

03

Corporate Governance



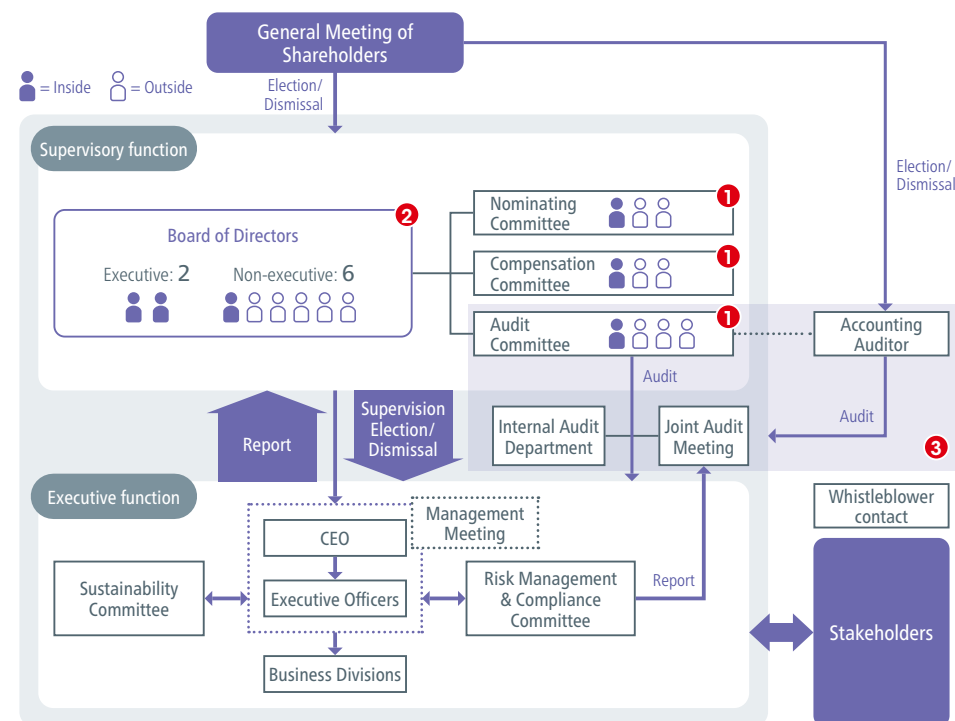
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Basic Policy on Corporate Governance

Eiken Chemical recognizes that enhancing corporate governance with a strong focus on the shareholders' perspective is one of its most important management issues, for the purposes of enhancing management soundness, speed and transparency and improving corporate value, and carries out activities to these ends. For this reason, the Company is organized as a "company with nominating and other committees," maintaining separation of the executive and supervisory functions of management. Important matters related to basic management policy are decided through the deliberations of the Board of Directors, while execution of business is conducted swiftly and smoothly based on in-house rules and regulations and through an appropriate chain of instruction and command.

	Roles	Number of meetings (FY2023)
Board of Directors	Delegates occupational authority within the scope of laws and regulations to the Executive Officers, and focuses on making decisions on important matters related to basic management policies such as the medium-term management plan and management policies, and supervising the status of business execution.	15
Nominating Committee	Determines the content and other matters related to proposals for the election and dismissal of Directors to be submitted to the General Meeting of Shareholders, in light of the standards for nomination and dismissal of Directors.	7
Compensation Committee	Determines policies for the determination of individual compensation for Directors and Executive Officers, as well as individual compensation.	10
Audit Committee	Determines matters related to basic policies and implementation plans for audits and the content and other matters related to proposals for the election and dismissal of the Accounting Auditor and the non-reappointment of the Accounting Auditor to be submitted to the General Meeting of Shareholders.	8

Corporate governance structure (as of June 30, 2024)



Point 1 Transparency of management

Transitioned to a company structure with committees (now referred to as company with nominating and other committees) in 2005

- Three committees have been established
- The three committees are chaired by **Outside Directors**
- Supervision and execution have been separated

Point 2 Independence of Board of Directors

Outside Directors have accounted for the majority of the Board since 2015

- Five of the eight Directors are independent Outside Directors
- Chaired by a **Director not serving concurrently as an Executive Officer**
- The three committee chairpersons are **Outside Directors**
- **Evaluations of effectiveness are conducted**

Point 3 Effectiveness of audit

- Holds joint audit meetings between the Audit Committee, Internal Audit Department, and various other departments
- The Audit Committee holds periodic reviews with the Accounting Auditor

Approach to Composition of Board of Directors/Diversity of Skills

The composition of the Board of Directors of Eiken Chemical is well balanced in terms of the knowledge, skills and experience required to achieve EIKEN ROAD MAP 2030 based on the management vision. Its members were selected with an emphasis on diversity, including diversity of gender, nationality, professional background and age. Nominees for Inside Director are chosen for their ability to fulfill the roles of deciding important matters of corporate management and supervision of Executive Officers in the execution of their duties. Outside Directors are nominated for highly specialized knowledge, skills and abundance of experience that cannot be obtained from Inside Directors alone. Each Director is expected to leverage his or her capabilities born of experience to maximum effect to decide important matters of basic management policy and supervise the execution of duties.

The Board of Directors appoints Executive Officers in consideration of executive-officer selection criteria, following consultation with the Nominating Committee regarding each candidate.

