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(Stock Code 4534)

June 3, 2026

(Start date for electronic provision measures: May 29, 2026)

To Shareholders with Voting Rights:

Naoyuki Mochida
Representative Director, President
Mochida Pharmaceutical Co., Ltd.
7, Yotsuya 1-chome, Shinjuku-ku, Tokyo

**NOTICE OF
THE 88th ORDINARY GENERAL MEETING OF SHAREHOLDERS**

We are pleased to announce the 88th Ordinary General Meeting of Shareholders of Mochida Pharmaceutical Co., Ltd. (the “Company”). The meeting will be held for the purposes as described below.

In convening this General Meeting of Shareholders, the Company has taken electronic provision measures and has posted matters to be provided electronically as “Notice of the 88th Ordinary General Meeting of Shareholders” on the following website.

Company website:

<https://www.mochida.co.jp/english/ir/stock/meeting/index.html>

In addition to the above website, the information is also posted on the Tokyo Stock Exchange (“TSE”) website.

Please access the TSE website below, enter “Mochida Pharmaceutical” in the “Issue name (company name)” field or “4534” in the “Code” field, and click on “Search” to find search results. Then, click on “Basic information” and “Documents for public inspection/PR information” in this order to find “[Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting]” in the “Filed information available for public inspection” section.

TSE website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Instead of attending the meeting, you may exercise your voting rights in writing (by filling and posting the Voting Rights Exercise Form attached to the Japanese original) or via the internet (<https://evote.tr.mufg.jp>). Please review the Reference Documents (Informational Materials) for the General Meeting of Shareholders, and exercise your voting rights, which result to be reached by no later than 5:40 p.m. on Wednesday, June 24, 2026, Japan standard time.

1. **Date and Time:** Thursday, June 25, 2026 at 10:00 a.m. Japan standard time
2. **Place:** TKP Ichigaya building 8F, located at
8 Ichigaya-Hachimancho, Shinjuku-ku, Tokyo
3. **Meeting Agenda:**
 - Matters to be reported:**
 1. The Business Report, Consolidated Financial Statements and Non-consolidated Financial Statements for the Company's 88th Fiscal Year (April 1, 2025 – March 31, 2026)
 2. Report of the results of audits by the Accounting Auditor and the Audit & Supervisory Board of the Consolidated Financial Statements
 - Matters to be resolved:**
 - Proposal 1:** Appropriation of Surplus
 - Proposal 2:** Election of Eleven (11) Members of the Board
 - Proposal 3:** Election of One (1) Audit & Supervisory Board Member

- ◎ When attending the meeting, please submit the Voting Rights Exercise Form attached to the Japanese original at the reception desk.
- ◎ Among the matters subject to electronic provision, the following matters are not included in the paper-based document delivered to shareholders who have requested such delivery in accordance with laws and regulations and Article 15, Paragraph 2 of the Company's Articles of Incorporation.
 - (1) System to Ensure Appropriateness of Business Activities in the Business Report
 - (2) Summary of the Basic Policies Related to the Appropriateness of a Person to Control the Decisions on the Financial and Business Policies of the Company in the Business Report
 - (3) Summary of Special Efforts Contributing to the Realization of the Company's Basic Policies in the Business Report
 - (4) Summary of Efforts to Prevent the Decisions on the Financial and Business Policies of the Company from Being Controlled by an Inappropriate Person in Light of the Company's Basic Policies (Policy To Large-Scale Acquisitions of the Company's shares) in the Business Report
 - (5) The Judgment of the Board of Directors and Reasons Thereof Concerning That Efforts in the Above-noted (3) and (4) are Consistent with Basic Policies and the Common Interests of the Company's Shareholders, and do not Have an Objective for Maintaining the Position of the Members of the Board and the Audit & Supervisory Board, etc. of the Company in the Business Report
 - (6) Notes to Consolidated Financial Statements on the Consolidated Financial Statements
 - (7) Notes to Non-consolidated Financial Statements on the Non-Consolidated Financial StatementsNote that matters listed above are included in the Consolidated Financial Statements and Non-Consolidated Financial Statements audited by the Accounting Auditor when creating the accounting auditor's report as well as the Business Report, Consolidated Financial Statements, and Non-Consolidated Financial Statements audited by Audit & Supervisory Board Members in creating their audit report.
- ◎ Should the matters subject to electronic provision require revisions, the revised versions will be posted on the Company's website (<https://www.mochida.co.jp/english/>).
- ◎ If a change of place or other major changes on the operation of the General Meeting of Shareholders occur due to a future situation, we will inform you on the Company's website (<https://www.mochida.co.jp/english/>).

