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(Securities Code 4521)
June 6, 2024

To Our Shareholders:

Hiroyuki Horiuchi
President and Representative Director
KAKEN PHARMACEUTICAL CO., LTD.
28-8, Honkomagome 2-chome, Bunkyo-ku, Tokyo, Japan

NOTICE OF CONVOCATION
THE 104th ORDINARY GENERAL MEETING OF SHAREHOLDERS

Dear Shareholders:

You are hereby informed that the 104th Ordinary General Meeting of Shareholders of KAKEN PHARMACEUTICAL CO., LTD. (the “Company”) (the “Meeting”) will be held for the purposes as described below.

In convening the Meeting, the Company has taken measures for electronic provision and has posted the matters subject to measures for electronic provision on the following website on the Internet as the Notice of Convocation of the 104th Ordinary General Meeting of Shareholders (the “Notice”).

<<The Company’s website>>
https://www.kaken.co.jp/english/invest/stock/shareholders_meeting.html

<<Sumitomo Mitsui Trust Bank: The Portal of Shareholders’ Meeting>>
<https://www.soukai-portal.net>
(in Japanese only)
*Please refer to “Information on The Portal of Shareholders’ Meeting” on page 4 of the Japanese original version (in Japanese only).

If you are unable to attend the Meeting, you may exercise your voting rights by either of the following methods. Please review the Reference Documents for the Meeting and exercise your voting rights by 5:30 p.m. on June 26, 2024 (Japan Standard Time).

In addition, the proceedings of the Meeting will be streamed live on the Internet (viewing only) for shareholders. For details, please refer to the enclosed “Information on Live Streaming of the General Meeting of Shareholders” (in Japanese only).

[Exercising voting rights in writing]

Please indicate your approval or disapproval for the proposals on the enclosed Voting Rights Exercise Form and return it to the Company to be received by the deadline above. If there is no indication of approval or disapproval of a proposal, it will be treated as an indication of approval.

[Exercising voting rights via the Internet]

Please refer to “Information on Exercising Voting Rights via the Internet” on pages 3 and 4 of the Japanese original version (in Japanese only) and follow the on-screen instructions to exercise your approval or disapproval for the proposals by the deadline above.

If voting rights are exercised both in writing and via the Internet, the vote submitted via the Internet shall be treated as the valid exercise of voting rights.

If voting rights are exercised via the Internet more than once, the final vote submitted shall be treated as the valid exercise of voting rights.

- 1. Date and Time:** Thursday, June 27, 2024 at 10:00 a.m. (Japan Standard Time) (reception desk opens at 9:00 a.m.)
- 2. Place:** Bellesalle Jimbocho, 3F meeting room (Sumitomo Realty & Development
CHIYODA FIRST BUILDING SOUTH)
2-1, Nishikanda 3-chome, Chiyoda-ku, Tokyo, Japan
- 3. Meeting Agenda:**
- Matters for Reporting:**
1. Report on Business Operations, Consolidated Financial Statements, and the audit reports by the Independent Auditor and the Audit & Supervisory Board on the Consolidated Financial Statements for the Company's 104th Fiscal Year (April 1, 2023 - March 31, 2024)
 2. Non-Consolidated Financial Statements for the Company's 104th Fiscal Year (April 1, 2023 - March 31, 2024)

Matters for Resolution:

Proposal No. 1: Approval for the Appropriation of Surplus

Proposal No. 2: Election of Eight Directors

Proposal No. 3: Grant of Bonuses to Directors

4. Other Matters with regard to Convocation of the Meeting:

- (1) The materials for the Meeting of that were sent to shareholders exclude the following items from the matters subject to measures for electronic provision, pursuant to the provisions of the relevant laws and regulations and the Company's Articles of Incorporation. The Audit & Supervisory Board members and the Independent Auditors audit the documents subject to audit, including the following items. Please note that these materials will be sent uniformly regardless of whether or not a request for delivery of the documents has been made.