Materialities and KPIs

Promoting executive diversity

Directors

Female Directors as share of Directors

End of June 2024 FY2024 target FY2030 target
12.5% >> **20%** >> **30%**

Foreign-national Directors as share of Directors

End of June 2024 FY2024 target FY2030 target
 - % >> - % >> **20%**

Executive Officers

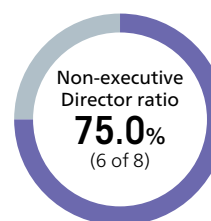
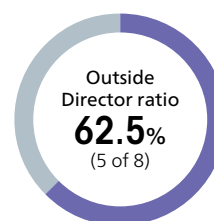
Female Executive Officers as share of Executive Officers

End of June 2024 FY2024 target FY2030 target
 - % >> - % >> **30%**

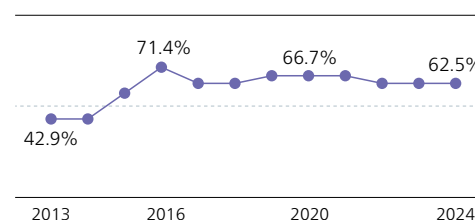
Foreign-national Executive Officers as share of Executive Officers

End of June 2024 FY2024 target FY2030 target
 - % >> - % >> **20%**

Composition of the Board of Directors



Change in Outside Director ratio over time



*Each data point represents the status at the conclusion of the General Meeting of Shareholders for each year.



For details, please refer to the Annual Securities Report.

https://ssl4.eir-parts.net/doc/4549/ir_material_for_fiscal_ym9/158150/00.pdf

		Committee affiliation			Skill matrix					
		Nominating Committee	Compensation Committee	Audit Committee	Corporate management	Global business	Technology/Innovation	Production/SCM	Finance/Accounting	Law/Risk management
Chairman and Director	Morifumi Wada			○	●	●		●		
Director, President & CEO	Tsugunori Notomi	○	○		●		●	●		
Director, Senior Vice President and Executive Officer	Hajime Watari				●	●			●	●
Independent Outside Director	Yukiya Hakozaki			○			●			
Independent Outside Director	Kiyoshi Ishii	Chairperson	○		●		●	●		
Independent Outside Director	Kiyomi Nakamura			Chairperson						●
Independent Outside Director	Akira Fujiyoshi	○	Chairperson		●		●			●
Independent Outside Director	Naoki Matsutake			○					●	●

*1 The skill matrix indicates the specialization, experience, etc. expected of each Director.

*2 In addition to providing specialization, experience and so forth, all Directors are expected to manage with focus on sustainability.

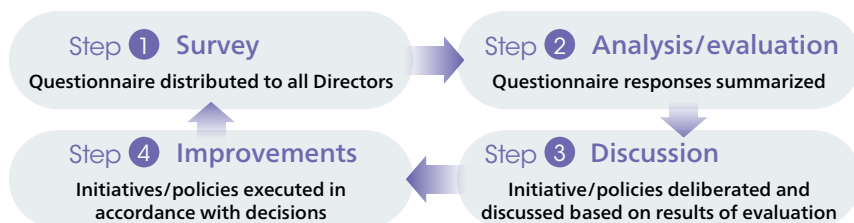
*3 Morifumi Wada does not serve concurrently as Executive Officer.

Reasons for selecting items in skill matrix

Corporate management	Global business	Technology/Innovation
Required for supervising and promoting corporate planning and corporate strategy, leading to continuous increases in corporate value	Required for supervising and promoting the global expansion of the business, leading to increases in corporate value	Required for incorporating new technology arising from creating innovation and promoting the development of products to address new testing needs, as well as refining existing technologies
Production/SCM	Finance/Accounting	Law/Risk management
Required for maintaining and enhancing trusted levels of quality, ensuring stable supply, and improving productivity	Required for achieving continuous increases in corporate value by promoting both the investment strategy and returns to shareholders, predicated on the maintenance of a sound financial base	Required for achieving continuous increases in corporate value by executing business appropriately, maintaining and monitoring fair business activities, and managing risks

Evaluation of the Effectiveness of the Board of Directors

With the aim of obtaining objective confirmation that the Board of Directors is functioning appropriately and being managed effectively, as well as bringing about improvements as required in issues raised, the Company has conducted an analysis and evaluation of the effectiveness of the Board of Directors, an overview of which is presented here.



Evaluation method

All Directors are requested to fill in the questionnaire by using their name and commenting freely.

Main questionnaire items

- (1) Composition of Board of Directors (2) Management of Board of Directors
(3) Status of monitoring/supervision, etc. of Board of Directors

Overview of FY2023 evaluation of effectiveness

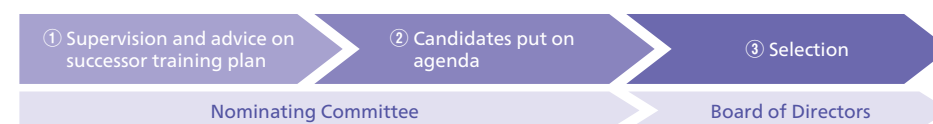
- The following findings show that the Board of Directors is functioning appropriately and is fully effective.
- (1) The proportions of Inside and Outside Directors on the Board of Directors as it is currently constituted are appropriate, and there is a good balance of experience and knowledge.
 - (2) Sufficient standardized information on business execution is provided.
 - (3) All Directors, including Outside Directors, actively engage in sharing opinions, leading to energetic but harmonious discussions.

