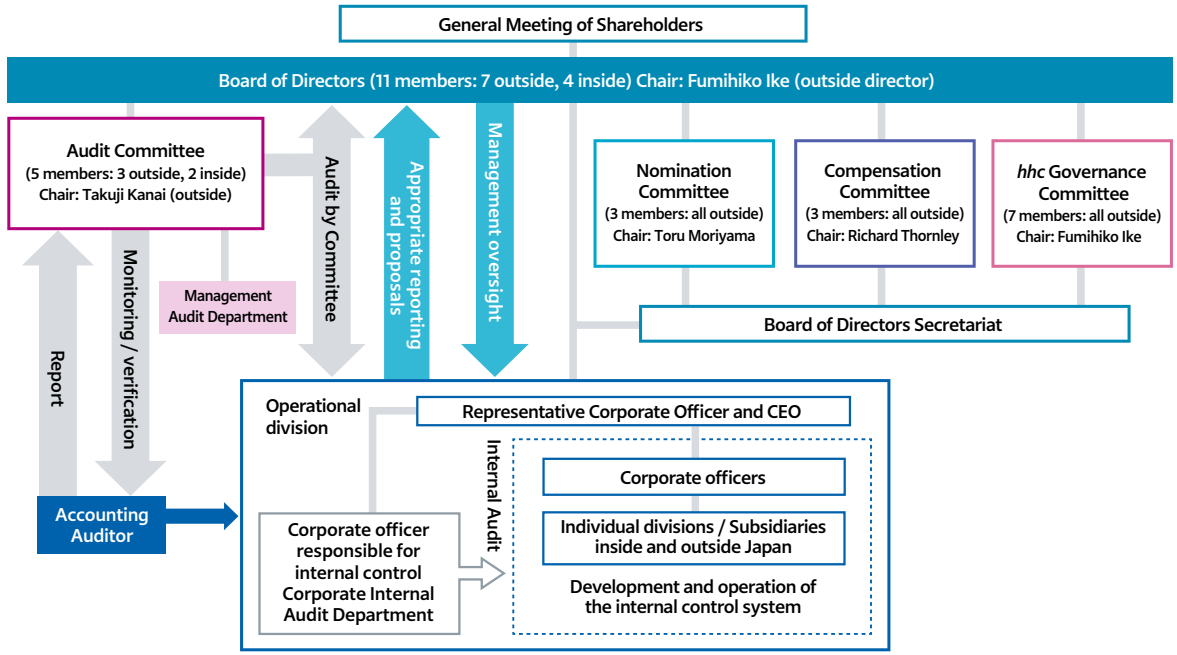
Enhancement of Corporate Governance

(Enhancement of Management Oversight Function)

Eisai is committed to maintaining the highest standards of corporate governance and continuously works to strengthen it, leveraging the oversight and expertise of outside directors to enhance management effectiveness.

Features of Eisai's Corporate Governance

Corporate Governance System (As of June 18, 2025)



Clear Separation of the Functions between Oversight of Management and the Execution of Business

Eisai 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, Eisai has established that the Chair of the Company's Board of Directors be an outside director and that the 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.

In addition, 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.

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 Eisai's corporate governance structure. Therefore, in order to meet stakeholders' expectations and enhance management oversight functions, we place the highest priority on independence and neutrality when selecting outside directors.

With independent outside directors at the center, Eisai has established and is operating a mechanism to enhance sustained, autonomous corporate governance, including (1) a system of selecting 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 succession plans, etc., and (4) corporate governance evaluations through Plan-Do-Check-Act (PDCA) cycles of the Board of Directors and each committee.

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 Nominating 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, Eisai 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 healthcare markets in particular regions of the world.

Operational Divisions System for Agile Decision-making and Business Execution

Decision-making bodies in operational divisions including advisory boards

Eisai has established several key advisory and decision-making bodies to guide its business and R&D strategies. These include the Corporate Strategy Committee and the Growth & Operating Committee , which support the CEO in high-level business execution decisions, the Eisai Scientific Advisory Board (comprised of leading professors and researchers from world-renowned research institutions) advises on the medium- to long-term direction of R&D and overall portfolio strategies. Additionally, the Sustainability Advisory Board (comprised of international and Japanese experts in global policy) helps strengthen our non-financial capital initiatives particularly in ESG and the Sustainable Development Goals (SDGs). Other decision-making 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 guidelines for developing systems to ensure the proper execution of duties by corporate officers. In line with these guidelines, the corporate officers are responsible for establishing and managing internal control systems within their area of responsibility. Eisai also appoints corporate officers globally, with those assigned to overseas subsidiaries directly accountable for implementing and overseeing internal control systems in their respective regions.

Instilling management with accountability and stakeholder consciousness

Once every three 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.

Decision-Making and Management Oversight by the Board of Directors

Through the establishment of the best possible corporate governance and with the aim of realizing our corporate concept, the Board of Directors is entrusted with exercising its oversight functions and making the best decisions based on fair judgments.

The Board of Directors makes decisions on basic management policies, the selection and dismissal of corporate officers, dividends, and other important matters as stipulated by laws and regulations, the Company's Articles of Incorporation, and the Regulations of the Board of Directors. Meanwhile, in order to boost the agility and flexibility of business execution and increase management dynamism, the authority to make decisions on matters of business execution besides the aforementioned topics has largely been delegated to corporate officers.

The corporate officers tasked with business execution have the duty to present the Board of Directors with appropriate reports in a timely manner. The Board of Directors in turn confides in corporate officers by verifying the appropriateness and efficiency of business execution processes based on their reports while also evaluating the performance results of the business execution, thus fulfilling the role of management oversight by ensuring the appropriateness and efficiency of management.

In addition, the Nomination Committee, Audit Committee and Compensation Committee of the company with a nomination committee, etc., system have the right and responsibility to exercise oversight with respect to important management decisions such as the selection and termination of directors, audits and compensation for corporate executives. Furthermore, the Board of Directors exercises oversight over the execution of the duties of the committees based on reports from each of the committees.

Dialogues with Stakeholders to Strengthen Management's Oversight Function

In fiscal 2024, the *hhc* Governance Committee engaged with key stakeholder groups—including patients and the people in the daily living domain, shareholders, and employees. Toward the end of the fiscal year, the Committee reviewed these dialogues and deliberated on how to leverage their findings to enhance the Board of Directors' oversight function.

Dialogue with patients and people in the daily living domain:

We visited a community-based small-scale multifunctional facility, where we engaged in conversations and non-verbal communication with residents. Through dialogue with the staff involved in the operation and care of the facility, we deepened our understanding of the *hhc* concept and reaffirmed our social mission.

Dialogues with institutional investors:

We conducted individual web meetings with analysts and fund managers representing 11 local and international companies, engaging in open discussions on management challenges and expectations for outside directors.