[Report on Business Operations] "Principal business," "Major offices and plants," "Status of employees," "Principal lenders and amount of borrowings," "Other important matters regarding the current status of the group (the corporate group)" from Matters regarding the current status of the group (the corporate group); Matters regarding the Company's share acquisition rights, etc.;

"Outline of the contents of liability limitation agreements," "Outline of the contents of directors and officers liability insurance contract," "Matters regarding outside officers" from Matters regarding company officers; Status of Independent Auditors; Systems to ensure that the execution of duties by Directors complies with laws and regulations and the Articles of Incorporation, other systems to ensure the properness of operations, and the status of operation of the systems; Basic policy regarding persons who control the decisions on the Company's financial and business policies; and Policy on determination of the dividends of surplus

[Consolidated Financial Statements] Consolidated Statements of Changes in Net Assets, Notes to Consolidated Financial Statements

[Non-Consolidated Financial Statements] Non-Consolidated Balance Sheets, Non-Consolidated Statements of Income, Non-Consolidated Statements of Changes in Net Assets, Notes to Non-Consolidated Financial Statements

[Audit Reports] Independent Auditor's Audit Report on the Consolidated Financial Statements, Independent Auditor's Audit Report on the Non-Consolidated Financial Statements, Audit Report of the Audit & Supervisory Board

- (2) As to exercising your voting right by proxy, it can only be entrusted to one shareholder of the Company who also holds a voting right. In this case, a written proof of proxy must be submitted to the Company.

Notes: 1. If you attend the Meeting, please present the enclosed Voting Right Exercise Form at the reception desk at the Meeting.

2. Should the matters subject to measures for electronic provision require revisions, this information, as well as the matters before and after revision, will be posted on the Company's website and on the Sumitomo Mitsui Trust Bank: The Portal of Shareholders' Meeting listed on the previous page.

Reference Documents for the Meeting

Proposals and References

Proposal No. 1: Approval for the Appropriation of Surplus

Considering the financial results, future business development, and other factors, the Company proposes to pay the following as the year-end dividend for the fiscal year 2023:

(1) Form of dividends

Cash

(2) Allocation of dividends to shareholders and total amount of allocation

¥75 per common share

Total amount of ¥2,842,344,525

Since the Company has paid the interim dividend of ¥75 per share, the annual dividend for the fiscal year under review will be ¥150 per share.

(3) Effective date of distribution of surplus for dividends

June 28, 2024

Proposal No. 2: Election of Eight Directors

Since the Articles of Incorporation of the Company stipulates that the term of office of Director should be one year, the term of all eight Directors of the Company will expire at the closing of the Meeting.

Accordingly, the Company proposes the election of eight Directors (including three Outside Directors). The candidates for Director were determined by the Board of Directors upon deliberation by the Nomination and Compensation Committee, the majority of whose members are Outside Directors.

The candidates for Director are as follows:

No.	Name			Positions and Responsibilities at the Company	Attendance at the Board of Directors' Meetings
1	Male	Hiroyuki Horiuchi	Reappointment	President and Representative Director	100% (19/19 meetings)
2	Male	Masashi Suzudo	Reappointment	Director, Production Division, Corporate Planning & Coordination Department, Human Resources Department, Secretary Department, and Corporate Communications Department	100% (19/19 meetings)
3	Male	Masahiro Matsuura	Reappointment	Director, Marketing & Sales Division, Legal Affairs & Intellectual Property Department, and General Affairs Department	100% (19/19 meetings)
4	Male	Mitsuru Watanuki	Reappointment	Director, R&D Division, Regulatory Affairs Division, and Business Development Department Chief Officer, R&D Division	100% (14/14 meetings)
5	Male	Yasuhiro Umeda	New Candidate	-	-
6	Male	Shoichiro Takagi	Reappointment Outside Independent	Outside Director	100% (19/19 meetings)
7	Male	Yasutomo Inoue	Reappointment Outside Independent	Outside Director	100% (19/19 meetings)
8	Female	Satoko Ishikawa	New Candidate Outside Independent	-	-