Succession plan

Basic approach

With regard to the election or dismissal of the Chief Executive Officer of the Company, candidates are considered in advance by the Nominating Committee, the results are put on the agenda of the Board of Directors, which then takes a resolution. The Nominating Committee also provides supervision and advice in relation to the selection and training of successors to the CEO.

Training/selection process



Issues outstanding and future initiatives

While sufficient standardized information on business execution is being provided on the one hand, we will create opportunities for fuller provision and discussion of information from the production and R&D front line, and of information needed to appropriately supervise and audit the progress of the Medium-Term Management Plan. To increase the effectiveness of discussions, we will also create opportunities for the provision and discussion of information, as well as providing sufficient time for considering such information beforehand, such as by clearly indicating the positioning within EIKEN ROAD MAP 2030 of matters put on the agenda of the Board of Directors.

Corporate governance initiatives undertaken in the past

2001-2005

- 2001**
- Complete revision to the Business Code of Conduct
- 2002**
- Launch of the whistleblower system
- 2003**
- Compliance Committee established
- 2005**
- Transitioned to a company structure with committees (now referred to as company with nominating and other committees)

2006-2010

- 2007**
- Beginning of performance-based pay (stock options)
- 2009**
- EIKEN WAY established
 - EIKEN ROAD MAP 2009 established
 - Risk Management & Compliance Committee established

2011-2015

- 2015**
- Basic policy on corporate governance
 - Standards for the Independence of Outside Directors
 - Outside Directors account for majority of Board of Directors
 - Training/facilities inspections provided to Outside Directors

2016-2020

- 2016**
- Evaluations of the effectiveness of the Board of Directors begin
- 2018**
- Standards for Nomination of Directors
 - Global Code of Conduct established
- 2019**
- EIKEN ROAD MAP 2019 established
- 2020**
- Initiation of discussions between Outside Directors and Executive Officers

2021-

- 2021**
- Director skill matrix presented
- 2022**
- EIKEN ROAD MAP 2030 formulated
 - Sustainability Committee established
- 2023**
- Integrated Report published

Executive Remuneration

Basic policy

Eiken Chemical is organized as a company with nominating and other committees. The Company determines remuneration for Directors and Executive Officers on an individual basis in accordance with the resolutions of the Compensation Committee, a majority of whose members are Outside Directors. To incentivize executives to bolster the Company's business results and contribute to shareholder value, the criteria for determining remuneration are decided in consideration of each executive's responsibilities based on factors such as rank and executive duties, the Company's business results, the management environment and industry norms.

The amount of remuneration, etc. paid to executives of the Company in FY2023 was fully discussed and decided at a meeting of the Compensation Committee held on June 27, 2023.

Specific policies

Compensation for Directors and Executive Officers consists of fixed compensation, performance-linked compensation, and remuneration through transfer-restricted shares. The ratio of basic compensation, performance-linked compensation, and remuneration through transfer-restricted shares is 55%:30%:15% as a model case. However, the actual percentage of the payment may vary from person to person. In addition, with the goal of raising awareness of sustainable increases in shareholder and corporate value over the medium and long term and sharing values with shareholders, the Compensation Committee decided at a meeting held on May 23, 2024, to change the ratio of basic compensation, performance-linked compensation, and remuneration through transfer-restricted shares to 50%:30%:20%. In addition, the compensation of Outside Directors, who are independent of business execution, is not linked to business performance and consists only of fixed compensation. Specifically, it is as follows.

Compensation structure

Type		Those eligible			Payment method	Purpose	Overview	Reflects assessment of individual
		Outside Directors	Directors other than Outside Directors	Executive Officers				
Fixed	Fixed pay	●	●	●	Cash	• Fixed consideration for duties performed	• A certain amount paid monthly in accordance with the rank and details of the duties of each Director or Executive Officer	No
Variable	Performance-based pay	No	No	●	Cash	• Incentive to achieve sustainable improvements in business results • Encourages specific initiatives aimed at rebuilding the business foundation and achieving sustainability targets	• Total amount decided through an evaluation of the extent to which targets for consolidated net sales and operating profit have been achieved for the fiscal year in question, of the extent of year-on-year improvement, and of ROE, which is a focus management indicator for the Company • Executive Officers are assessed on the extent to which they achieve individual targets set for their areas of responsibility, with additional evaluation criteria that include the extent to which they achieve strategic targets for sustainable growth that cannot be measured in terms of financial performance figures	Yes
	Remuneration through transfer-restricted shares	No	●	●	Shares	• Clarification of the link between remuneration, and business results and shareholder value • Improvements in corporate value, sharing of the risk/returns experienced by shareholders	• Common shares allotted in accordance with the rank of the individual and details of their duties	No

Evaluation indicators for performance-based pay

Evaluation indicator	FY2022		FY2023	
	Targets	Results	Targets	Results
Consolidated net sales (Million yen)	40,000	43,271	42,000	40,052
Consolidated operating profit (Million yen)	4,540	7,457	5,380	3,377
ROE (%)	7.8	12.1	8.4	5.6

Total amount of remuneration, etc. for FY2023 (based on the compensation structure before changes)

Executive category	Total remuneration (Million yen)	Amount by type of remuneration (Million yen)				Number of executives of each type
		Fixed pay	Performance-based pay	Stock options	Transfer-restricted shares	
Directors (excluding Outside Directors)	58	39	13	2	2	3
Executive Officers	281	122	109	12	37	11
Outside Directors	51	51	—	—	—	6

*1 For the two Executive Officers serving concurrently as Directors, the remuneration amount was categorized into remuneration as Director and remuneration as Executive Officer, before being included in the respective amounts for remuneration.