Dialogues with employees:

We visited the Kashima Business Office, the Tsukuba Research Laboratories, Kawashima Industrial Park, and the Omiya Communication Office (CO). We listened to explanations about the sites involved in active pharmaceutical ingredient (API) research and commercial production, new drug discovery research, quality control, and the actual state of MR activities. By observing the facilities and engaging in discussions with young leaders, we gained a deeper understanding of our employees' initiatives and the challenges they face.

Execution of Various Training Sessions, etc.

To further deepen their understanding of Eisai's business activities and environment, enhance deliberations by the Board of Directors, and fully exercise their oversight function, outside directors organize and participate in various training programs and engagement opportunities with operational divisions (corporate officers, employees, etc.).

Training sessions for outside directors

New Outside Director Candidates

Explain the following matters based on disclosed information before assuming office

- Corporate overview including the corporate concept
- Overview of the financial results
- History of the Company's initiatives for improving corporate governance and its status
- Various director-related regulations
- Other matters related to assuming office

Newly appointed outside directors	Outside directors (other than newly appointed)
Assigned corporate officers and department managers conducted briefing sessions (19 times in total). Subject matters included the Company's business activities, trends in the pharmaceutical industry, the current business environment, and concrete examples of *hhc* activities, etc.	Directors other than those just beginning their terms also voluntarily joined these briefing sessions to get the latest information (also available for on-demand viewing)

- Seminars by outside experts and specialists
  - Themes that were deemed necessary by the Board of Directors evaluation
    Fiscal 2024: "How to respond to unsolicited takeover bids"
  - Directors briefing sessions on compliance
- Visits to plants, laboratories, and sales offices and engage in discussions with employees

Communication with Corporate Officers

- Training for newly appointed outside directors consisted of face-to-face briefings, during which corporate officers provided individual explanations of their respective areas of responsibility and shared detailed information on Eisai's business operations and activities. These sessions also featured lively and engaging discussions.
- In addition to the face-to-face briefings, these training sessions also utilized web conferences. Outside directors other than newly appointed directors also participated voluntarily. In addition, the corporate officers' briefings and Q&A sessions were recorded and made available for on-demand viewing by directors.

Mechanism for Utilizing Outside Organizations to Improve and Ensure Suitability of the Board of Directors Evaluation

Eisai has implemented a mechanism in which an outside organization examines the evaluation process, evaluates it, proposes improvements, and inspects the evaluation results, etc., once every three years, with the aim of ensuring the suitability of the Board of Directors evaluation and improving the evaluation.

Fiscal 2024 Corporate Governance Evaluation

On April 23, 2025, the Board of Directors discussed the self-review of the Corporate Governance Principles, the self-review of Internal Control Regulations, and the results of the Board of Directors evaluation compiled by the *hhc* Governance Committee, and approved the fiscal 2024 Corporate Governance Evaluation.

Fiscal 2024 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 fiscal 2024 to the issues identified in the fiscal 2023 Board of Directors evaluation as issues for fiscal 2024 was checked and evaluated, and the issues, etc., for the next fiscal year were recognized.

Compensation Paid to Directors and Corporate Officers

Compensation paid to directors and corporate officers is determined by the Compensation Committee. All members of the Eisai's Compensation Committee are outside directors, and the Committee places emphasis on an objective perspective and transparency.

The Compensation Committee examines various issues concerning the compensation paid to directors and corporate officers, confirms the level of compensation each year, and determines the compensation system for the following year. The Compensation Committee actively incorporates and utilizes data and other information from external professional organizations (such as the "Executive Compensation Database" of Willis Towers Watson) in examining various issues related to compensation, etc., and in researching and examining the level of compensation, etc.

Compensation System for Directors

Compensation, etc., paid to directors is only a fixed-based compensation (cash and stock). The level of base compensation of outside directors and inside directors is aimed at the upper middle range of the industry. The Chair of the Board of Directors and each committee chair receive additional compensation for their service as chair.

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). Corporate Officers' compensation, etc., is determined based on global job grade and is set at a level aimed at the upper middle range of the industry. This approach ensures that compensation, etc., remains competitive, reflecting the importance of corporate officers' duties and the scope of their responsibilities.

The CEO Succession Plan

The selection of the CEO is a matter resolved by the Board of Directors. To ensure the fairness, appropriateness, and the smooth execution of such resolutions, Eisai continually discusses CEO succession planning within the *hhc* Governance Committee, which is composed of seven outside directors.

Perspective on the Selection of the Chief Executive Officer (CEO)

Eisai views the appointment of the CEO as one of the most critical responsibilities of the Board of Directors. In particular, independent outside directors play a vital role in overseeing the CEO's succession plans. They offer advice and guidance in developing future leadership talent, thereby enhancing the objectivity of CEO candidate proposals and ensuring that Board of Directors' decisions on CEO selection are fair and reasonable.

Procedures Regarding CEO Selection

Eisai has established guidelines and procedures for the exchange of information between the CEO and the Board of Directors concerning the CEO's succession plan, as well as for addressing unexpected situations. The procedures are outlined as follows.

Disclosure of Succession Planning Information

- The CEO presents updates on the proposed succession plan during biannual meetings of the *hhc* Governance Committee.
- The CEO and inside directors, who are members of the *hhc* Governance Committee, participate in these discussions, ensuring that information regarding the succession plan is shared with all members of the board.

Discussion on the Succession Plan

- Criteria for evaluating candidates will be adjusted as needed to reflect changes in the business environment and other relevant factors. Accordingly, appropriate criteria will be established when the CEO proposes candidates.
- The CEO evaluates candidates based on the established criteria, and includes the evaluation results in the succession plan.
- Directors offer guidance on the succession plan, which the CEO takes into account and incorporates into the succession plan as appropriate.

Preparations for Unexpected Situations

The Board of Directors recognizes that unforeseen events, such as unforeseen accidents, may require the immediate appointment of a new CEO. Contingency plans for such scenarios are reviewed alongside the broader succession planning process.

*For the basic approach to corporate governance, activities of the Board of Directors and committees such as the *hhc* Governance Committee, the total amount of compensation paid to directors and corporate officers in fiscal 2024, and the total amount of consolidated compensation for each officer (100 million yen or more), please refer to the Notice of Convocation of the 113th Ordinary General Meeting of Shareholders. https://www.eisai.com/ir/stock/meeting/pdf/einv113_all.pdf

Outside Directors Engage in Discussions with Stakeholders

*These dialogues were held in fiscal 2024.