Reference Documents for the General Meeting of Shareholders

Proposal 1: Appropriation of Surplus

The Company decides the amount of dividends, based on the Company's basic policy to sustain stable dividend distribution while building adequate internal reserves for future business expansion, also recognizing the importance of return of profits according to revenue. As such, the Company proposes the year-end dividend for this Fiscal Year as follows:

Items concerning the Year-end Dividend

(1) Category of dividend

Cash

(2) Items concerning the allocation of dividend and its total amount

40 yen per common share

(The annual dividend per share will be a total of 80 yen including the interim dividend of 40 yen.)

The total amount of the year-end dividend will be 1,417,985,480 yen.

(3) Effective Date of the appropriation of surplus


June 26, 2026

Proposal 2: Election of Eleven (11) Members of the Board


At the conclusion of this General Meeting of Shareholders, the term of office of all eleven (11) Members of the Board will expire. Accordingly, the election of eleven (11) Members of the Board is proposed.

The candidates for Members of the Board are as follows:


No.	Name	Current positions and responsibilities at the Company
1	Naoyuki Mochida [Reappointment]	Representative Director, President
2	Junichi Sakaki [Reappointment]	Representative Director, Senior Executive Managing Officer Supervisor for Research, Pharmaceutical Development, Business Development, Business Promotion, Biomaterials Business, Pharmaceutical Business, Mochida Pharmaceutical Plant and Mochida Healthcare
3	Motoi Mitsuishi [Reappointment]	Representative Director, Senior Executive Managing Officer Planning & Administration, Strategic Alliance and Audits, Supervisor for RA, QA and PV, Head of Planning & Administration Division
4	Junichi Nezu [Reappointment]	Member of the Board, Executive Managing Officer Research, Supervisor for Development
5	Kenji Miyajima [Reappointment]	Member of the Board, Executive Managing Officer Pharmaceutical Business
6	Takeshi Mochida [New appointment]	Executive Officer Deputy Head of Clinical Research and Development Division, in charge of Clinical Development Planning and Management and Medical Affairs
7	Chu Sakata [Reappointment]	Member of the Board Corporate Advisor
8	Tomoaki Sonoda [Reappointment] [Outside] [Independent]	Member of the Board
9	Shigeaki Yoshikawa [Reappointment] [Outside] [Independent]	Member of the Board
10	Mami Kobayashi [Reappointment] [Outside] [Independent]	Member of the Board
11	Sanae Tanaka [Reappointment] [Outside] [Independent]	Member of the Board