*2 The amount paid to Executive Officers does not include the portion of employee salary paid to those who work concurrently as employees.

*3 With regard to share-based remuneration-type stock options, the system has been abolished except for those that have already been granted in accordance with the resolution of the Compensation Committee, at a meeting held on November 18, 2022, to introduce remuneration through transfer-restricted shares, and no new ones have been granted in the fiscal year under review, but the amount of remuneration recorded as expenses in the fiscal year under review is stated for the amount granted in the previous fiscal year.

*4 Of the above, share-based remuneration stock options and remuneration through transfer-restricted shares fall under the category of non-monetary compensation, etc.

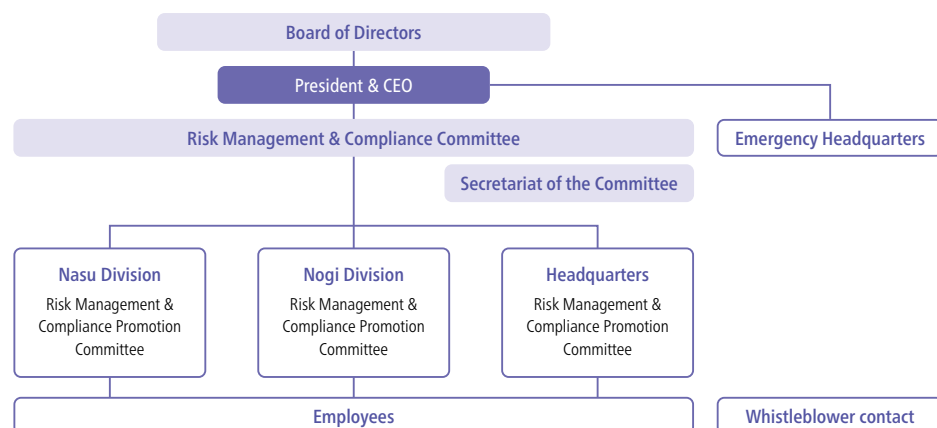
Compliance/Risk Management

The Eiken Group has established a Risk Management & Compliance Committee chaired by the Senior Vice President and Executive Officer, General Manager, Business Management Division, which identifies and manages compliance issues and risks. As a subordinate body to the Risk Management & Compliance Committee, a Risk Management & Compliance Promotion Committee has been established to promote compliance and risk management activities.

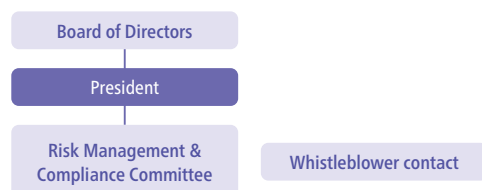
The Eiken Group has also set up a whistleblower system and established contact points for receiving whistleblower reports and offering advice. 14 reports were received in the Eiken Group in FY2023. Compliance-related requests for advice, complaints, and reports from parties related to external business partners are accepted via the “Eiken Chemical inquiries” on the Company website, and subsequently addressed.

Committee activities are reported to the Joint Audit Meeting, which is attended by Directors, so that their legality and efficiency is continuously monitored.

EIKEN CHEMICAL CO., LTD.



EIKEN CHINA CO., LTD.,



Basic approach to compliance

As a company that provides products and services that are related to the health and lives of people around the world, the activities of the Group are subject to rigorous oversight and a higher standard of corporate ethics. Each and every employee of the Eiken Group recognizes their mission based on that awareness, and will behave responsibly in accordance with the Eiken Group Global Code of Conduct so that they are trusted by medical professionals and members of the public. The Eiken Group has established Compliance Regulations based on the Compliance Policy, and promotes a high standard of corporate ethics and compliance with laws and regulations.

Main initiatives for compliance activities (FY2023 actual)

	Month implemented	Details	Scope
Education and training			
Compliance program	May-June	Global Code of Conduct (information management, environmental conservation)	All employees
		Prevention of insider trading	All employees
	September	Chinese legal system	Relevant departments
	November	Controls on promotions	Relevant departments
		Working hours management	All employees
	December	Pharmaceutical regulations	All employees
		Harassment prevention	All employees
General	February	Act on Waste Management and Public Cleansing	Relevant departments
	As required	Training for newly joined employees/mid-career hires	Newly joined employees
	April-June	Regular checking of regulations	Department responsible
Other			
Raising awareness/disseminating	Monthly	Issuing of “Risk and Compliance Newsletter”	
	April	Explanation of Compliance Policy	
Monitoring/surveying	December	Compliance awareness surveys	All employees

Number of serious noncompliance incidents

FY2023: 0



For policies, etc. related to compliance, please see the Company's website.
<https://www.eiken.co.jp/en/sustainability/governance/compliance/>

Compliance/Risk Management

Respect for human rights

The Eiken Group has formulated a Human Rights Policy based on the United Nations' Guiding Principles on Business and Human Rights, and supports and respects international norms related to human rights, including the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the Ten Principles of the UN Global Compact.

Human rights due diligence

The Eiken Group conducts human rights due diligence in accordance with the Japanese government's Guidelines on Respecting Human Rights in Responsible Supply Chains and the Ministry of Economy, Trade and Industry's Reference Material on Practical Approaches for Business Enterprises to Respect Human Rights in Responsible Supply Chains.