At Eisai, we actively engage in dialogue with stakeholders, with outside directors playing a central role. In discussions with institutional investors, who are both key stakeholders and shareholders, the primary goal is for outside directors to gain a deeper understanding of investors perspectives on Eisai. The insights gained from these interactions are then reflected in their oversight of the Company's management. This section features a curated selection of questions that drew notable interest during the fiscal 2024 opinion exchange meetings between outside directors and institutional investors, organized thematically in a question-and-answer format.



Ryoko Ueda　Takuji Kanai　Yuko Yasuda　Toru Moriyama　Richard Thornley　Ryota Miura　Fumihiko Ike

Subject 1

The Progress of LEQEMBI® and the Medium-Term Business Plan

Q1 What discussions have taken place regarding the progress of LEQEMBI®?

A1 Outside directors

LEQEMBI®, an Alzheimer's disease treatment, received initial pharmaceutical approval in the U.S. in July 2023, followed by approvals in Japan, China, and other markets. Fiscal 2024 marked the full-scale acceleration of its market launch. However, we acknowledge that LEQEMBI®'s progress has, in some respects, fallen short of market expectations. In response, the Board of Directors has received comprehensive reports from corporate officers, focusing on the post-marketing development and the global approval landscape, and has actively engaged in discussions during Board meetings. In particular, the Board received a report on the challenges in making LEQEMBI® fully accessible to patients in the U.S. who wish to receive the treatment. They also discussed measures to take within healthcare settings, and strategies against competing products.

A significant challenge is that initial treatment via intravenous (IV) administration requires an hour for administration, and requires regular visits to the hospital, even for those who live far away. The Board has been informed that development is underway on a subcutaneous formulation with auto-injector (SC-AI) as a potential solution to this challenge. It was also reported that a blood-based diagnostic test for confirming intracerebral Aβ is expected to be introduced in the near future. We understand that once these challenges are addressed, they will act as a catalyst to accelerate the adoption of this drug. As this effort is opening new treatment pathways that no company has previously explored, unforeseen hurdles have naturally emerged. However, we believe that each obstacle is bringing us closer to steady and lasting solutions.

We will continue to provide oversight to ensure the timely delivery of LEQEMBI® to patients in need by advancing development of diagnostic and therapeutic pathways and supporting the approval of subcutaneous formulations. This is a key priority for us, alongside the establishment of the *hhc* ecosystem. We will continue to evaluate these initiatives through the lens of both shareholder value and societal benefit.

Q2 What discussions have taken place regarding the progress of the medium-term business plan "EWAY Future & Beyond"?

A2 Outside directors

The Board of Directors of Eisai, a company with a nomination committee, primarily delegates business execution authority to corporate officers to the fullest extent permitted by law, while focusing on overseeing management. As outside directors, we see our role as providing leadership with an external perspective, consistently striving to enhance governance and drive long-term corporate value.

Regarding the review of progress on the medium-term business plan "EWAY Future & Beyond", we received reports on two occasions during fiscal 2024, and have worked to oversee management from a board and diverse perspective addressing both urgent issues and medium- to long-term business outlook. In particular, we emphasized the importance of both internal and external communication regarding the three elements of KPI setting, meeting target timelines, and executing the overall plan.

We are also taking the decline in stock value following the approval of LEQEMBI® very seriously. In particular, the Board is concerned that reports presented at the quarterly financial results briefings are not currently being reflected in our market valuation. We have recommended more transparent disclosure of information, including initiatives aimed at promoting management that is conscious of the stock price and aligned with the Company's medium- to long-term vision. We on the Board of Directors continue to emphasize the importance of management that takes capital costs into account in our ongoing discussions.





Subject 2 Succession of Top Management

Q What efforts are being made to ensure the successful succession of top management?

A Outside directors

The selection of the CEO is one of the most critical decisions the Board of Directors can make. We believe the CEO has a responsibility not only to demonstrate strong leadership, but also to actively develop a capable successor. While recognizing this, we believe that by offering guidance and engaging in the process, outside directors can enhance objectivity and help ensure the fairness of CEO succession decisions. Accordingly, the *hhc* Governance Committee reviews and evaluates a succession plan proposed by the CEO twice a year. To date, we have had sixteen discussions on this matter. Furthermore, we have taken steps to ensure that the Board of Directors can access information directly—for example, by increasing direct interaction with candidates and allowing them observe key decision-making meetings within the executive divisions—enabling a more comprehensive evaluation from multiple perspectives. Through these efforts, we offer the CEO guidance and recommendations on candidate development.

Subject 3 Appointment of Candidates for Outside Directors

Q What criteria and process do you follow for appointing outside directors?

A Outside directors

To strengthen Eisai's corporate governance, the Nomination Committee believes it is essential to prioritize the appointment of director candidates who will contribute meaningfully to the effective functioning of the Board of Directors. To that end, we examine the composition and diversity of the Board of Directors, including internal directors, while conducting medium- to long-term Board succession simulations to enhance Eisai's corporate governance.

In fiscal 2024, we conducted simulations for future Board succession, and discussed measures to achieve a target of 30% female representation on the Board, including inside directors, by 2030. We also discussed the principles of diversity and backgrounds of directors, along with the criteria and disclosure related to the independence and neutrality of outside directors. Furthermore, we affirmed our commitment to continue considering the appointment of medical and pharmaceutical experts, provided their independence and neutrality as outside directors can be assured and no conflicts of interest exist.

Subject 4 Compensation System for Directors and Corporate Officers

Q What type of review did the Compensation Committee conduct in fiscal 2024 concerning the compensation system for directors and corporate officers introduced in fiscal 2023?

A Outside directors

The Compensation Committee reviewed issues arising from the implementation of the new compensation system for directors and corporate officers. Specifically, we revised and amended regulations concerning the review of baseline compensation for corporate officers as well as exceptions related to mid-term appointments and resignations. Additionally, we implemented operational improvements to enhance the system's effectiveness. Furthermore, to ensure the fair application of a performance-based compensation system with strong incentives for corporate officers, we implemented necessary measures including aligning the term of office for corporate officers with the evaluation period (fiscal year) used for performance-based compensation (bonuses, stock-based compensation).

We will continue to take rigorous actions to uphold our accountability to all stakeholders, including shareholders.



Corporate Executives (As of June 18, 2025)

Directors



Haruo Naito
Representative Corporate Officer and CEO



Fumihiko Ike
Chair of the Board of Directors and Chair of the *hhc* Governance Committee



Ryota Miura
Member of the Audit Committee and Member of the *hhc* Governance Committee



Hiroyuki Kato
Member of the Audit Committee



Richard Thornley
Member of the Nomination Committee, Chair of the Compensation Committee and Member of the *hhc* Governance Committee



Toru Moriyama
Chair of the Nomination Committee, Member of the Compensation Committee and Member of the *hhc* Governance Committee



Yuko Yasuda
Member of the Nomination Committee, Member of the Compensation Committee and Member of the *hhc* Governance Committee



Takuji Kanai
Chair of the Audit Committee and Member of the *hhc* Governance Committee



Kenta Takahashi
Member of the Audit Committee



Yasushi Okada



Ryoko Ueda
Member of the Audit Committee and Member of the *hhc* Governance Committee

Corporate Officers



Haruo Naito
Representative Corporate Officer and CEO



Keisuke Naito
Representative Corporate Officer Executive Vice President
COO, Chief Growth Officer



Terushige Iike
Representative Corporate Officer, Executive Vice President, Chief Business Officer, Chief IR Officer, Internal Audit, Japan Subsidiaries



Gary Hendler
Senior Vice President, President, EMEA Region, Chairman & CEO, Eisai Europe Ltd.