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	 <p>Naoyuki Mochida (August 6, 1958) [Reappointment]</p>	<p>April 1981 Joined the Company May 1986 Earned an MBA from Indiana University in the U.S. April 1988 Joined Ajinomoto Co., Inc. April 1991 Joined the Company June 1997 Member of the Board January 1998 Member of the Board, Senior Executive Managing Officer January 1999 Representative Director, President (to the present) April 2010 Vice-Chairman of Mochida Memorial Foundation for Medical and Pharmaceutical Research June 2016 Chairman of Mochida Memorial Foundation for Medical and Pharmaceutical Research (to the present)</p>	1,023,200
<p>[Reason for nomination as candidate for Member of the Board] As Mr. Naoyuki Mochida has been in charge of management of the Company as Representative Director, he has profound insight and ability, as well as abundant experience and achievements. As such, we propose his reappointment as Member of the Board of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	 Junichi Sakaki (October 23, 1960) [Reappointment]	March 1993 Joined Ciba-Geigy AG July 2005 General Manager, Research Strategy and Alliances at Novartis Pharma K.K. December 2006 Director, Chemistry Department, Tsukuba Research Laboratories at Banyu Pharmaceutical Co., Ltd. July 2009 Joined the Company General Manager, Head of Research Planning and Management Department April 2010 Head of Discovery Research June 2012 Executive Officer, Deputy Head of Business Development Division June 2014 Member of the Board, Executive Officer, Business Development June 2016 Member of the Board, Executive Managing Officer October 2018 Executive Managing Officer, Business Development and Biomaterials Business June 2021 Member of the Board, Senior Executive Managing Officer June 2022 Senior Executive Managing Officer, Business Development, Supervisor for Biomaterials Business January 2023 Senior Executive Managing Officer, Business Development and Business Promotion, Supervisor for Biomaterials Business June 2024 Senior Executive Managing Officer, Supervisor for Business Development, Business Promotion and Biomaterials Business June 2025 Representative Director, Senior Executive Managing Officer Supervisor for Research, Pharmaceutical Development, Business Development, Business Promotion, Biomaterials Business, Pharmaceutical Business, Mochida Pharmaceutical Plant and Mochida Healthcare (to the present)	13,100
[Reason for nomination as candidate for Member of the Board] As well as abundant experience and achievements in the Research Division of other pharmaceutical companies and the Company's Research Division and Business Development Division, Dr. Junichi Sakaki has been in charge of management of the Company as Representative Director and he has profound insight and ability. As such, we propose his reappointment as Member of the Board of the Company.			