Assessment of negative impact (risk of human rights infringement) and corporate involvement

Specific details of risk of human rights infringement	Eiken Chemical	Supply chain	Severity	Probability of occurrence
Discriminatory treatment	✓		Low	Low
Forced labor/unpaid overtime	✓		Low	Low
Restrictions on taking leave	✓		Low	Low
Deficiencies in health and safety environment	✓		Low	Low
Harassment	✓		Low	Intermediate
Basic attitude to human rights		✓	Low	Low
Respect for local communities		✓	Low	Low
Respect for religious tradition and practices		✓	Low	Low
Recognition and respect for freedom of association and right to collective bargaining		✓	Intermediate	Low
Basic attitude to labor practices		✓	Low	Low
Conflict minerals initiatives		✓	Low	Low

Materialities and KPIs

Rate of implementation of human rights due diligence*

FY2023 actual
100% >> FY2024 target
100% >> FY2030 target
100%

*Rate of implementation (response rate) for those major business partners in the upper 70% by transaction value for FY2023, in the upper 90% for FY2024, and in 100% in FY2030

Prevention of corruption

Taking into account the strengthening of efforts to prevent corruption as part of a global trend, the Eiken Group has set out an Anti-Bribery Policy, and is engaged in initiatives to prevent bribery in Japan and in all countries and regions in which it operates its business.

Number of anticorruption incidents

Fiscal year	Eiken Chemical
FY2023	0
FY2022	0

Anticorruption due diligence at major business partners

Fiscal year	Target companies
FY2023	Top 70% by transaction value
FY2022	Top 50% by transaction value

Harassment prevention

In order to maintain pleasant workplace environments free from harassment, the Eiken Group has formulated Harassment Prevention Regulations and provides education and training on harassment. The Group also monitors performance through fact-finding surveys and contact points for offering advice, to prevent harassment and quickly resolve harassment issues when they arise.

Fiscal year	Rate of uptake of harassment prevention training
FY2023	100%
FY2022	100%

Compliance awareness surveys

Every year the Company conducts a compliance awareness survey among employees, seeking to get a regular grasp on the effectiveness of compliance education and the probability of compliance risks materializing, and thus to continuously improve measures to prevent compliance infringements and raise compliance awareness.

Issues identified from the results of the FY2023 survey

Items for which improvements in awareness are required

- Dissemination of information on whistleblower system
- Strengthening of compliance messages from executives and managers
- Education and training more closely tailored to the circumstances of the workplace

Risks for which the probability of materialization is high

- 36 treaty violations/incidents of unpaid overtime
- Concentration of operations on specific individuals
- Measures to address mental health



For policies, etc. related to compliance, please see the Company's website.
<https://www.eiken.co.jp/en/sustainability/governance/compliance/>

Compliance/Risk Management

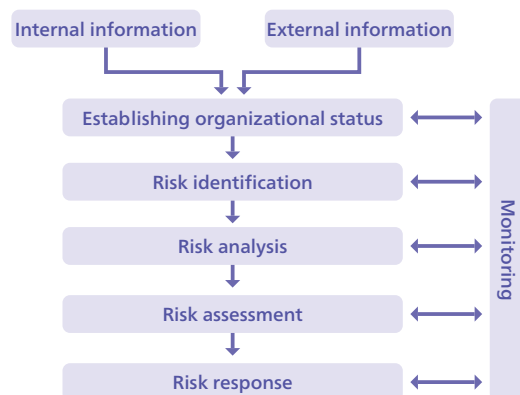
Basic approach to risk management

The Eiken Group has set out Risk Management Regulations based on the Risk Management Policy, seeking to prevent or mitigate the materialization of risks that could prevent the Eiken Group from achieving its business objectives.

By engaging in appropriate risk management activities such as regularly identifying, analyzing, and assessing risks, sharing risks and establishing and implementing various regulations, as well as conducting education and training, we seek to mitigate or prevent risk before it materializes.

By creating a variety of response manuals and conducting education and training in preparation for such an event, we have devised prompt and precise initial responses and recovery measures to help us minimize losses.

Basic process for risk management



• Main risk management regulations of the Company

Confidential Information Management Regulations, Personal Information Handling Regulations, Information Management Regulations, Information Disclosure Regulations, Information Security Management Regulations

• Main risk-related manuals of the Company

- Crisis management manual
- Response to confidential information leaks manual
- Response to personal information leak manual
- Overseas safety measures manual
- Disaster prevention manual (earthquakes, wind or water damage)
- Countermeasures manual for new strains of influenza, etc. and other infectious diseases

• The Company's business succession plan

- Business continuity management basic planning document, Business continuity manual (response to natural disasters)
- Business continuity planning document for new strains of influenza, etc. and other infectious diseases

Information security

The Eiken Group perceives ensuring the security of information assets to be essential for the continuation of the business, as well as a social responsibility. As a means of ensuring the protection of its information assets, the Eiken Group has set out an Information Security Policy, and strives to ensure and enhance the confidentiality, completeness, and availability of its information assets.

Business continuity management

As a company that provides products and services that protect the health and lives of people around the world, the Eiken Group recognizes that the continued stable supply of our goods and services is one of the highest priority matters that it faces. For that reason, to strengthen our ability to respond even to natural disasters, major incidents, or spread of infectious diseases and fulfill the social responsibility of providing products and services to the customer, while at the same time ensuring the safety of employees, their families, and the community, we have formulated business continuity plans in accordance with the Basic Policy for Business Continuity Management, and are actively engaged in business continuity activities. The Company has obtained certification as an Organization Contributing to National Resilience (Resilience Certification) from the Cabinet Secretariat National Resilience Promotion Office.