Tatsuyuki Yasuno
Senior Vice President, President, Americas Region, Chairman & CEO, Eisai Inc.



Yanhui Feng
Senior Vice President, President, Eisai China Holdings Ltd.



Lynn Kramer
Vice President, Chief Clinical Officer



Sayoko Sasaki
Vice President, China Business, Japan/Asia Filing and Registration, Global Safety



Shohei Kanazawa
Vice President, President, East Asia Global South Region, API Solutions



Akiko Nakahama
Vice President, Manufacturing, Quality & Technology, Japan Regulatory Affairs



Teruyuki Masaka
Vice President, Chief HR Officer, Corporate Communications, Sustainability, General Affairs



Mitsuo Kosaka
Vice President, New Supply Chain Strategy



Shin Ujiie
Vice President, Corporate Strategy



Toshitaka Asano
Vice President, Business Development and Global Alliance



Mitsuru Shomon
Vice President, Chief Financial Officer



Makoto Hoketsu
Vice President, Chief Information Officer



Shin Kato
Vice President, General Counsel, Chief Compliance Officer, Intellectual Property, Internal Control



Toshihiko Yusa
Vice President, Japan Business



Katsutoshi Ido
Vice President, Chief Scientific Officer

Diversity of Corporate Executives (Directors and Corporate Officers)

Skills, experience, background	Total	Directors	Corporate Officers
Corporate management & global business	8	5	3
R&D	3	1	2
Manufacturing, quality, safety, etc.	2	—	2
Legal affairs & risk management	3	2	1
Finance, accounting & financial services	2	1	1

Skills, experience, background	Total	Directors	Corporate Officers
Marketing	5	—	5
ESG/Sustainability	2	1	1
IT/Digital	1	—	1
Female	5	2	3
Foreign nationality	4	1	3

Please refer to our corporate website for the biographies of directors and corporate officers. https://www.eisai.com/company/profile/officer/index.html

Initiatives to Support Corporate Value

The reliability and transparency of the business foundation are essential to supporting the *hhc*eco (*hhc* concept + ecosystem) system, which effectively realizes social good. Having positioned the enhancement of information security, the promotion of compliance and risk management as well as internal audits as key materialities that underpin our business, Eisai is building systems that are globally responsive and effective.



Enhancement of Information Security

The Eisai Group holds a vast amount of critical information, including personal information of patients and the people in the daily living domain as well as non-public information. To safeguard this data and ensure the continuity of its business activities, the Group has launched its global IT system. In addition to strengthening our system infrastructure security, we are also working to improve information management practices and enhance global information security governance, such as educating officers and employees on proper information management in their daily work and providing cybersecurity training.

Main Initiatives

- Establishment of global IT security organizational structure
- Enhancing monitoring system through the implementation of a Security Operation Center (SOC)
- Establishing a structured security incident response process
- Reinforcing security standards through global integration and standardization of the IT infrastructure
- Restructuring rules and operational procedures for managing critical information, including revision of security policy

Compliance and Risk Management

Promoting Compliance

Eisai defines compliance as “the observance of legal and ethical standards” and places it at the heart of its management practices. The company has established a comprehensive compliance program that includes the development of a Code of Conduct, a structured training system and the creation of consultation and reporting desks. To ensure ongoing effectiveness, the Compliance Committee periodically conducts objective reviews with the support of external experts.

Key Initiatives

- Continuously conduct due diligence and screening of business partners to prevent bribery and corruption
- Implemented a reporting system that enables external business partners to directly contact the Head Office Compliance Department, helping to prevent employee misconduct, particularly at our overseas locations where such issues are more likely to arise
- In response to requests for disclosure from institutional investors and other stakeholders, provide transparency by reporting the number of internal reports, confirmed violations, and any disciplinary actions taken

Number of investigations, identified violations, and disciplinary actions taken under internal whistleblowing system (fiscal 2024/Japan)

Number of investigations conducted based on internal reports	Number of identified violations (Number of violations identified, including both major and minor incidents)	Number of disciplinary actions
79	18	9

Risk Management Promotion

In accordance with the stipulations of the Companies Act, Eisai’s Board of Directors established “Rules for Preparing Necessary Systems for Ensuring the Suitability in the Performance of Duties by Corporate Officers”. These rules serve as the foundation for supervising the development and maintenance of internal control system by its corporate officers. A designated corporate officer is appointed to oversee internal controls company-wide, and under the leadership of the Representative Corporate Officer and CEO, all corporate officers are encouraged to actively identify and manage risks.

To strengthen company-wide risk management, Eisai conducts an annual Control Self-Assessment (CSA). Through this process, the corporate officers evaluate key risks and review the status of risk response measures, thereby enhancing the overall effectiveness of risk management. Company-wide risks identified through the CSA are reviewed and discussed by the Risk Management Committee, which is chaired by the corporate officer in charge of internal controls.

Internal Audit

To enhance independence, Eisai has appointed executive internal auditors who oversee company-wide internal audits under the supervision of the corporate officer responsible for internal audits. These auditors collaborate with the Corporate Internal Audit Department—Eisai’s central auditing body—as well as regional internal audit departments in areas such as North America, Europe, and China, to conduct internal audits globally. To enhance the quality of our audits, we regularly share information with the Accounting Auditor and work together to ensure accurate and efficient internal audits. In addition, we hold periodic meetings with an external assessment committee composed of outside experts, who provide comprehensive feedback on key internal audit reports and the results of self-assessments of audit activities.



Based on the *hhc* concept, Eisai positions the protection and enhancement of intellectual property, respect for human rights in business activities, and sustainable procurement as essential pillars for maintaining its status as a trusted company in society. By collaborating with domestic and international business partners, we strive to build a sustainable society and enhance our corporate value through initiatives, such as an innovation-driven intellectual property strategy, a human rights policy aligned with global standards, and sustainable procurement guided by international frameworks like the PSCI.

