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Corporate Governance Report

Last Update: June 27, 2024
Nippon Shinyaku Co., Ltd.
Toru Nakai, President & Representative Director
Contact: Masahiko Okano, Department Manager,
Corporate Communications Department
(Tel: +81-75-321-9103)
Securities Code: 4516
https://www.nippon-shinyaku.co.jp

The corporate governance of Nippon Shinyaku Co., Ltd. (the "Company") is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Views

At the Company, we recognize that it is a critical management priority to fulfill our accountability to all stakeholders, by securing the transparency of management in order to raise our corporate value through social contributions. This makes it essential for our corporate governance to function effectively, and we are committed to further enhancing corporate governance structure.
The basic views and basic policies on corporate governance of the Company have been compiled and posted on our website in the "Corporate Governance Basic Policy."
https://www.nippon-shinyaku.co.jp/english/ir/esg_management/governance.php

[Disclosure Based on the Principles of the Corporate Governance Code] UPDATED

[Principle 1.4]
The Board of Directors will inspect and confirm the rationality and economic significance regarding the purpose of holding each individual cross-shareholding, taking into consideration the capital requirements, the market environment, etc., and the Company will in turn proceed to reduce cross-shareholdings in which the significance of retention is immaterial.
Regarding the exercise of voting rights pertaining to cross-shareholdings, we will judge the situation based on whether or not it contributes to improving the corporate value of the Company or the issuing company, and will respond appropriately.

[Principle 1.7]
"Basic Policy on Transactions with Related Parties" is detailed in the "Corporate Governance Basic Policy" (see Article 7).

[Supplementary Principle 2.4.1]
Our policies for human resource development and internal environment development to ensure diversity have been disclosed on our website, the Integrated Report (Annual Report), etc.
https://www.nippon-shinyaku.co.jp/english/ir/ir_library/annual_report.php

(i) Information about the promotion of women to core human resources and other initiatives to empower female employees have been disclosed on our website, the Integrated Report (Annual Report), etc.
https://www.nippon-shinyaku.co.jp/english/ir/ir_library/annual_report.php
(ii) Global expansion is one of the actions set out in the 7th Five-year Medium-term Management Plan, and we hire foreign nationals mainly in divisions related to global business and in our U.S. subsidiary. We plan to increase the proportion of foreign nationals in managerial positions in our Group, which is currently 8%, in line with the further development of global business.
(iii) To adapt to the globalization of our business and other changes in the business environment, we will reform the organizational climate and improve corporate value by taking in the high level of expertise and diversity brought about by mid-career hires. Currently, the proportion of mid-career hires in managerial positions in the Company is 7%. As around 10 mid-career hires joined the Company every year for the past few years, we plan to increase their promotion to managerial positions. The Company has a background of creating systems and an environment in which individuals can play an active role regardless of their background, including gender, nationality, age, and employment history as mid-career or new graduate hires, and has promoted human resources based on the concept of self-directed career development and the right person in the right position. Therefore, we are not in a situation to set measures and targets specifically for "foreign nationals" and "mid-career hires".

[Principle 2.6]
We fully recognize that management of our corporate pension funds has influence on the stable asset formulation of our employees as well as our own financial condition, and Nippon Shinyaku Corporate Pension Fund have established an Asset Management Committee composed of internal experts, including members from the financial division and the planning division, to decide on management policy and formulate an appropriate management system.