No.	Name (Date of Birth)	Career Summary, Present Position, Responsibilities, and Significant Concurrent Positions		Number of Shares of the Company Held
1	<p>Hiroyuki Horiuchi (March 21, 1962)</p> <p>Male</p> <p>Reappointment</p>	<p>April 1984 October 2010 April 2014 July 2015</p> <p>April 2016</p> <p>June 2016</p> <p>April 2017</p> <p>June 2018</p> <p>June 2020</p> <p>June 2021</p>	<p>Joined the Company</p> <p>General Manager, Hiroshima Branch</p> <p>General Manager, Osaka Branch</p> <p>Corporate Officer, General Manager, Osaka Branch</p> <p>Corporate Officer, General Manager, Marketing & Sales Department</p> <p>Director, General Manager, Marketing & Sales Department</p> <p>Director, Chief Officer, Marketing & Sales Division</p> <p>Managing Director, Chief Officer, Marketing & Sales Division</p> <p>President and Representative Director Chief Officer, Marketing & Sales Division</p> <p>President and Representative Director (to present)</p>	7,700 shares
<p>[Reasons for selection as candidate for Director]</p> <p>Mr. Hiroyuki Horiuchi has extensive experience in marketing sections, and has demonstrated achievements as an executive after appointment as President and Representative Director of the Company in 2020. Thus, the Company has determined Mr. Horiuchi to be suitable to continue serving as Director of the Company and selected him as a candidate for Director.</p>				
2	<p>Masashi Suzudo (August 12, 1962)</p> <p>Male</p> <p>Reappointment</p>	<p>April 1985</p> <p>September 2009</p> <p>April 2014</p> <p>April 2016 April 2018</p> <p>July 2019</p> <p>April 2020</p> <p>June 2021</p> <p>April 2023</p> <p>June 2023</p> <p>January 2024</p>	<p>Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>President, ZAO Mizuho Corporate Bank (Moscow)</p> <p>General Manager, Global Career Management Division, Mizuho Financial Group, Inc.</p> <p>Joined the Company</p> <p>General Manager, General Affairs Department</p> <p>Corporate Officer, General Manager, General Affairs Department</p> <p>Corporate Officer, General Manager, Corporate Planning & Coordination Department</p> <p>Director (in charge of Production Division and Corporate Planning & Coordination Department)</p> <p>General Manager, Corporate Planning & Coordination Department</p> <p>Director (in charge of Production Division, Corporate Planning & Coordination Department and Secretary Department)</p> <p>Director (in charge of Production Division, Corporate Planning & Coordination Department, Human Resources Department and Secretary Department)</p> <p>Director (in charge of Production Division, Corporate Planning & Coordination Department, Human Resources Department, Secretary Department and Corporate Communications Department) (to present)</p>	3,200 shares
<p>[Reasons for selection as candidate for Director]</p> <p>With extensive experience and knowledge acquired through international operations at financial institutions, Mr. Masashi Suzudo has served as General Manager of General Affairs Department and then as General Manager of Corporate Planning & Coordination Department after joining the Company. He also has abundant insight and achievements in IR, management strategy, and corporate governance. Thus, the Company has determined Mr. Suzudo to be suitable to continue serving as Director of the Company and selected him as a candidate for Director.</p>				

No.	Name (Date of Birth)	Career Summary, Present Position, Responsibilities, and Significant Concurrent Positions	Number of Shares of the Company Held
3	Masahiro Matsuura (August 19, 1969) Male Reappointment	<p>April 1994 Joined the Company</p> <p>April 2016 General Manager, Corporate Planning & Coordination Department</p> <p>July 2018 Corporate Officer, General Manager, Corporate Planning & Coordination Department</p> <p>April 2020 Corporate Officer (in charge of Business Development Department)</p> <p>June 2020 Director (in charge of Business Development Department and Special Assignments)</p> <p>June 2021 Director (in charge of Marketing & Sales Division, Business Development Department and Special Assignments)</p> <p>June 2022 Director (in charge of Marketing & Sales Division and Business Development Department)</p> <p>June 2023 Director (in charge of Marketing & Sales Division, Legal Affairs & Intellectual Property Department and General Affairs Department)</p> <p>January 2024 Director (in charge of Marketing & Sales Division, Legal Affairs & Intellectual Property Department and General Affairs Department)</p> <p>April 2024 General Manager, General Affairs Department</p> <p>April 2024 Director (in charge of Marketing & Sales Division, Legal Affairs & Intellectual Property Department and General Affairs Department) (to present)</p>	5,400 shares
<p>[Reasons for selection as candidate for Director]</p> <p>Mr. Masahiro Matsuura has extensive experience in marketing sections, and has demonstrated achievements in corporate governance and management strategy after appointment as General Manager of Corporate Planning & Coordination Department in 2016. In addition, he has engaged in the in- and out-licensing of pharmaceutical products after assuming the post of Director in 2020. Thus, the Company has determined Mr. Matsuura to be suitable to continue serving as Director of the Company and selected him as a candidate for Director.</p>			