Protection and Enhancement of Intellectual Property

To support sustainable growth and ensure a stable supply of pharmaceuticals to patients, Eisai prioritizes the protection and strategic use of its intellectual property. In collaboration with drug discovery sites both in Japan and overseas, we are advancing intellectual property initiatives globally, focusing on areas such as patents and trademarks. In the drug discovery field, our goal is to implement strategic patent portfolio management that safeguards not only substance patents but also related innovations, such as drug applications, manufacturing processes, formulations, and biomarkers, to effectively support our business activities. At the same time, for neglected tropical diseases (NTDs), we are making our patents publicly available and collaborating with partners to share knowledge and accelerate drug discovery. As part of our intellectual property strategy, we place importance on researching other companies' patents and ensure that we respect the rights of third parties.

Business Activities Based on Respect for Human Rights

We believe that respect for human rights is fundamental to achieving our *human health care* (*hhc*) corporate mission. To underscore its importance in all our business activities, we have established respect for human rights as a universal standard for all employees—regardless of country or region—through the Eisai Network (ENW) Charter of Business Conduct.

"ENW Human Rights Policy" and International Standards

The "ENW Human Rights Policy" aligns with key international standards, including the International Bill of Human Rights, the United Nations Guiding Principles on Business and Human Rights, and the OECD Guidelines for Multinational Enterprises. Approved by the Board of Directors and issued in 2019, the "ENW Human Rights Policy" forms the foundation of our commitment to respecting human rights across the entire Group.

Organizational Structure and Implementation

To ensure the effectiveness of the "ENW Human Rights Policy", we have launched a company-wide business and human rights project. Through this initiative, we are conducting human rights due diligence to identify issues and mitigate risks focusing in particular on suppliers, patients, and employees.

Main Initiatives

- Conducted training for all corporate officers to foster broad understanding of business and human rights, and engaged in dialogue and collaboration with labor unions to support human rights initiatives
- Carried out human rights due diligence surveys to identify and assess potential risks across industries and countries, and developed a risk-based response policy for fiscal 2025 based on identified human rights risks
- In November 2024, established a Japanese-language contact point for external rights holders using the third-party JaCER platform to receive and manage complaints
- Revised the "Code of Conduct for Business Partners" to reflect updated human rights standards, and communicated the revised code to internal procurement personnel and business partners in cooperation with relevant organizations

Sustainable Procurement

Eisai is a member of the Pharmaceutical Supply Chain Initiative (PSCI), a global initiative dedicated to fostering a responsible supply chain in the pharmaceutical industry. As part of this industry-wide initiative, we actively promote sustainable procurement practices, communicate our policies to our suppliers, and obtain the agreement of our business partners to adhere to our "Code of Conduct for Business Partners" in alignment with the PSCI principles. We are also conducting sustainability assessments using the EcoVadis assessment system, and actively working to foster continuous engagement and improvements with our business partners by providing feedback and discussing on the evaluation results through interviews.

Main Initiatives

- Continue holding information briefings (including lectures by external experts) for business partners aimed at promoting sustainable procurement
- Promote individual corrective discussions with business partners identified as high risk under EcoVadis assessment
- Initiated new sustainability assessments at the Hatfield plant using EcoVadis assessment platform
- Continue to request indirect materials suppliers to agree to the code of conduct based on transaction size
- Enhancing collaboration with business partners to promote sustainable procurement practices



Under its *hhc* concept, the Group regards the global environment as central to its business and as a means to contribute to social good. Recognizing our responsibility to contribute to both social good and environmental conservation, we established the "ENW Environmental Policy" to guide our environmental activities. We have set medium-term goals across key areas, including response to climate change, prevention of environmental pollution, sustainable use of water, biodiversity conservation, and recycling of resources. These initiatives are being active promoted through a structured and strategic approach.

Business Activities with Consideration for the Global Environment

Response to Climate Change

Eisai has committed to achieving net zero greenhouse gas emissions by 2050, and is actively working to reduce its environmental impact. In line with this goal, we established an SBT 1.5°C target, which was officially approved by the SBT initiative in November 2023. The following month we received approval from the Japan Climate Initiative (JCI) to join the JCI Race to Zero Circle, a coalition dedicated to achieving net zero emissions by 2050. Furthermore, as a member of the RE100 initiative, which seeks to transition all electricity used in business operations to renewable energy, we are working to achieve this goal by fiscal 2030.

To consistently drive progress toward these goals, we are implementing a broad array of measures. These include ongoing energy-saving efforts, the electrification of equipment, greater adoption of renewable energy, transitioning our sales fleet to low-carbon or zero emission vehicles, and deploying advanced technologies. We will also strengthen collaboration with business leaders and support global efforts to realize a carbon-free society.

Disclosure of Climate-Related Financial Risks and Opportunities

In June 2019, Eisai endorsed the recommendations made by the Task Force on Climate-related Financial Disclosures (TCFD). Following this, we conducted a climate scenario analysis in accordance with the recommendations, and disclosed the results of the analysis in fiscal 2020.

We subsequently carried out a second analysis, considering multiple climate scenarios to reassess the potential impact of climate change-related risks and opportunities on our Group. The results of this assessment were disclosed our website during fiscal 2023.

External Evaluations

In the 2025 CDP assessment, we were awarded the highest distinction—placement on the A list—for our efforts in both "climate change" and "water security". Additionally, Eisai was recognized for the fifth consecutive year as one of the "Carbon Clean 200", a global ranking of the top 200 publicly listed companies leading the way in reducing fossil fuel consumption. Eisai was also selected for inclusion in the S&P/JPX Carbon Efficient Index.

Main Initiatives

- Scope 1 + 2: Reduction of 51.6% compared with fiscal 2019
- Scope 3, Category 1: Increase* of 80.9% compared with fiscal 2019
  *Greenhouse gas emissions increased as a result of a review of the data subject to calculation and changes to the calculation methodology.
- Renewable energy adoption rate: 98.7% (limited to externally purchased electricity)
- Use of internal carbon pricing (ICP) in capital investment

Related Sites

Enhancement of Information Security
https://www.eisai.com/sustainability/governance/information_security.html

Compliance and Risk Management
https://www.eisai.com/sustainability/governance/compliance/index.html

Internal Audit
https://www.eisai.com/company/governance/audit/index.html

Protection and Enhancement of Intellectual Property
https://www.eisai.com/innovation/research/policies_guidelines/ip/index.html

Business Activities Based on Respect for Human Rights
https://www.eisai.com/sustainability/society/human_rights/index.html

Sustainable Procurement
https://www.eisai.com/sustainability/society/partner/sustainableprocurement/index.html

Business Activities with Consideration for the Global Environment
https://www.eisai.com/sustainability/environment/index.html

Financial Indicators

(Unit: Billions of yen)