Main initiatives for risk activities (FY2023 actual)

	Month implemented	Details	Scope
Education and training	April	Explanation of Risk Management Policy Explanation of Information Security Policy	All employees
	May-June	Information management training (appropriate use of social media)	All employees
	September, February	Targeted email attack training	All employees
BCP	October	Flood risk training at Nogi Division	Related departments
	November	Training for establishing head office emergency headquarters	Related departments
	October-November	Safety confirmation system training by business	All employees
Risk assessment	June	FY2022, evaluation of effectiveness of measures to respond to internal and external issues	General managers of offices, factories, divisions, etc.
	December	FY2023, identified, analyzed, assessed, and devised countermeasures for internal and external issues	



For policies, etc. related to risk management, please see the Company's website.
https://www.eiken.co.jp/en/sustainability/governance/risk_management/

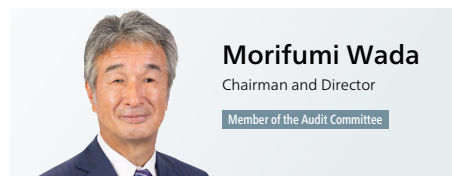
Compliance/Risk Management

Main business risks that could affect financial position or operating results

Item	Hypothetical risks	Issue	Response
Expansion of overseas operations	<ul style="list-style-type: none"> Delays, interruptions, or suspensions of colorectal cancer screening programs caused by changes in the economy and business conditions of countries or regions, pandemics, geopolitical risks, and other factors Delays in the progress of the business or in recovering investments in EIKEN CHINA CO., LTD., which is the overseas consolidated subsidiary of the Company, due to changes in the market environment or changes to the Chinese legal system 	Strengthening of marketing capabilities Strengthening of global expansion	<ul style="list-style-type: none"> Gather and analyze information about the global market to plan, draft proposals, and promote business that reflects trends in various countries Strengthen sales through such measures as selection of appropriate sales agents
New products, technologies, and businesses	<ul style="list-style-type: none"> Delays in recovering investments and loss of opportunities for commercialization caused by delays or interruptions to planning and development Weak sales resulting from mismatches, etc. caused by changing market trends Technology development by other companies reducing the advantages of the Company's products 	Strengthening of research & development capabilities Strengthening of marketing capabilities and planning	<ul style="list-style-type: none"> Planning and development of new businesses, products, and technologies based on a medium- to long-term perspective and on medical needs Formulate business strategies in response to changes in the business environment, promote strategic development of new products and technologies Set criteria for recovering investments
Medical systems and pharmaceutical regulations, etc.	<ul style="list-style-type: none"> Impact on product prices and on the ways in which products are used, caused by changes in the medical systems and pharmaceutical regulations in various countries Delays in regulatory applications for new products 	Speeding up of research and development	<ul style="list-style-type: none"> Swiftly identify and respond to trends in medical systems and pharmaceutical regulations by country and region
Product quality	<ul style="list-style-type: none"> Suspension of product supply caused by the occurrence of quality problems 	Provision of high-quality products	<ul style="list-style-type: none"> Stabilize quality by strengthening production technology capabilities Appropriate operation of quality management systems, quality management of products in market
Stable supply of products	<ul style="list-style-type: none"> Damage to the plants or facilities of the Eiken Group or its suppliers caused by natural disasters such as a large-scale earthquake, wind or water damage, or major accidents such as fire Long-term suspension of operations caused by the spread of infectious diseases or geopolitical risks 	Enhancing resilience	<ul style="list-style-type: none"> Avoid risk by securing safe inventories of products and important raw materials, and procuring from multiple sources Draw up business continuity plans and continuously improve ability to respond to situations (maintain Resilient Certification)
IT systems	<ul style="list-style-type: none"> Delays in responding to information technology innovation System failures/communication failures caused by accidents, etc. Failures or information leaks, etc. caused by computer viruses 	Strengthening of information security	<ul style="list-style-type: none"> Improve business processes through the promotion of DX and IT Build appropriate cybersecurity countermeasures Conduct education and training, such as targeted email attack countermeasures training
Soaring raw material prices and transportation costs	<ul style="list-style-type: none"> Rising cost of goods for products 	Improving productivity	<ul style="list-style-type: none"> Survey market trends for raw materials, procure from multiple sources, maintain proper inventories Continuously raise production efficiency

Executives (Directors, Executive Officers) (As of June 25, 2024)

Director



Morifumi Wada

Chairman and Director

Member of the Audit Committee

1978 Joined the Company
2006 Executive Officer of the Company
2007 General Manager, Nogi Plant, and General Manager, Togane Plant, Production Division of the Company
2011 Vice President and Executive Officer of the Company
2012 Director of the Company
2012 General Manager, Sales Division of the Company
2014 President and CEO of the Company
2021 Chairman and CEO of the Company
2022 Chairman and Director of the Company (to present)
2023 Outside Director of ORGANO CORPORATION (to present)

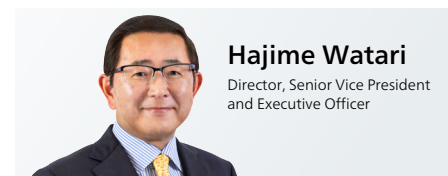


Tsugunori Notomi

Director, President & CEO

Member of the Nominating Committee,
Member of the Compensation Committee

1981 Joined the Company
2009 General Manager, Biochemical Research Laboratory, R&D Division of the Company
Executive Officer of the Company
2018 General Manager, R&D Division of the Company
Director of the Company (to present)
2016 Vice President and Executive Officer of the Company
2020 General Manager, R&D Division, and General Manager, Production Division of the Company
2021 Senior Vice President and Executive Officer of the Company
President & CEO of the Company (to present)