[Principle 3.1]
(i) Our business philosophy, management policy, guidelines for action, the 7th Five-year Medium-term Management Plan, etc., have been disclosed on our website, the Integrated Report (Annual Report), etc.
https://www.nippon-shinyaku.co.jp/english/ir/ir_library/annual_report.php
(ii) Our basic views and basic policies on corporate governance have been compiled in the “Corporate Governance Basic Policy” mentioned above, and have been disclosed on our website, the Integrated Report, and elsewhere.
https://www.nippon-shinyaku.co.jp/english/ir/esg_management/governance.php
(iii) The policy, procedures, etc., that the Board of Directors follows upon determining the remuneration of Directors is detailed in the “Corporate Governance Basic Policy” (see Article 34).
(iv) The policy, procedures, etc., that the Board of Directors follows upon nominating candidates for Directors and Audit & Supervisory Board Members and appointing or dismissing Directors and Audit & Supervisory Board Members is detailed in the “Corporate Governance Basic Policy” (see Article 14, Article 19, and Article 20).
(v) Regarding the appointment and nomination of candidates for Directors and Audit & Supervisory Board Members, their individual careers and reasons for appointment are detailed in the Reference Documents for the General Meeting of Shareholders.

[Supplementary Principle 3.1.3]
Our views, policy, and initiatives on sustainability have been disclosed on our website, the Integrated Report (Annual Report), etc.
https://www.nippon-shinyaku.co.jp/english/sustainability/basic_policy.php
With regard to human capital, we consider human resources as a driving force for the achievement of sustainable growth. In the 7th Five-year Medium-term Management Plan, we work on “Promoting Human Capital Management that Allows Each Employee to Grow and Diverse Human Resources to Play an Active Role”, and have been enhancing various systems for human resource development, creating a better working environment, and taking other relevant measures. From FY2023, we launched Nippon Shinyaku Academy (NS Academy), a human resources development system that supports employees' autonomous career development, with the aim of enabling employees to realize self-directed career development and the placing of the right employee in the right position. In FY2023, total of 3,386 employees participated in NS Academy, with 1,466 actually taking the course. In this system, the most important program provides employees with the knowledge, skills, and attitudes needed by the next generation of management.

As for intellectual property, we recognize its importance in exploring new modalities of drug discovery and expanding our business globally. We promote the protection and use of intellectual property, and the Intellectual Property Department and other R&D departments work together to use the information on intellectual property for R&D strategies and business strategies. The 7th Five-year Medium-term Management Plan lays out investment plans, including human capital investment and R&D investment, and the Board of Directors, the Management Policy Review Group, etc. supervise the progress.
Details of initiatives related to human capital and intellectual property have been disclosed on our website, the Integrated Report (Annual Report), etc.
https://www.nippon-shinyaku.co.jp/english/sustainability/esg/social/human_resources.php
https://www.nippon-shinyaku.co.jp/english/rd/policy.php

Taking into consideration the impact of climate change, caused by global warming, on our business and finance, we have expressed our endorsement of the Task Force on Climate-related Financial Disclosures (TCFD) recommendations in December 2021. In addition to addressing risks that have already been identified from the perspective of risk management, we conducted a scenario analysis of risks and opportunities concerning climate change in accordance with the framework of the TCFD recommendations. We will continue discussing specific initiatives for the risks and opportunities thus identified, while at the same time enhancing the disclosure of relevant information.
In addition, our targets of greenhouse gas emission reduction were certified as science-based targets by SBTi in January 2024.
Our initiatives to address climate change have been disclosed on our website.
https://www.nippon-shinyaku.co.jp/english/sustainability/esg/environment/climatechange.php

[Supplementary Principle 4.1.1]
At the Company, resolutions by the Board of Directors and matters delegated to management are clearly defined in the Rules of the Board of Directors and other internal rules, etc.
The Board of Directors carries resolutions on matters that require resolution by the Board of Directors provided for in laws, regulations or the Articles of Incorporation, matters delegated to be determined by the Board of Directors at the General Meeting of Shareholders, important matters related to management, and other matters deemed necessary by the Board of Directors. Furthermore, the Company has established a Management Policy Review Group and adopted a corporate officer system to perform swift and smooth decision-making and business operations.

[Principle 4.9]
The “criteria for judgment of independence” used when appointing Independent Outside Directors and Independent Outside Audit & Supervisory Board Members is detailed under Attachment 2 “Criteria for Judgment of Independence” of the “Corporate Governance Basic Policy.”