No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	 <p data-bbox="193 853 443 925">Motoi Mitsuishi (September 23, 1963)</p> <p data-bbox="225 976 414 1010">[Reappointment]</p>	<p data-bbox="472 275 600 309">April 1987</p> <p data-bbox="472 315 600 349">July 2015</p> <p data-bbox="472 468 600 501">May 2017</p> <p data-bbox="472 546 600 580">June 2019</p> <p data-bbox="472 663 600 696">June 2020</p> <p data-bbox="472 741 600 775">May 2023</p> <p data-bbox="472 781 600 815">June 2023</p> <p data-bbox="472 934 600 967">June 2024</p> <p data-bbox="472 1012 600 1046">June 2025</p> <p data-bbox="472 1202 632 1236">October 2025</p> <p data-bbox="691 275 1257 1417"> Joined the Mitsubishi Bank, Ltd. Executive Officer, General Manager of Asia & Oceania Sales Division, Singapore Branch Manager at Bank of Tokyo-Mitsubishi UFJ, Ltd. (“BTMU”) Managing Executive Officer, Head of Transaction Banking Group at BTMU Representative Director, Deputy President at Mitsubishi UFJ Research and Consulting Co., Ltd. Outside Corporate Auditor at the Nanto Bank, Ltd. Advisor of the Company Member of the Board, Executive Managing Officer Planning & Administration and Technonet, Head of Planning & Administration Division Member of the Board, Senior Executive Managing Officer Representative Director, Senior Executive Managing Officer Planning & Administration and Audits, Supervisor for RA, QA and PV, Head of Planning & Administration Division Representative Director, Senior Executive Managing Officer Planning & Administration, Strategic Alliance and Audits, Supervisor for RA, QA and PV, Head of Planning & Administration Division (to the present) </p>	2,900
<p data-bbox="193 1440 911 1473">[Reason for nomination as candidate for Member of the Board]</p> <p data-bbox="193 1480 1461 1624">As well as abundant experience and achievements at financial institutions and his managerial experience as the Representative Director of a consulting company, Mr. Motoi Mitsuishi has been in charge of management of the Company as Representative Director and has profound insight and ability. As such, we propose his reappointment as Member of the Board of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	 Takeshi Mochida (April 30, 1969) [New appointment]	April 1992 Joined Mizuho Trust & Banking Co., Ltd. April 2009 Joined the Company April 2015 General Manager, Head of Marketing Department June 2017 Executive Officer October 2019 Executive Officer Deputy Head of Pharmaceutical Business Division June 2020 Executive Officer Deputy Head of Clinical Research and Development Division, in charge of Clinical Development Planning and Management and Medical Affairs (to the present)	949,500
<p>[Reason for nomination as candidate for Member of the Board]</p> <p>Mr. Takeshi Mochida has abundant experience and achievements at financial institutions and the Company's Pharmaceutical Business and Clinical Research and Development Division. Based on the expectation that he will be able to fulfill his duties appropriately as a Member of the Board of the Company by utilizing his profound insight, we propose his appointment.</p>			
7	 Chu Sakata (December 28, 1959) [Reappointment]	April 1982 Joined the Mitsubishi Bank, Ltd. May 2007 General Manager of Syndicated Finance Division and the Global Head of Syndication at the BTMU February 2009 Regional Head for the Middle East at BTMU June 2011 Advisor of the Company June 2011 Member of the Board, Executive Officer and Assistant Officer, Planning & Administration June 2012 Executive Officer, Planning & Administration, Head of Planning & Administration Division June 2013 Member of the Board, Executive Managing Officer June 2016 Representative Director, Senior Executive Managing Officer, Supervisor for Planning & Administration, Audits and Corporate Ethics June 2017 Representative Director, Senior Executive Managing Officer, Assistant to the President, Operations in general June 2021 Representative Director, Senior Executive Vice President June 2025 Member of the Board, Corporate Advisor (to the present)	18,000
<p>[Reason for nomination as candidate for Member of the Board]</p> <p>As well as abundant experience and achievements at financial institutions, Mr. Chu Sakata has been in charge of management of the Company as Representative Director and he has profound insight and ability. As such, we propose his reappointment as Member of the Board of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
8	 Tomoaki Sonoda (July 1, 1961) [Reappointment] [Outside] [Independent]	April 2004 Certified public accountant (to the present) April 2006 Professor at Keio University Faculty of Business and Commerce (to the present) October 2009 Member of Contract Surveillance Committee, Ministry of Internal Affairs and Communications (to the present) April 2018 Visiting Professor at Musashino University (to the present) January 2020 Member of Third Bidding Surveillance Commission, Ministry of Finance (to the present) June 2022 Outside Director of the Company (to the present) September 2025 Councilor of Keio University (to the present)	1,300
<p>[Reason for nomination as candidate for Outside Director and overview of expected roles]</p> <p>Dr. Tomoaki Sonoda has abundant expertise and experience as a university professor specializing in accounting, reflecting his profound insight into corporate management in the Company's management. As such, we propose his reappointment as Outside Director of the Company. We expect him to utilize his profound insight to oversee management of the Company by making appropriate statements and suggestions at the meetings of the Board of Directors, and, as a member of the Nomination and Compensation Advisory Committee, a non-mandatory advisory body to the Representative Directors, to provide advice on proposals of nomination/dismissal of members of the Company's management, nomination of candidates for Members of the Board and Audit & Supervisory Board Members, and remuneration for Members of the Board and members of the Company's management, for the purpose of strengthening the objectivity and accountability of such proposals.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	 <p>Shigeaki Yoshikawa (June 23, 1953)</p> <p>[Reappointment] [Outside] [Independent]</p>	<p>April 1977 Joined Mitsubishi Corporation</p> <p>April 2008 Executive Officer, General Manager of Global Strategy & Coordination Department at Mitsubishi Corporation</p> <p>April 2010 Executive Officer, Regional Deputy CEO for the Europe, Middle East and Africa CIS at Mitsubishi Corporation</p> <p>April 2013 Executive Vice President, Regional CEO, Middle East & Central Asia at Mitsubishi Corporation</p> <p>October 2016 Executive Vice President at Mitsubishi Research Institute, Inc.</p> <p>December 2016 Executive Vice President, Representative Director at Mitsubishi Research Institute, Inc.</p> <p>June 2017 Management Council Member at Fukushima Medical University</p> <p>December 2020 Full-time Senior Corporate Advisor at Mitsubishi Research Institute, Inc.</p> <p>April 2021 Visiting Professor in Department of Business Design; Research Fellow at Institute of Current Business Studies, Showa Women's University (to the present)</p> <p>January 2022 Senior Corporate Adviser at Mitsubishi Research Institute, Inc.</p> <p>June 2022 Outside Director at Azbil Corporation (to the present)</p> <p>June 2023 Chairman and Representative Director of The Japan Singapore Association (to the present) Outside Director of the Company (to the present)</p> <p>May 2025 Councilor of Showa Women's University (to the present)</p>	1,400
<p>[Reason for nomination as candidate for Outside Director and overview of expected roles]</p> <p>As well as abundant experience and achievements at a general trading company and managerial experience as Representative Director at a think tank/consulting company, reflecting his profound insight into corporate management in the management of the Company. As such, we propose his reappointment as Outside Director of the Company. We expect him to utilize his profound insight to oversee management of the Company by making appropriate statements and suggestions at the meetings of the Board of Directors.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
10	 Mami Kobayashi (September 20, 1964) [Reappointment] [Outside] [Independent]	April 1987 Joined Nikkeisha, Inc. September 1988 Joined The Asahi Shimbun Company October 1990 Joined McKinsey & Company December 1994 Joined United Technologies Corporation (US) October 2002 Cultural Affairs Department, Library Director at Mori Building Co., Ltd. April 2010 Cultural Affairs Department, Library Advisor at Mori Building Co., Ltd. June 2024 Outside Director of the Company (to the present)	1,100
<p>[Reason for nomination as candidate for Outside Director and overview of expected roles]</p> <p>Ms. Mami Kobayashi has abundant experience and achievements in knowledge management etc. at business companies, including a corporate strategy consulting company and multinationals, reflecting her profound insight into corporate management in the Company's management. As such, we propose her reappointment as Outside Director of the Company. We expect her to utilize her profound insight to oversee management of the Company by making appropriate statements and suggestions at the meetings of the Board of Directors, and, as a member of the Nomination and Compensation Advisory Committee, a non-mandatory advisory body to the Representative Directors, to provide advice on proposals of nomination/dismissal of members of the Company's management, nomination of candidates for Members of the Board and Audit & Supervisory Board Members, and remuneration for Members of the Board and members of the Company's management, for the purpose of strengthening the objectivity and accountability of such proposals.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
11	 Sanae Tanaka (July 15, 1962) [Reappointment] [Outside] [Independent]	April 1989 Registered as an attorney-at-law (to the present) September 1991 Representative at Sanae Tanaka Law Office (to the present) March 2011 Outside Director at Noevir Holdings Co., Ltd. March 2015 Outside Director at PILOT CORPORATION May 2015 Outside Director at Shochiku Co., Ltd. March 2023 Outside Audit & Supervisory Board Member at Asahi Group Holdings, Ltd. June 2023 Outside Director at TV Asahi Holdings Corporation (to the present) March 2025 Outside Director at Asahi Group Holdings, Ltd. (to the present) June 2025 Outside Director of the Company (to the present)	1,200
<p>[Reason for nomination as candidate for Outside Director and overview of expected roles]</p> <p>Ms. Sanae Tanaka is a registered attorney-at-law and well-versed in corporate legal affairs and has experience as Outside Director and Outside Audit & Supervisory Board Member at business companies, reflecting her profound insight into corporate management in the management of the Company. As such, we propose her reappointment as Outside Director of the Company. We expect her to utilize her profound insight to oversee management of the Company by making appropriate statements and suggestions at the meetings of the Board of Directors.</p>			