Financial Indicators (IFRS)	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Income Statement Items									
Revenue	539.1	600.1	642.8	695.6	645.9	756.2	744.4	741.8	789.4
Pharmaceutical business	530.1	553.2	563.7	577.3	586.1	626.3	684.4	691.5	749.0
Japan	291.1	296.2	301.1	272.0	257.0	237.9	238.9	216.9	216.3
Americas	117.2	113.9	97.9	127.9	142.8	172.0	212.7	232.4	278.3
China	49.3	56.2	66.3	77.0	85.1	106.4	110.8	111.9	115.5
EMEA	37.8	44.3	49.8	53.7	55.2	59.3	72.2	76.0	79.4
East Asia Global South	34.7	42.6	48.7	46.6	45.9	50.6	49.8	54.2	59.6
Other business	9.0	46.8	79.1	118.4	59.9	129.9	60.0	50.3	40.4
Cost of sales	195.9	201.3	184.5	175.7	161.3	174.8	177.8	155.3	168.8
Gross profit	343.2	398.8	458.3	519.9	484.6	581.4	566.6	586.4	620.6
Research and development expenses	117.2	139.6	144.8	140.1	150.3	171.7	173.0	169.0	171.6
Selling, general and administrative expenses	174.9	183.9	228.2	256.3	281.6	366.4	358.3	374.4	408.0
Other income	13.6	3.0	2.6	6.4	1.5	14.6	8.3	12.0	17.2
Other expenses	5.6	1.1	1.7	4.4	2.6	4.1	3.5	1.6	3.8
Operating profit	59.1	77.2	86.2	125.5	51.5	53.7	40.0	53.4	54.4
Profit for the year	42.2	54.4	66.5	122.5	42.3	45.7	56.8	43.8	48.1
Profit for the year attributable to owners of the parent	39.4	51.8	63.4	121.8	41.9	48.0	55.4	42.4	46.4
Comprehensive income for the year	36.8	53.8	79.5	96.2	70.9	90.8	96.9	122.8	43.2
Cash Flow Statement Items									
Net cash from operating activities	75.9	149.6	103.7	102.8	73.1	117.6	(1.8)	56.0	30.1
Net cash from investing activities	(28.6)	17.0	(7.9)	(27.6)	(36.1)	(28.8)	(22.7)	(25.3)	(10.1)
Net cash from financing activities	(35.4)	(81.9)	(79.2)	(103.5)	(55.9)	(49.0)	(24.5)	(22.7)	(57.8)
Free cash flow	81.7	136.7	85.1	68.2	36.4	88.7	(24.3)	30.4	19.9

(Unit: Billions of yen)

Financial Indicators (IFRS)	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Financial Position Items									
Total assets	1,030.8	1,049.0	1,071.5	1,062.1	1,088.4	1,239.3	1,263.4	1,393.8	1,386.5
Equity attributable to owners of the parent	584.6	593.6	628.1	678.1	701.6	748.8	800.0	875.6	841.4
Non-controlling interests	18.0	20.5	23.9	24.5	24.8	22.7	22.6	23.4	24.6
Total liabilities	428.2	434.9	419.5	359.5	362.1	467.8	440.8	494.8	520.6
Return on equity attributable to owners of the parent (ROE) (%)	6.8	8.8	10.4	18.6	6.1	6.6	7.2	5.1	5.4
Return on sales ratio (%)	7.8	9.1	10.3	17.6	6.5	6.0	7.6	5.9	6.1
Leverage (times)	1.8	1.8	1.7	1.6	1.6	1.7	1.6	1.6	1.6
Total assets turnover ratio (number of times)	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
Ratio of equity attributable to owners of the parent (%)	56.7	56.6	58.6	63.8	64.5	60.4	63.3	62.8	60.7
Net debt equity ratio (Net DER) (times)*1	(0.11)	(0.27)	(0.32)	(0.29)	(0.27)	(0.32)	(0.21)	(0.19)	(0.12)
Dividend on equity attributable to owners of the parent (DOE) (%)*2	7.4	7.3	7.0	7.0	6.6	6.3	5.9	5.5	5.3
Dividend payout ratio (DPR) (%)	109.0	82.8	67.8	37.6	109.3	95.7	82.8	108.2	97.7
Earnings per share (basic) (EPS) (yen)	137.63	181.18	221.34	425.01	146.34	167.27	193.31	147.86	163.76
Dividend per share (DPS) (yen)	150	150	150	160	160	160	160	160	160

* The figures for fiscal 2020 have been revised for retroactive application due to changes in accounting policies in fiscal 2021.

The Group's business is comprised of pharmaceutical business and other business. The pharmaceutical business is organized into the following five reporting segments in this report: Japan, Americas (North America), China, EMEA (Europe, the Middle East, Africa, Russia and Oceania), and East Asia Global South (primarily South Korea, Taiwan, India, ASEAN, Central and South America, South Africa). From fiscal 2022, Hong Kong was changed from Asia and Latin America pharmaceutical business to China pharmaceutical business, and income mainly from upfront payments and other factors received as consideration for license grants has been included in "Other business". In addition, from fiscal 2023, OTC and others business (Japan) has been integrated into Japan pharmaceutical business. Considering that the Asia and Latin America pharmaceutical business covered Asia (excluding Japan and China), Central and South America, and South Africa, its name was changed to East Asia Global South pharmaceutical business effective October 1, 2024. This is a change in name only and does not affect segment information.

*1 Net debt equity ratio (Net DER) = (Interest-bearing debt (Bonds and borrowings) - Cash and cash equivalents - Time deposits exceeding three months, etc. - Investment securities held by the parent company*3) / Equity attributable to owners of the parent *2 Dividend on equity attributable to owners of the parent (DOE) = Dividend payout ratio (DPR) × Return on equity attributable to owners of the parent (ROE)
*3 Investment securities held by the parent company are included in the formula used to calculate the liabilities ratio.

Status of Shares (As of March 31, 2025)

Authorized (common stock)	1,100,000,000 shares
Issued	291,649,149 shares (including 9,533,249 shares of treasury stock)
Number of shareholders	119,536
Transfer agent	Mitsubishi UFJ Trust and Banking Corporation

Principal Shareholders

Shareholder name	Number of shares held (in thousands)	Percentage of shares (%)
The Master Trust Bank of Japan, Ltd. (trust account)	54,218	19.22
Custody Bank of Japan, Ltd. (trust account)	30,312	10.74
STATE STREET BANK AND TRUST COMPANY 505001	18,783	6.66
Nippon Life Insurance Company	6,500	2.30
STATE STREET BANK WEST CLIENT - TREATY 505234	5,581	1.98
JP Morgan Securities Japan Co., Ltd.	4,428	1.57
The Naito Foundation	4,212	1.49
JP Morgan Chase Bank 385781	3,686	1.31
Saitama Resona Bank, Limited	3,300	1.17
HSBC HONG KONG-TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	2,532	0.90

Notes:

*1 Numbers of shares are rounded down to the nearest thousand.