[Supplementary Principle 4.10.1]
In order to strengthen independence, objectivity, and accountability of the Board of Directors in regard to the nomination of Directors and Audit & Supervisory Board Members and the provision of remuneration, the Company has established a Nominating Committee and Remuneration Committee under the Board of Directors.
Our views on the independence of the Committees’ composition, their authority and roles, and other relevant matters have been disclosed in the securities reports.

[Supplementary Principle 4.11.1]
We have set out our views on the overall balance of knowledge, experience, and skills, as well as the diversity and size, of the Board of Directors. Our policy on and procedures for the appointment of Directors are detailed in the “Corporate Governance Basic Policy” (see Article 19).
A skills matrix has been created to show the expertise and experience each Director and Audit & Supervisory Board Member has.
Independent Outside Directors include those who have experience in corporate management at other companies.

[Supplementary Principle 4.11.2]
The status of concurrently held positions by Directors and Audit & Supervisory Board Members are disclosed every year in the Notice of the General Meeting of Shareholders and securities reports.

[Supplementary Principle 4.11.3]
Our policy on the analysis and evaluation of the effectiveness of the Board of Directors is detailed in the "Corporate Governance Basic Policy" (see Article 33).
Once each year, we evaluate the effectiveness of the Board of Directors at a Board of Directors meeting in an effort to bring about improvements that will enhance its effectiveness. In order to analyze and evaluate the overall effectiveness of the Board of Directors, in FY2023 we implemented a self-evaluation survey for all Directors and Audit & Supervisory Board Members. As a result, we were able to confirm that within the Board of Directors, each Executive Director and Outside Director continued to actively make remarks, that open-minded and constructive discussion was pursued from a wide-angle perspective, and that appropriate judgment was being performed by the management, whereby we determined that the overall effectiveness of the Board of Directors was properly maintained.
Based on the results of this analysis and evaluation, the Board of Directors will focus on further invigorating and enhancing the discussions at the meetings of the Board of Directors, and continue to ensure and improve the effectiveness of the Board of Directors moving forward.

[Supplementary Principle 4.14.2]
Our policy on the education and training of Directors and Audit & Supervisory Board Members is detailed in the "Corporate Governance Basic Policy" (see Article 29 and Article 30).

[Principle 5.1]
Our policy on promoting constructive dialogue with shareholders is detailed in Attachment 3 "Policy for Constructive Dialogue with Shareholders" of the "Corporate Governance Basic Policy."

[Principle 5.2]
We aim to raise mid-term and long-term corporate value, and shall retain a sufficient amount of shareholders' capital to be required in order to seize opportunities for sustainable growth swiftly and appropriately and to respond properly to the accompanying risks. The Company also makes investments such as strategic investment, R&D investment, and capital investment, taking into account the cost of capital, while continuously providing stable dividends and carrying out flexible financial measures.
In terms of capital efficiency, we have set targets of ROE of 8% or higher, and ROIC of 9% or higher for FY2028, the final year of the 7th Five-year Medium-term Management Plan.
The Medium-term Management Plan has been disclosed on our website, etc.
https://www.nippon-shinyaku.co.jp/english/ir/managementpolicy/ir_middle_schedule/

2. Capital Structure

Foreign Shareholding Ratio	30% or more

[Status of Major Shareholders] UPDATED

Name / Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (trust account)	9,603,500	14.26
Meiji Yasuda Life Insurance Company	6,486,000	9.63
Custody Bank of Japan, Ltd. (trust account)	5,113,600	7.59
The Bank of Kyoto, Ltd.	3,090,050	4.59
MUFG Bank, Ltd.	2,706,850	4.02
Nippon Life Insurance Company	1,341,270	1.99
JPMorgan Securities Japan Co., Ltd.	1,006,489	1.49
Tokio Marine & Nichido Fire Insurance Co., Ltd.	979,500	1.45
GOVERNMENT OF NORWAY	874,276	1.30
STATE STREET BANK AND TRUST COMPANY 505103	715,664	1.06