Hajime Watari

Director, Senior Vice President
and Executive Officer

1985 Joined the Company
2013 General Manager, Strategic Planning & Business Development Department, Corporate Strategy Office of the Company
2014 General Manager, Overseas Sales Office, Sales Division of the Company
2015 Executive Officer of the Company
2016 General Manager, Global Sales & Business Development Division of the Company
2020 General Manager, Business Management Division, and General Manager, Global Business Division of the Company
2021 Director of the Company (to present) Vice President and Executive Officer of the Company
2021 Senior Vice President and Executive Officer of the Company (to present)
2022 General Manager, Business Management Division of the Company (to present)
2023 Director, EIKEN MEDICAL AMERICA INC. (to present)



Yukiya Hakozaiki

Director

Outside Independent
Member of the Audit Committee

1983 Japan Self Defense Forces Fuji Hospital
1987 Medical Director Gastroenterological Medicine, Japan Self Defense Forces Central Hospital
1997 Section Chief, Research and Examination Department, General Manager, Endoscope Office, Japan Self Defense Forces Central Hospital
2000 Director, First Section, Department of Internal Medicine and Chief of Health Care Center, JSDF Hanshin Hospital
2004 Medical officer, Overseeing and Directing Defense, JGSDF Western Army
2006 Head, Internal Medicine, First Section, Self Defense Forces Central Hospital (Medical treatment secretary)
2014 Retired President, Genkai-Yokohama Hospital (Medical Corporation)
2015 Outside Director of the Company (to present)
2017 Visiting Professor, Tokyo Metropolitan University (to present)
2021 Advisor, Medical corporation Reiju medock General Examination Clinic
2022 Chairman, IEMS-Japan (to present)



Kiyoshi Ishii

Director

Outside Independent
Chairperson of the Nominating Committee,
Member of the Compensation Committee

1977 Joined Ishikawajima-Harima Heavy Industries Co., Ltd. (currently IHI Corporation)
2005 Associate Director, Division Director, Defense System Business Division, Aero Engine & Space Business Headquarters, Ishikawajima-Harima Heavy Industries Co., Ltd.
2007 Executive Officer, Vice President, Aero Engine & Space Business Headquarters, and Division Director, Defense System Business Division, Ishikawajima-Harima Heavy Industries Co., Ltd.
2008 Senior Managing Director, Ai Eichi Ai AEROSPACE Co., Ltd. (currently IHI AEROSPACE Co., Ltd.) President, Ai Eichi Ai AEROSPACE Co., Ltd.
2012 Chairman, IHI AEROSPACE Co., Ltd. (part-time) President, and Chief Executive Officer, MEISEI ELECTRIC CO., LTD.
2019 Outside Director of the Company (to present)
2020 Outside Director, Kyowa Seiki Co., Ltd. (to present)



Kiyomi Nakamura

Director

Outside Independent
Chairperson of the Audit Committee

1998 Registered as attorney-at-law
Joined Takao Ono Law Office (currently ONO SOGO LEGAL PROFESSION CORPORATION)
2008 Partner, Akitoshi Ishimoto Law Office
2019 Outside Director of the Company (to present)
2020 Outside Director, Nippon Beet Sugar Manufacturing Co., Ltd. (to present)
2022 Partner, HORIZON LAW OFFICE (to present)



Akira Fujiyoshi

Director

Outside Independent
Chairperson of the Compensation Committee,
Member of the Nominating Committee

1976 Joined Eisai Co., Ltd. (R&D)
1988 Seconded to Eisai America, Inc., U.S. subsidiary of Eisai Co., Ltd.
1997 Seconded to Eisai Research Institute of Boston Inc., U.S. subsidiary of Eisai Co., Ltd.
2000 General Manager, Planning Group, Research and Development Planning Department of Eisai Co., Ltd.
2003 General Manager, IR Group, Public Relations Department of Eisai Co., Ltd.
2006 Corporate Officer in charge of Corporate Communications and IR of Eisai Co., Ltd.
2009 Director, Member of the Audit Committee of Eisai Co., Ltd.
2014 Adviser of Eisai Co., Ltd.
2017 Independent Director, SEMBA CORPORATION
2019 External Auditor & Supervisor, Heartseed Inc. (to present)
2020 Outside Director of the Company (to present)



Naoki Matsutake

Director

Outside Independent
Member of the Audit Committee

1987 Registered as Certified Public Accountant
1993 Representative Director, Kazu Corporation Co., Ltd. (to present)
2003 Corporate Auditor, BP Castrol K.K.
2016 Outside Director (Audit and Supervisory Committee Member), BP Castrol K.K. (to present)
2023 Outside Director of the Company (to present)

Executive Officers

President & CEO

Tsugunori Notomi

Senior Vice President and Executive Officer

Hajime Watari

General Manager,
Business Management Division

Vice President and Executive Officer

Naomichi Harada

General Manager, Sales Division

Hidetoshi Kanda

General Manager, R&D Division

Executive Officer

Shinya Sadamoto

General Manager, Internal Audit Office

Michitoshi Doi

General Manager, Production Division, General Manager, Production Control Division and General Manager, Quality Assurance Division