- Notes:
1. No special conflict of interests exists between the Company and any of the above candidates for Members of the Board.
 2. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph (1) of the Companies Act to cover legal damages (such as court-ordered payments or settlement money), litigation expenses, or other expenses incurred due to claim for damages made against any Members of the Board of the Company in the course of the execution of their respective duties. For the purpose of avoiding the improper execution of duties by any Members of the Board of the Company, compensation for damages and litigation expenses related to litigation against them by the Company (excluding shareholders' representative lawsuits), and compensation for damages and litigation expenses claimed due to their criminal acts are not covered by such insurance. If his/her reappointment is approved and each candidate assumes the position of Member of the Board, each candidate will be included as the insured under this insurance policy. The Company plans to renew this insurance policy with the same contents during the term of office for each Member of the Board.
 3. Dr. Tomoaki Sonoda, Mr. Shigeaki Yoshikawa, Ms. Mami Kobayashi, and Ms. Sanae Tanaka are candidates for Outside Directors. The Company has designated them as Independent Directors as prescribed in the regulations of TSE, and submitted to TSE accordingly. If their reappointments are approved as proposed and they are appointed to Outside Directors, the Company plans to reappoint them as such Independent Directors and submit to TSE accordingly. At the conclusion of this General Meeting of Shareholders, Dr. Tomoaki Sonoda, Mr. Shigeaki Yoshikawa, Ms. Mami Kobayashi, and Ms. Sanae Tanaka will have served for four (4) years, three (3) years, two (2) years, and one (1) year, respectively, as Outside Directors of the Company.
 4. The Company has, pursuant to the provisions of the Articles of Incorporation under the provisions of Article 427, Paragraph (1) of the Companies Act, concluded agreements with all Outside Directors (Dr. Tomoaki Sonoda, Mr. Shigeaki Yoshikawa, Ms. Mami Kobayashi, and Ms. Sanae Tanaka), which limit their liabilities as provided in Article 423, Paragraph (1) of the Companies Act. The maximum amount of liability under those agreements is the minimum liability amount stipulated by laws and regulations. The Company plans to continue the said agreement if his/her reappointment is approved.