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

*3 Treasury shares amounted to 9,533 thousand shares (3.27% of the total number of shares issued) and are not shown in the table because they have no voting rights.

*4 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).

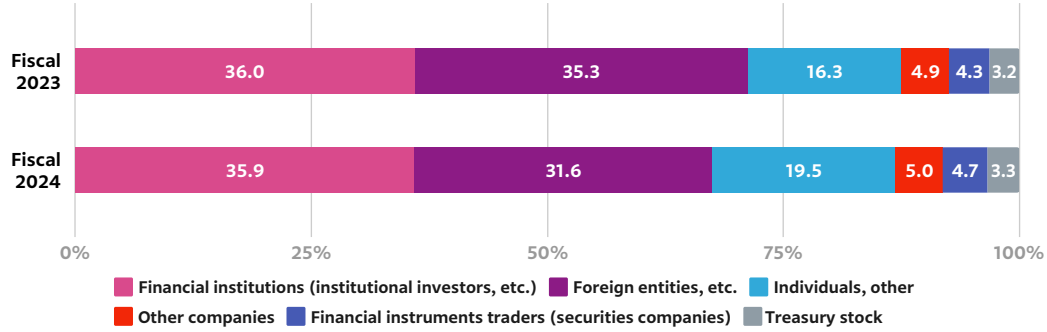
(2) Sumitomo Mitsui Trust Asset Management Co., Ltd. and Nikko Asset Management Co., Ltd. jointly held 16,353 thousand shares (5.51%) as of September 29, 2023 (change report dated October 5, 2023).

(3) Banks' Shareholdings Purchase Corporation held 11,156 thousand shares (3.76%) as of August 30, 2024 (change report dated September 3, 2024).

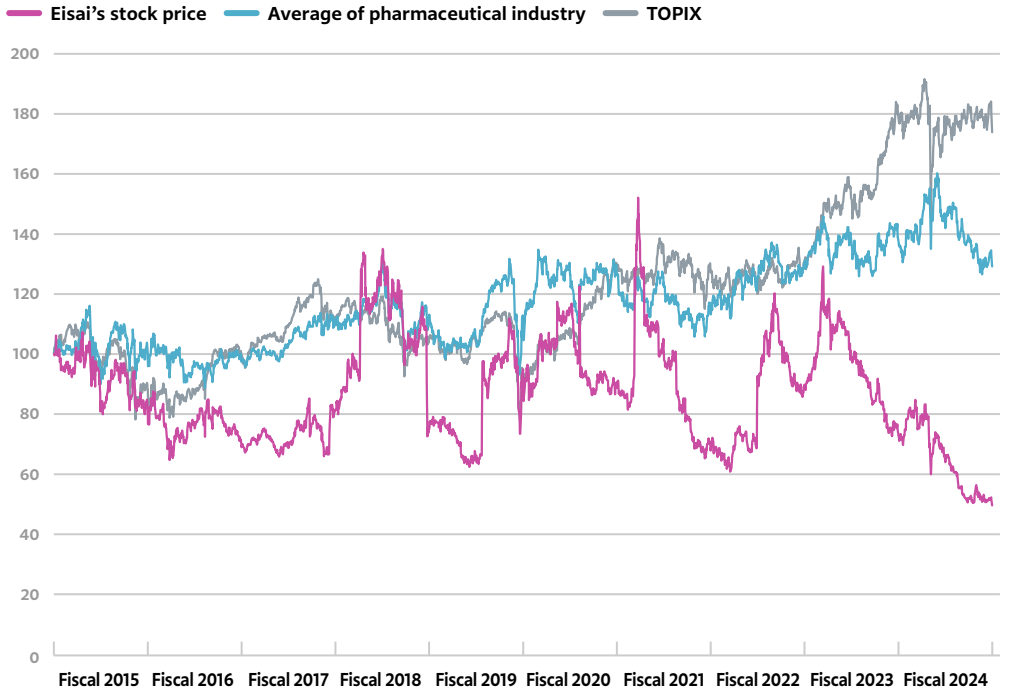
(4) Wellington Management Company LLP held 17,251 thousand shares (5.92%) as of January 31, 2025 (change report dated February 5, 2025).

(5) 21,131 thousand shares (7.25%) were held by BlackRock Japan Co., Ltd. and 10 other companies as of February 28, 2025 (change report dated March 6, 2025).

Trends in Shareholder Type Ratio



Stock Price Trends (from April 1, 2015 to March 31, 2025)



The April 1, 2015, closing prices of Eisai's stock price, average of pharmaceutical industry, and TOPIX, respectively, represent the 100 shown in the line graph.

Corporate Information (As of March 31, 2025)

Corporate Name	Eisai Co., Ltd.
Date Founded	December 6, 1941
Head Office Address	4-6-10, Koishikawa, Bunkyo-ku, Tokyo 112-8088, Japan
Share Capital	¥44,986 million
Stock Exchange Listings	Eisai common stock is listed on the Prime Market of the Tokyo Stock Exchange. (Securities Code Number: 4523)
Date for Settlement of Accounts	March 31
Annual Shareholders' Meeting	Held in June
Independent Public Accountants	Deloitte Touche Tohmatsu LLC

Major External Evaluations (As of July 2025)

In 2025, Eisai Co., Ltd. received a rating of AAA (on a scale of AAA-CCC) in the MSCI ESG Ratings assessment.

THE USE BY Eisai Co., Ltd. OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF Eisai Co., Ltd. BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

THE INCLUSION OF Eisai Co., Ltd. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Eisai Co., Ltd. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Eisai Co., Ltd. has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Eisai Co., Ltd. has been independently assessed according to the FTSE Blossom Japan Index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of Japanese companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