No.	Name (Date of Birth)	Career Summary, Present Position, Responsibilities, and Significant Concurrent Positions		Number of Shares of the Company Held
4	Mitsuru Watanuki (September 4, 1964) Male Reappointment	April 1989	Joined the Company	2,400 shares
		April 2015	General Manager, Clinical Development Department	
		April 2017	General Manager, R&D Planning & Project Management Department	
		April 2020	Deputy Chief Officer, R&D Division	
		July 2021	Chief Officer, R&D Division	
		July 2022	Corporate Officer	
			Chief Officer, R&D Division	
		June 2023	Director (in charge of R&D Division, Regulatory Affairs Division, and Business Development Department)	
			Chief Officer, R&D Division (to present)	
[Reasons for selection as candidate for Director] Mr. Mitsuru Watanuki has extensive experience in R&D sections, and has served as General Manager of the Clinical Development Department, General Manager of the R&D Planning & Project Management Department, and Chief Officer of the R&D Division. He also has broad knowledge and insight into the group's R&D-related businesses based on his achievements in product development. Thus, the Company has determined Mr. Watanuki to be suitable to continue serving as Director of the Company and selected him as a candidate for Director.				
5	Yasuhiro Umeda (December 2, 1970) Male New Candidate	April 1993	Joined The Norinchukin Bank	0 shares
		July 2017	General Manager, Food & Agri Business Planning Division., The Norinchukin Bank	
		April 2018	General Manager, Corporate Business Division. III, The Norinchukin Bank	
		April 2021	Managing Executive Officer, The Norinchukin Bank	
		April 2024	Executive Advisor, The Norinchukin Bank (to present) (Scheduled to retire on June 26, 2024)	
[Reasons for selection as candidate for Director] Mr. Yasuhiro Umeda has extensive corporate experience serving at financial institutions. The Company believes that Mr. Umeda will contribute to the Company by providing his insight including financial analysis fostered in his previous career to business execution of the Company, and thus the Company has determined Mr. Umeda to be suitable to serve as Director of the Company and selected him as a candidate for Director.				

No.	Name (Date of Birth)	Career Summary, Present Position, Responsibilities, and Significant Concurrent Positions		Number of Shares of the Company Held
6	Shoichiro Takagi (January 13, 1961) Male Reappointment Outside Director Independent Director	April 1983	Joined the Japan Tobacco and Salt Public Corporation (currently Japan Tobacco Inc.)	500 shares
		November 2002	Representative Director and President, Ipingshang Foods Corporation	
		March 2007	Representative Director and President, Saint-Germain Co., Ltd.	
		June 2011	Member of the Board, Director, Deputy Leader of Pharmaceutical Marketing & Promotion Group, TORII PHARMACEUTICAL CO., LTD.	
		June 2013	Representative Director, President and Chief Executive Officer, TORII PHARMACEUTICAL CO., LTD.	
		March 2019	Resigned from Representative Director, President and Chief Executive Officer, TORII PHARMACEUTICAL CO., LTD.	
		March 2019	Part-time Advisor, Pharmaceutical Business, Japan Tobacco Inc.	
		December 2019 June 2020	Retired from Japan Tobacco Inc. Director of the Company (to present)	
[Reasons for selection as candidate for Outside Director and an overview of expected roles] Mr. Shoichiro Takagi has experience, achievements, and insight from corporate management at several companies including the pharmaceutical industry. The Company believes that Mr. Takagi will contribute to the Company by providing advice for the medium- to long-term growth of Company based on his knowledge fostered as a corporate management and serving as a supervisor of business execution as an independent director, and thus, the Company has selected him again as a candidate for Outside Director.				
7	Yasutomo Inoue (July 14, 1960) Male Reappointment Outside Director Independent Director	April 1999	Registered as attorney at law	100 shares
		April 1999	Joined Takahashi Sogo Law Office	
		October 2011	Established Nagahama, Mizuno & Inoue Partner, Nagahama, Mizuno & Inoue (to present)	
		June 2012	Dispute Resolution Committee Member, the General Insurance Association of Japan (to present)	
		September 2015	Outside Auditor, Synchro Food Co., Ltd. (to present)	
		June 2021	Director of the Company (to present)	
		[Significant concurrent positions] Partner, Nagahama, Mizuno & Inoue Outside Auditor, Synchro Food Co., Ltd. Dispute Resolution Committee Member, the General Insurance Association of Japan		
[Reasons for selection as candidate for Outside Director and an overview of expected roles] As an attorney at law, Mr. Yasutomo Inoue has experience and professional expertise acquired through corporate legal work. The Company believes that Mr. Inoue will contribute to the Company by providing advice for the medium- to long-term growth of Company based on his knowledge as an attorney and serving as a supervisor of business execution as an independent director, and thus, the Company has selected him again as a candidate for Outside Director.				