Controlling Shareholder (except for Parent Company)	—
Parent Company	None

Supplementary Explanation UPDATED

A statement of large-volume holdings (change report) that was made available for public inspection on September 5, 2023 reports that BlackRock Japan Co., Ltd. and its joint holders, BlackRock Financial Management, Inc., BlackRock (Netherlands) BV, BlackRock Fund Managers Limited, BlackRock Fund Advisors, BlackRock Institutional Trust Company, N.A. and BlackRock Investment Management (UK) Limited held shares as shown below as of August 31, 2023. However, they are not included in the status of major shareholders above since the Company was unable to confirm the actual number of shares held by the said company as of September 30, 2023.
The content of the statement of large-volume holdings (change report) is as follows.

Name / Company Name	Number of Share Certificates, Etc. Held (Thousands)	Percentage of Share Certificates, Etc. Held (%)
BlackRock Japan Co., Ltd.	931	1.33
BlackRock Financial Management, Inc.	185	0.26
BlackRock (Netherlands) BV	93	0.13
BlackRock Fund Managers Limited	111	0.16
BlackRock Fund Advisors	582	0.83
BlackRock Institutional Trust Company, N.A.	555	0.79
BlackRock Investment Management (UK) Limited	87	0.12
	Total 2,547	Total 3.63

A statement of large-volume holdings that was made available for public inspection on March 5, 2024 reports that Nomura Securities Co., Ltd. and its joint holders, NOMURA INTERNATIONAL PLC and Nomura Asset Management Co., Ltd. held shares as shown below as of February 29, 2024. However, they are not included

in the status of major shareholders above since the Company was unable to confirm the actual number of shares held by the said company as of March 31, 2024.
The content of the statement of large-volume holdings (change report) is as follows.

Name / Company Name	Number of Share Certificates, Etc. Held (Thousands)	Percentage of Share Certificates, Etc. Held (%)
Nomura Securities Co., Ltd.	4	0.01
NOMURA INTERNATIONAL PLC	439	0.63
Nomura Asset Management Co., Ltd.	3,103	4.42
	Total 3,547	Total 5.05

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange Prime Market
Fiscal Year-End	March
Type of Business	Pharmaceuticals
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Sales (consolidated) as of the End of the Previous Fiscal Year	JPY 100 billion or more, less than JPY 1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	Less than 10

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

—

5. Other Special Circumstances which may have Material Impact on Corporate Governance

—

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with a Board of Auditors

[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	Maximum number not stipulated
Term of Office Stipulated in Articles of Incorporation	One year
Chairperson of the Board	Chairman (except for cases where the Chairman concurrently serves as President)
Number of Directors	12
Appointment of Outside Directors	Appointed
Number of Outside Directors	4
Number of Independent Outside Directors	4

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Miyuki Sakurai	Lawyer											
Yoshinao Wada	Other											
Yukari Kobayashi	Other											
Mayumi Nishi	Academic											

* Categories for "Relationship with the Company"

* "○" when the director presently falls or has recently fallen under the category;
"△" when the director fell under the category in the past

* "●" when a close relative of the director presently falls or has recently fallen under the category;
"▲"when a close relative of the director fell under the category in the past

a. Person who executes business for the Company or its subsidiary
b. Person who executes business for or a non-executive director of the Company's parent company
c. Person who executes business for a fellow subsidiary
d. Person/entity for which the Company is a major client or a person who executes business for said person/entity
e. Major client of the Company or a person who executes business for said client
f. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/Audit and Supervisory Board Member
g. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
h. Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies to director him/herself only)
i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
k. Other

Outside Directors' Relationship with the Company (2)

