S172 statement by the Directors

Company directors are required by law to promote the success of their organisation for the benefit of all stakeholders, including employees, customers, suppliers, and the broader community.

This statement aligns to such requirements, as set out in Section 172 of the Companies Act 2006 (the Act). It indicates how, during the year, our Board addressed the matters set out in Section 172(1) (a) to (f) of the Act when performing their duties:

a) likely consequences of any decisions in the long-term;
b) interests of the company's employees;
c) need to foster the company's business relationships with suppliers, customers, and others;
d) impact of the company's operations on the community and environment;
e) desirability of the company maintaining a reputation for high standards of business conduct;
f) need to act fairly between members of the company.

To avoid duplication, it incorporates information from Eisai's Value Creation Report. By considering Eisai's corporate concept of human health care ecosystem (hhceco), together with strategic priorities and having a process in place for decision-making, the Boards of Eisai networked companies (Eisai Europe Limited (EEL), Eisai Manufacturing Limited (EML) and Eisai Limited (ESL)) ensure their decisions are consistent and meet the above factors.

This approach allows the Boards of EEL, EML and ESL to build trust and fully understand the potential impacts of the decisions they make on all our stakeholders. Our engagement with Eisai's main stakeholder groups, including our patients, employees, partners/academia, suppliers, the broader community are summarised in Table A.

The Boards review matters relating to financial and operational performance, business strategy, key risks, climate change, stakeholder-related matters, compliance, and legal and regulatory matters, over the course of the financial year. This is supported through the consideration of reports and presentations provided throughout the year.

Eisai's governance structure and processes are summarised in the Corporate Governance section of the Value Creation Report, found on the Eisai Europe corporate website. The summary highlights how the Boards consider all relevant matters when reviewing the likely consequences of any decisions in the long term by undertaking robust long-term business plans, planning for the future of the business in 2024 and over the next six years to 2030.

S172 Statement by the Directors (continued)

Eisai takes its compliance obligations very seriously. Compliance and ethical behaviour are critical to ensuring Eisai lives up to its corporate objective and all employees are required to support the company with this. Each employee reaffirms their commitment to compliance, ethics, and patient safety via annual training and certification.

More information on the issues and factors that the Boards consider relevant to complying with Section 172(1) (a) to (f) of the Act can be found on our website www.eisai.eu.

Stakeholder engagement

Engaging with and building trust among the broad range of stakeholders that interact with, or are impacted by, our business is key to delivering our strategy and ensuring our success over the long term.

Details of how the Directors of Eisai networked companies, including EEL, EML, and ESL, engage with these stakeholders to support oversight and decision making is set out in the below table. The table highlights our key stakeholder groups, what matters to them and how we engage with them on a regular basis.

Table A: Stakeholder engagement

Stakeholders	**What matters**	**How we engage**
Patients *Insights from patients are core to ensure we develop medicines that meet their needs and improve health*	Medicines based on patient needs Reliable supply of efficacious and safe medicines Appropriate pricing of medicines Medical information that empowers patients to manage their condition	Discussion groups Patient research for medicines and disease awareness initiatives *human health care (hhc)* activities Patient organisation collaborations Clinical trials

S172 statement by the Directors (continued)

Table A: Stakeholder engagement (continued)

Stakeholders	What matters	How we engage
Employees *Employees make Eisai's culture – a great place to work focused on the patient. We involve and listen to employees to maintain strong engagement and retention*	Aligned purpose with individual values and *human health care* ecosystem, Eisai's corporate concept Informed and engaged teams Good line management Being listened to, understood and playing a role in the company's mission Being a part of a diverse and inclusive workplace Safe work environment Career progression and longevity Motivated teams Opportunity to feedback	Integration of the *hhc*eco corporate concept in day-to-day work Quarterly live company-wide meetings Newsletters: corporate (GEPPO), unit (e.g. EML), departmental (e.g. People) Regular business updates from Eisai CEO Intranet, on-site digital signage Objective setting and personal development review Cultural programmes such as 'Motivational Behaviours' and 'Equity, Diversity and Inclusion' Training and development Priority Setting – Safety, Quality, Customer Service & Cost Health and safety committees, wellbeing programmes', internal communications plan, recognition and reward programmes', no retaliation policy Providing equal opportunities for all employees at all levels

S172 statement by the Directors (continued)

Table A: Stakeholder engagement (continued)

Stakeholders	What matters	How we engage
Healthcare professionals *We work closely with healthcare professionals to better understand patient needs and to ensure our medicines are being administered correctly and reach the people that need them the most*	Access to medicine and scientific information Trustworthy and responsible sales and marketing approach Safety and efficacy Differentiated innovation and future pipeline plans Established joint goals for patients	Ongoing scientific dialogue with medical liaison team to increase understanding of disease management Providing good quality information about our medicines Clinical trial collaboration Advisory boards Market research Scientific webinars Medical congresses
R&D partners and academia *We partner with many academic and scientific organisations to ensure we are developing medicines that meet an unmet need and improve the lives of patients*	Common goals and finding the right partner to accelerate innovation Driving scientific discovery as quickly as possible to improve health Enhancing scientific knowledge of a disease to improve disease management	Collaboration to improve healthcare innovation of medicines and devices to support disease management Acceleration of drug discovery through joint ventures and research Development of better educational materials about a disease

S172 statement by the Directors (continued)

Table A: Stakeholder engagement (continued)

Stakeholders	What matters	How we engage
Suppliers *We work with many suppliers of all sizes, who provide goods and services that support the delivery of our medicines and are key in improving healthcare for all*	Appointment of ethical and compliant suppliers Agreed and prompt payments to suppliers Training and policy understanding to ensure compliance Creating opportunities to grow relationships to improve outcomes and reach common goals Supplier engagement training for employees	Regular direct engagement with suppliers to ensure we are working within agreed practices Development of scopes of works and agreed master service agreements to understand roles and delivery expectations Procurement team established to support optimal relationship management All Eisai teams build relationships directly On-boarding for new suppliers
Government, regulators and Trade Associations *We work with governments, trade associations and regulators to encourage investment, innovation and improved healthcare management and delivery to ensure patients have a better quality of life*	Investment in life sciences and establishing funding and collaboration opportunities to improve healthcare Medicine pricing and reimbursement Public health management Investment in prevention as well as intervention UK skills policy reflective of industry and government strategy Sustainable UK ecosystem for the development and supply of medicines into the UK and for export	Meeting with regulatory bodies throughout drug development timeline Engaging with health agencies to demonstrate value of medicine (efficacy and cost) Working with government to improve life sciences innovation Participating in international efforts to improve disease management in neurology and oncology Meetings with government to ensure the challenges of the sector and company are understood Participation in industry working groups