No.	Name (Date of Birth)	Career Summary, Present Position, Responsibilities, and Significant Concurrent Positions	Number of Shares of the Company Held
8	<p>Satoko Ishikawa (December 24, 1964)</p> <p>Female</p> <p>New Candidate</p> <p>Outside Director</p> <p>Independent Director</p>	<p>April 2012 Director, Tokyo Pharmaceutical Association</p> <p>April 2015 Associate Professor, Education Research Center for Pharmaceutical Sciences, Faculty of Pharmacy, Keio University</p> <p>April 2017 Director, Pharmaceutical Common Achievement Tests Organization (to present)</p> <p>October 2018 Board Member, Japan Society for Pharmaceutical Education (to present)</p> <p>April 2023 Professor, Education Research Center for Pharmaceutical Sciences, Faculty of Pharmacy, Keio University (to present)</p> <p>[Significant concurrent positions]</p> <p>Professor, Education Research Center for Pharmaceutical Sciences, Faculty of Pharmacy, Keio University</p> <p>Director, Pharmaceutical Common Achievement Tests Organization</p> <p>Board Member, Japan Society for Pharmaceutical Education</p>	0 shares
<p>[Reasons for selection as candidate for Outside Director and an overview of expected roles]</p> <p>Ms. Satoko Ishikawa has extensive professional expertise as a Doctor of Pharmacy and a Professor at a university. The Company believes that Ms. Ishikawa will contribute to the Company by providing advice for the medium- to long-term growth of the Company based on her specialized knowledge fostered at a university etc. and serving as a supervisor of business execution as an independent director, and thus, the Company has selected her as a candidate for Outside Director.</p>			

- (Notes)
1. There is no special interest between the Company and any of the above candidates for Director.
 2. Mr. Shoichiro Takagi, Mr. Yasutomo Inoue and Ms. Satoko Ishikawa are candidates for Outside Directors.
 3. Mr. Shoichiro Takagi and Mr. Yasutomo Inoue have been designated as Independent Directors/Corporate Auditors by the Company under the provisions of Tokyo Stock Exchange, and the notification was submitted to Tokyo Stock Exchange. If their reappointment is approved, the Company will continue to have them serve as Independent Directors/Corporate Auditors. Ms. Satoko Ishikawa will also be designated as an Independent Director/Corporate Auditor, and the notification will be submitted to Tokyo Stock Exchange.
 4. Although Ms. Satoko Ishikawa does not have any experience in getting directly involved in corporate management before assuming the office of Director of the Company, the Company considers that she can properly carry out her duties as Outside Director due to her extensive professional expertise and an insight based on her experience as a Doctor of Pharmacy and a Professor of a university. Ms. Satoko Ishikawa serves as a Professor of Education Research Center for Pharmaceutical Sciences, Faculty of Pharmacy at Keio University, to which the Company group makes donations. This donation is not provided to individual professors or her affiliated division, Education Research Center for Pharmaceutical Sciences, Faculty of Pharmacy, Keio University. In addition, the donation amount is less than 0.1% of the annual total income of the university in the latest fiscal year, and is less than ¥10 million throughout the year, and in light of its amount and nature, the Company considers there is no risk of conflicts of interest with the general shareholders.

There is no business transaction between the Company and both Pharmaceutical Common Achievement Tests Organization and Japan Society for Pharmaceutical Education, and no donation has been made to both Pharmaceutical Common Achievement Tests Organization and Japan Society for Pharmaceutical Education.
 5. Mr. Shoichiro Takagi's term as Outside Director of the Company will be four years at the closing of the Meeting.
 6. Although Mr. Yasutomo Inoue does not have any experience in corporate management other than as an outside officer, the Company considers that he can properly carry out his duties as Outside Director due to his experience and professional expertise through corporate legal work as an attorney at law. Mr. Yasutomo Inoue's term as Outside Director of the Company will be three years at the closing of the Meeting.

There are no advisory agreements between Nagahama, Mizuno & Inoue and the Company. There are no business transactions between Synchro Food Co., Ltd., or the General Insurance Association of Japan and the Company.
 7. TORII PHARMACEUTICAL CO., LTD., where Mr. Shoichiro Takagi served as Representative Director, President and Chief Executive Officer until March 2019, was subject to a cease and desist order and a surcharge payment order under the Antimonopoly Act from the Japan Fair Trade Commission in March 2020 for the sale of the "Calvan Tablets" conducted during his tenure.
 8. The Company has agreements with Mr. Shoichiro Takagi and Mr. Yasutomo Inoue to limit their liability for damages under Article 423, Paragraph 1 of the Companies Act in accordance with the provisions of Article 427, Paragraph 1 of the said Act, to the minimum amount provided by laws and regulations. If Mr. Shoichiro Takagi and Mr. Yasutomo Inoue are reappointed at the Meeting, the Company will continue the said agreements with them. In addition, if the election of Ms. Satoko Ishikawa is approved, the Company will enter into the said agreement with her to limit her liability for damages.
 9. The Company has entered into a directors and officers liability insurance contract with an insurance company that insures Directors as stipulated in Article 430-3, Paragraph 1 of the Companies Act. This insurance covers damages which may be incurred by Directors as a result of execution of their duties and assuming liability for such execution duties. Each candidate, if elected, will be included as the insured under the insurance contract. The Company plans to renew the contract with the same terms and condition at the time of the next renewal.