Name	Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons of Appointment
Miyuki Sakurai	○	—	We believe that, from an independent standpoint as a lawyer, her expertise and insight will benefit the management of the Company. In addition, since she meets the requirements to be an Independent Director and presents no risk of conflict of interest with general shareholders, she is designated as an Independent Director.
Yoshinao Wada	○	—	We believe that, from an independent standpoint as a physician, his expertise and insight will benefit the management of the Company. In addition, since he meets the requirements to be an Independent Director and presents no risk of conflict of interest with general shareholders, he is designated as an Independent Director.
Yukari Kobayashi	○	—	We believe that, from an independent standpoint as a corporate manager, her wealth of experience and broad insight will benefit the management of the Company. In addition, since she meets the requirements to be an Independent Director and presents no risk of conflict of interest with general shareholders, she is designated as an Independent Director.
Mayumi Nishi	○	—	We believe that, from an independent standpoint as a physician and pharmacist, her expertise and insight will benefit the management of the Company. In addition, since she meets the requirements to be an Independent Director and presents no risk of conflict of interest with general shareholders, she is designated as an Independent Director.

Voluntary Establishment of Committee(s) Corresponding to Nomination Committee or Remuneration Committee	Established

Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nominating Committee	Remuneration Committee
All Committee Members	3	3
Full-time Members	0	0
Inside Directors	1	1
Outside Directors	2	2
Outside Experts	0	0
Other	0	0

Chairperson	Outside Director	Outside Director

Supplementary Explanation

In order to strengthen independence, objectivity, and accountability of the Board of Directors in regard to the nomination of Directors and Audit & Supervisory Board Members and the provision of remuneration, the Company has established a Nominating Committee and Remuneration Committee under the Board of Directors.

[Audit & Supervisory Board Members]

Establishment of Board of Auditors	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	Maximum number not stipulated
Number of Audit & Supervisory Board Members	4

Cooperation among Audit & Supervisory Board Members, Accounting Auditors and Internal Audit Department UPDATED

To ensure the independence of the Accounting Auditor, Audit & Supervisory Board Members oversee the Board of Directors. In addition, through regular meetings with the Accounting Auditor, Audit & Supervisory Board Members receive reports on the implementation status of audit plans and interim audits, etc., maintain close contact by being physically present during visiting audits, etc., and strive to mutually enhance the effectiveness and efficiency of audits.
In addition to audits by Audit & Supervisory Board Members, the Audit Department is an organization composed of 12 members that reports directly to the Chairman and conducts operational audits in accordance with the Internal Auditing Regulations. Audit & Supervisory Board Members and the Audit Department conduct mutual reports on audit plans and the results of audit implementations, etc., hold discussions, and exchange opinions through regular meetings for close cooperation and other appropriate methods as necessary.

Appointment of Outside Audit & Supervisory Board Members	Appointed
Number of Outside Audit & Supervisory Board Members	2
Number of Independent Outside Audit & Supervisory Board Members	2

Outside Audit & Supervisory Board Members' Relationship with the Company (1) UPDATED

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Hiroharu Hara	Tax Accountant													
Mariko Chaki	Lawyer													

* Categories for "Relationship with the Company"
* "○" when the Audit & Supervisory Board Member presently falls or has recently fallen under the category; "△" when the Audit & Supervisory Board Member fell under the category in the past
* "●" when a close relative of the Audit & Supervisory Board Member presently falls or has recently fallen under the category;

"▲" when a close relative of the Audit & Supervisory Board Member fell under the category in the past

a. Person who executes business for the Company or its subsidiary
b. A non-executive director or an accounting advisor of the Company or its subsidiaries
c. Person who executes business for or a non-executive director of the Company's parent company
d. An Audit and Supervisory Board Member of a parent company of the Company
e. Person who executes business for a fellow subsidiary
f. Person/entity for which the Company is a major client or a person who executes business for said person/entity
g. Major client of the Company or a person who executes business for said client
h. Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member
i. Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
j. Person who executes business for a client of the Company (excluding persons categorized as any of f, g, or h above) (applies to the auditor him/herself only)
k. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to the director/auditor him/herself only)
l. Person who executes business for an entity receiving donations from the Company (applies to the person him/herself only)
m. Other