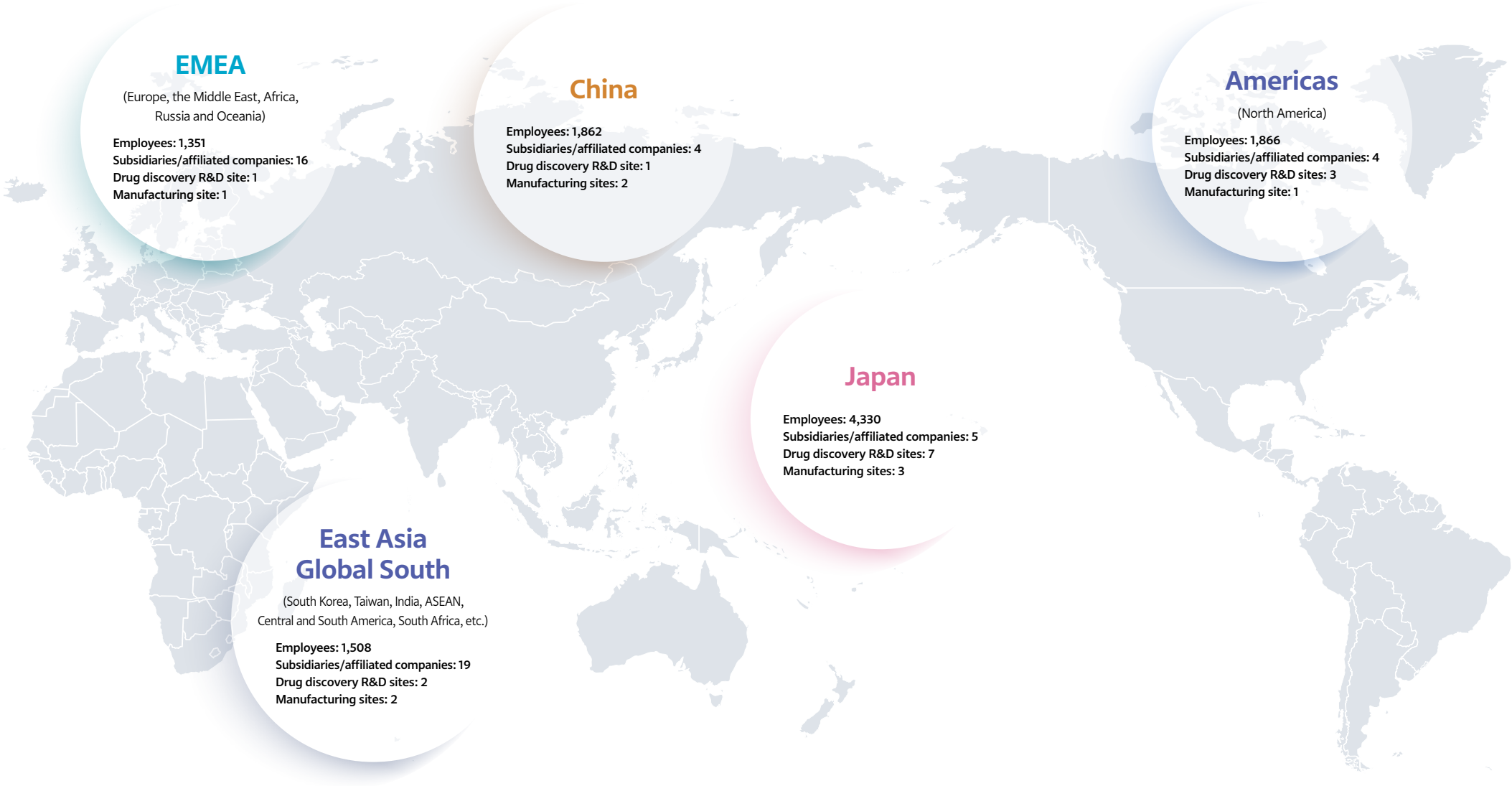
FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Eisai Co., Ltd. has been independently assessed according to the FTSE Blossom Japan Sector Relative Index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is designed to measure the performance of Japanese companies that demonstrate strong Environmental, Social, and Governance (ESG) practices. This index is widely used for the creation and evaluation of sustainable investment funds and other financial products.

Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized Eisai Co., Ltd. to use of the Morningstar® Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, Eisai Co., Ltd. ranks within the top group of companies comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt Index℠ ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by Eisai Co., Ltd. solely for informational purposes. Eisai Co., Ltd.'s use of the Logo should not be construed as an endorsement by Morningstar of Eisai Co., Ltd. or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with Eisai Co., Ltd. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaims all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, any data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third-party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, Index name and the Logo are the trademarks or services marks of Morningstar, Inc. Past performance is no guarantee of future results.

Eisai Global Network

With a global workforce of over 10,000 employees, Eisai operates more than 40 subsidiaries and affiliated companies worldwide. The company owns 14 drug discovery R&D centers and nine production sites, all dedicated to empowering patients and people in the daily living domain all over the world to realize their fullest lives.

Global (As of March 2025) | **Employees: 10,917**



EMEA

(Europe, the Middle East, Africa, Russia and Oceania)

Employees: 1,351
Subsidiaries/affiliated companies: 16
Drug discovery R&D site: 1
Manufacturing site: 1

China

Employees: 1,862
Subsidiaries/affiliated companies: 4
Drug discovery R&D site: 1
Manufacturing sites: 2

Americas

(North America)

Employees: 1,866
Subsidiaries/affiliated companies: 4
Drug discovery R&D sites: 3
Manufacturing site: 1

Japan

Employees: 4,330
Subsidiaries/affiliated companies: 5
Drug discovery R&D sites: 7
Manufacturing sites: 3

East Asia Global South

(South Korea, Taiwan, India, ASEAN, Central and South America, South Africa, etc.)

Employees: 1,508
Subsidiaries/affiliated companies: 19
Drug discovery R&D sites: 2
Manufacturing sites: 2

Eisai Co., Ltd.

4-6-10, Koishikawa, Bunkyo-ku, Tokyo 112-8088, Japan
https://www.eisai.com

hhc
human health care

About the Cover Imagery

Linking the medical and daily living domains, Eisai is aiming to create value by building an *hhc* ecosystem through co-creation with a variety of stakeholders to empower patients and people in the daily living domain to realize their fullest lives.

For the cover of this report, we used a photograph to symbolically express a society in which people are connected and support each other with empathy. This is the worldview to which the *hhc* ecosystem aspires. The intention is to convey the *hhc* concept, to which Eisai attaches great importance, through the image of building relationships of trust with partners, including academia and companies, and of building an ecosystem together.

Published August 2025

Forward-Looking Statements and Risk Factors: Materials and information provided in this Value Creation Report may contain “forward-looking statements” based on current expectations, forecasts, estimates, business goals and assumptions that are subject to risks and uncertainties, which could cause actual outcomes and results to differ materially from these statements. Moreover, the target values contained in this report merely express medium-term strategies, intended directions and visions and are not an official earnings forecast. For the official earnings forecast, please refer to the annual financial report (Consolidated Financial Statement), which is compiled in accordance with the rules set by the Tokyo Stock Exchange. Factors that could have a material impact on future outlook include, but are not limited to, changes in the economic environment and competitive pressures surrounding Eisai’s business environment, revisions to laws and regulations, fluctuations in currency exchange rates, uncertainties associated with new drug development, and infringements of intellectual property rights by third parties. Although this report contains information on pharmaceuticals (including those under development), the content is not intended for advertising or medical advice purposes. In addition, further details about business risks stated above are described in the Annual Securities Report. This English report was translated from the original Japanese version. In the event of any inconsistency between the statements in the two versions, the statements in the Japanese version shall prevail.