[Reference] Expertise, etc., of Directors and Audit & Supervisory Board members (Skill Matrix)

In order for the Company to provide value to society and grow sustainably through the realization of its corporate philosophy, the Company formulated the Long-Term Business Plan 2031 (the “Plan”) and established three transformations: 1) R&D, 2) Overseas Expansion, and 3) Management Base. The Company has identified the knowledge, experience, skills, etc. required to achieve the Plan and properly ensure the functions of the Board of Directors.

The definition of each skill is as follows.

Skill	Definition
Corporate management	Skills and experience necessary for corporate management, such as strategic thinking, leadership, financial management, and innovation abilities
R&D / Life science	Skills and experience necessary to promote R&D in the Plan, such as medical and pharmaceutical knowledge, as well as abilities to formulate R&D plans and strategies
Accounting / Finance	Skills and experience necessary to execute the Plan, such as financial analysis, cash flow management, and investment analysis
Legal affairs / Compliance / Risk management	Skills and experience necessary to ensure stable management, such as internal controls, and identifying, evaluating, monitoring and formulating countermeasures for principal risks
Sales / Marketing	Skills and experience necessary to execute the Plan, such as knowledge of pharmaceuticals, business promotion, and an ability to formulate marketing strategies
International experience	Skills and experience necessary for overseas expansion in the Plan, such as knowledge of global expansion, overseas work experience, and an understanding of international business
ESG / Sustainability	Skills and experience necessary for increasing corporate values, such as environmental management, human capital management, and management abilities to carry out corporate governance

The main skills of Directors and Audit & Supervisory Board members at the closing of the Meeting are as follows.

Position	Name	Gender	Corporate management	R&D / Life science	Accounting / Finance	Legal affairs/ Compliance/ Risk management	Sales / Marketing	Global experience	ESG / Sustainability
President and Representative Director	Hiroyuki Horiuchi	Male	●				●		●
Managing Director	Masashi Suzudo	Male			●			●	●
Director	Masahiro Matsuura	Male				●	●		
Director	Mitsuru Watanuki	Male		●					
Director	Yasuhiro Umeda	Male			●				●
Outside Director	Shoichiro Takagi	Male	●		●				
Outside Director	Yasutomo Inoue	Male				● (Attorney at law)			
Outside Director	Satoko Ishikawa	Female		● (Pharmacy)					
Audit & Supervisory Board Member (Standing)	Kazumori Ishiguro	Male					●		●
Audit & Supervisory Board Member (Standing)	Naoyuki Ishida	Male					●		●
Outside Audit & Supervisory Board Member	Hiroaki Matsumoto	Male			● (Certified tax accountant)				
Outside Audit & Supervisory Board Member	Masahiro Koyama	Male	●						

(Note) The table above represents the areas in which each candidate demonstrates their primary expertise based on their experience, etc., and does not show all of the knowledge possessed by them.

Proposal No. 3: Grant of Bonuses to Directors

The Company proposes that, based on bonuses given in previous years and the Company's performance during this fiscal year, bonuses amounting to the total of ¥ 31,720,000 be paid to the five Directors (excluding Outside Directors) who were in office as Directors as of the end of the fiscal year under review. The bonuses to Directors (excluding Outside Directors) will be based on key performance indicators (KPIs), and such compensation will be made in cash. This is in an attempt to enhance Directors desires for better business performance in each fiscal year. The Company plans to calculate the amount of bonus by comparing consolidated operating profit and the consolidated profit of the fiscal year with those of the previous fiscal year. The Company has determined this calculation method to be appropriate.

This Proposal was approved by the Board of Directors after the review by the Nomination and Compensation Committee. The majority of the members of the Nomination and Compensation Committee are Outside Directors.

The Company also proposes that the bonus amount to each Director be decided at the Board of Directors meeting.