5. Although Dr. Tomoaki Sonoda has no prior involvement in corporate management other than as an Outside Director, and Ms. Sanae Tanaka has no prior involvement in corporate management other than as an Outside Director or Outside Audit & Supervisory Board Member, the Company believes that Dr. Tomoaki Sonoda and Ms. Sanae Tanaka will be able to execute their duties as Outside Directors appropriately due to the "Reason for nomination as candidate for Outside Director and overview of expected roles" as shown above.

Proposal 3: Election of One (1) Audit & Supervisory Board Member

At the conclusion of this General Meeting of Shareholders, the term of office of Mr. Masayoshi Takeda as Audit & Supervisory Board Member will expire. Accordingly, the election of one (1) Audit & Supervisory Board Member is proposed.

The Audit & Supervisory Board has given its approval to this proposal.

The candidate for Audit & Supervisory Board Member is as follows:

Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
 Reiko Nakano (June 8, 1963) [New appointment]	April 1986 Joined The Company April 2015 General Manager, Head of Intellectual Property Department June 2018 Executive Officer April 2022 Executive Officer, Deputy Head of Business Development Division June 2025 Deputy Head of Business Development Division (to the present)	0
[Reason for nomination as candidate for Audit & Supervisory Board Member] Ms. Reiko Nakano has abundant experience and achievements at the Company's Business Development Division. Based on the expectation that she will be able to fulfill her duties appropriately as a full-time Audit & Supervisory Board Member of the Company by utilizing her profound insight, we propose her appointment. Ms. Nakano is scheduled to be appointed as a full-time Audit & Supervisory Board Member at the meeting of the Audit & Supervisory Board Meeting to be held after this General Meeting of Shareholders.		

- Notes:
1. No special conflict of interests exists between the Company and Ms. Reiko Nakano.
 2. The Company has concluded a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph (1) of the Companies Act to cover legal damages (such as court-ordered payments or settlement money), litigation expenses, or other expenses incurred due to claim for damages made against Audit & Supervisory Board Members of the Company in the course of the execution of their respective duties. For the purpose of avoiding the improper execution of duties by Audit & Supervisory Board Member of the Company, each Audit & Supervisory Board Member shall bear compensation for damages and litigation expenses related to litigation against them by the Company (excluding shareholders' representative lawsuits), and compensation for damages and litigation expenses claimed for their criminal acts are not covered by such insurance. If this proposal is approved and Ms. Reiko Nakano assumes the position of Audit & Supervisory Board Member, she will be included as the insured under this insurance policy. The Company plans to renew this insurance policy with the same contents during the term of office for Ms. Reiko Nakano.