Tetsuya Takahashi

General Manager, Sales Promotion Office, Sales Division

Yasuyoshi Mori

General Manager, Global Business Office, Sales Division

Yuji Segawa

General Manager, Marketing Office, Sales Division

Hiroyasu Furuhashi

General Manager, Nogi Plant, Production Division

Messages from Outside Directors

During my time at a foreign-affiliated consulting firm, I accumulated experience in the design and operational guidance of internal control, strategic monitoring, and other systems, primarily for risk management. Since founding my own consulting company after going independent, I have provided corporate support focused mainly on such areas as M&A support, and the post-M&A rebuilding of personnel systems, internal control systems, and information systems, and the organization itself. I believe that one important role for Outside Directors is to support risk-taking management of the kind also required by the Corporate Governance Code. In order for listed companies to sustainably increase corporate value, stakeholders want to see the fostering of a corporate culture that allows appropriate risk-taking, and the mechanisms to monitor the status of risks taken. On the Risk Management & Compliance Committee, Sustainability Committee and elsewhere, the Company is seeking to assess the risks and opportunities caused by

climate change, and to create business opportunities. As well as ensuring that the activities of these committees function as an effective monitoring system for the risk-taking management of the Company, it is important to instill the concept of corporate entrepreneurship into the Company to prepare for the ongoing practice of risk-taking management. In order to build a foundation for risk-taking management within the Company, I will work to raise awareness of entrepreneurship during discussions with Directors and the supervision of Executive Officers, with the goal of communicating the importance and indeed necessity of developing entrepreneurial human resources. Eiken Chemical has selected cancer, infectious diseases, and health care as its strategic areas of business, and has made its social mission the provision of services to support medical infrastructure in the clinical diagnostics business and the food and environmental testing business, which include the areas just mentioned. The advent of global warming has raised the probability of more frequent occurrences of

infectious diseases due to the expansion of the geographical range of mosquitoes and the awakening of viruses that have lain dormant in the permafrost. The cellular senescence caused by aging is leading to higher incidence rates for cancer. For the social problem of cancer and infectious diseases, the solution is their early discovery and treatment. In the field of health care in Japan, where the declining birth rate and the aging of the population is expected to lead to a shortage of medical professionals by 2040, hopes are being pinned on further slowing of the aging process. In order to contribute to the resolution of such shared global issues, it is important that the Company takes risks and accepts the challenges of expanding its overseas sales with its fecal immunochemical tests and LAMP method, which are highly rated all over the world, as well as engaging in initiatives to speed up the development of next-generation products. I expect this to provide the catalyst for further growth, and to ensure that the EIKEN ROAD MAP 2030 is realized.



I will strive to foster corporate entrepreneurship with the aim of achieving the goals of the EIKEN ROAD MAP 2030.

Naoki Matsutake Member of the Audit Committee

Messages from Outside Directors

After graduating from the National Defense Medical College in 1981, I served for the next 34 years as a doctor in the Self-Defense Forces. My area of specialization was internal medicine, with a focus on gastroenterology, and in particular I was engaged in the screening, diagnosis, and treatment of stomach cancer and colorectal cancer. After the Great Hanshin earthquake in 1995 and the Tokyo subway sarin attack, I also researched disaster medical care and crisis management medicine. This clinical experience and the in-depth study of crisis management medicine have been extremely useful in fulfilling my responsibilities in the role of Outside Director of Eiken Chemical.

Since being appointed Outside Director, I have focused my efforts on providing feedback straight from the clinical front line, building a strategy for wider use of test reagents, and enhancing and spreading crisis management capabilities. In particular I have pushed the theme of Eiken Chemical's test reagents being reflected in treatment guidelines, which has driven a transformation

of the clinical front line. I have also argued strongly for new diagnostic approaches to neuropsychiatric disorders, such as dementia and depression, for which it is difficult to create objective indicators. Many of these initiatives are still in progress, but we have started to see light at the end of the tunnel. Going forward I intend to redouble my efforts to establish the Eiken brand not only on the treatment front line but also globally.

In testing for COVID-19, Eiken Chemical used the LAMP method to simplify and speed up diagnosis, making a significant contribution not only in Japan but overseas as well. This LAMP method is also being used in Africa and elsewhere to make important contributions to the diagnosis of tuberculosis and malaria, in the process of which it showcases Eiken Chemical's outstanding technology to the world. I am convinced that if the LAMP method can rapidly diagnose multiple genes at the same time, it will make a significant contribution not only to the field of infectious diseases but also to the diagnosis and treatment of many cancer patients. I believe the Company

should work as one to realize this goal, and I myself will engage in lively discussions on the Board of Directors with the aim of achieving this sooner rather than later. I think the application of the LAMP method to diagnosing multiple genetic items would have a major impact not only in Japan but also overseas.

Since COVID-19, the front line of clinical diagnostics has been transformed. Point of Care Testing (POCT) at the side of the patient and testing of various illnesses through the use of wearable and miniature devices are becoming more and more important. I believe the Company should take on the challenge of new areas without confining itself to traditional test reagents used in blood, urine, and other testing. On the Board of Directors and elsewhere, I intend to encourage proactive engagement in initiatives while at the same time respecting the perspective of clinicians.

I hope that strong and sustainable growth at Eiken Chemical will result in contributions to society not only in Japan but also overseas.



By robustly promoting the significant contributions to the medical front line made by Eiken Chemical, I will contribute to its sustainable expansion.

Yukiya Hakozaiki Member of the Audit Committee