[For Your Reference] Skill Matrix

The details of the experience, knowledge, and capability, etc., (“skills”) that the Company expects the Board of Directors as a whole to possess are as described in <Approach to Skills> on the next page. These skills will be reviewed as necessary in response to various changes in the environment.

The following shows the skills of Members of the Board of the Company and Audit & Supervisory Board Members upon approval of the Proposals 2 and 3 above (Two (2) of the eleven (11) Members of the Board are females, and two (2) of the five (5) Audit & Supervisory Board Members are females.):

	Name	Corporate Management, Sustainability	Research and Development	Business Strategy, Marketing	International Experience	IT	Finance, Accounting	Legal Affairs, Compliance	Certification
Members of the Board	Naoyuki Mochida	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>		<input type="radio"/>		
	Junichi Sakaki	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>				Pharmacist
	Motoi Mitsuishi	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Attorney-at-law, NY, U.S.A.
	Junichi Nezu		<input type="radio"/>		<input type="radio"/>				Pharmacist
	Kenji Miyajima			<input type="radio"/>					
	Takeshi Mochida		<input type="radio"/>	<input type="radio"/>			<input type="radio"/>		
	Chu Sakata	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Tomoaki Sonoda	<input type="radio"/>			<input type="radio"/>		<input type="radio"/>		Certified public accountant, JPN
	Shigeaki Yoshikawa	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>			<input type="radio"/>	
	Mami Kobayashi	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>			
Sanae Tanaka	<input type="radio"/>						<input type="radio"/>	Attorney-at-law, JPN	
Audit & Supervisory Board Members	Yoshiharu Hashimoto			<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
	Reiko Nakano		<input type="radio"/>	<input type="radio"/>					
	Kyosuke Wagai					<input type="radio"/>	<input type="radio"/>		Certified public accountant, JPN
	Akiko Suzuki				<input type="radio"/>			<input type="radio"/>	Attorney-at-law, JPN
	Yoshifumi Miyata	<input type="radio"/>			<input type="radio"/>		<input type="radio"/>		

(Note) The list above does not cover all the experience, knowledge, and capability, etc., of each Member / candidate of the Board and the Audit & Supervisory Board of the Company.

<Approach to Skills>

The Company selects the following skills in consideration of the Mochida Pharmaceutical Group (“Group”)’s corporate philosophy, long-term vision (grow as a unique life and healthcare group whose raison d’etre is recognized internationally and which meets medical and healthcare needs), and materiality (important issues) etc.

Corporate Management, Sustainability	<ul style="list-style-type: none"> • Corporate management skills to enable the Board of Directors to appropriately perform functions of management decision-making and supervision of business execution toward achieving and realizing the Group's long-term vision, materiality, medium-term management plan, etc. • Skills for the entire Group to appropriately formulate medium- to long-term management policies and plans, respond to issues related to sustainability, etc.
Research and Development	<ul style="list-style-type: none"> • R&D skills to grow as a unique life and healthcare group whose raison d’etre is recognized internationally through the "creation of unique products to meet needs," etc.
Business Strategy, Marketing	<ul style="list-style-type: none"> • Skills in business strategy and marketing in the Group's business domains, etc. to promote the "maximization of product value," etc. toward realizing "Vision for 2031".
International Experience	<ul style="list-style-type: none"> • Skills in decision-making from a global perspective, overseas business management, etc., in order to be recognized internationally for our raison d’etre
IT	<ul style="list-style-type: none"> • Skills related to cutting-edge IT technologies that can promote the "strengthening of our management base to support growth," etc. toward realizing "Vision for 2031".
Finance, Accounting	<ul style="list-style-type: none"> • Skills related to finance, management accounting, management indicators, tax affairs, financial regulations, etc. necessary to improve shareholder value through continued growth investment, shareholder returns, etc.
Legal Affairs, Compliance	<ul style="list-style-type: none"> • Skills to ensure the effectiveness of compliance, which the Group emphasizes as a response to social needs based on the Group charter of conduct, in light of changes in the environment • Skills related to legal affairs, etc. to make decisions appropriately based on judicial affairs and compliance risks toward realizing "Vision for 2031".