Outside Audit & Supervisory Board Members' Relationship with the Company (2) UPDATED

Name	Designation as Independent Auditor	Supplementary Explanation of the Relationship	Reasons of Appointment
Hiroharu Hara	○	—	We believe that he will be able to offer advice for the enhancement of soundness, transparency, and compliance of the management of the Company based on his expertise and insight from an independent standpoint as a licensed tax accountant. In addition, since he meets the requirements to be an Independent Auditor and presents no risk of conflict of interest with general shareholders, he is designated as an Independent Auditor.
Mariko Chaki	○	—	We believe that she will be able to offer advice for the enhancement of soundness, transparency, and compliance of the management of the Company based on her expertise and insight from an independent standpoint as a lawyer. In addition, since she meets the requirements to be an Independent Auditor and presents no risk of conflict of interest with general shareholders, she is designated as an Independent Auditor.

[Independent Directors/Auditors]

Number of Independent Directors/Auditors	6

Matters relating to Independent Directors/Auditors

All Outside Directors/Auditors who satisfy the qualifications to be Independent Directors/Auditors are designated by the Company as Independent Directors/Auditors.

[Incentives]

Implementation Status of Measures to Grant Incentives to Directors UPDATED	Introduction of Performance-linked Remuneration, Other

Supplementary Explanation on the above Item
This is detailed in the "Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods" of this report.

Recipients of Stock Options	

Supplementary Explanation on the above Item
—

[Director Remuneration]

Disclosure of Individual Directors' Remuneration	No Individual Disclosure

Supplementary Explanation on the above Item UPDATED
The previous fiscal year (from April 1, 2023 to March 31, 2024) ・ Remuneration for Directors: JPY 486 million (fixed remuneration: JPY 258 million, performance-linked remuneration: JPY 227 million) ・ Remuneration for Audit & Supervisory Board Members: JPY 53 million Note : The above remuneration amounts include one outside director and two Audit & Supervisory Board Members (including one outside Audit & Supervisory Board Member) who retired at the conclusion of the 160th Annual General Meeting of Shareholders held on June 29, 2023.

Policy on Determining Remuneration Amounts and Calculation Methods UPDATED	Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods
The Company revised remuneration system of Directors (except for outside Directors) pursuant to a resolution by the Board of Directors on May 24, 2024, and resolution by shareholders at the 161st Annual General Meeting of Shareholders of June 27, 2024. The remuneration amounts to be paid in the FY2023 was determined in accordance with the old system. The information below concerns the new system, but the main differences from the old system are introduction of a restricted stock remuneration plan for Directors (excluding outside Directors). Policies for determining the details of each individual Director's remuneration, etc. (revised May 24, 2024) 1. Basic policy Our basic policy regarding the remuneration of Directors is that it shall be within the limit of the amount of executive remuneration approved by resolution of the General Meeting of Shareholders, that it shall effectively serve as an incentive for Directors to seek the sustainable enhancement of corporate value, that the details surrounding it shall be fair and rational enough for us to fulfill our accountability to shareholders and employees, and that the level of each individual Director's remuneration shall be adequately determined by taking into account the responsibilities of their positions. Specifically, the remuneration for Executive

Directors shall consist of a base remuneration paid in a fixed amount every month, a performance-linked remuneration (bonus) determined in accordance with the results of each fiscal year and other factors, and a non-monetary remuneration (share-based remuneration) as a medium- to long-term incentive, and only fixed remuneration shall be paid for Outside Directors, in order to ensure well-functioning management supervision.

2. Policy for determining the amount of basic remuneration (monetary remuneration) for individuals (including policy for determining the timing or conditions of awarding remuneration, etc.)
The basic remuneration of the Directors of the Company shall be a monthly fixed remuneration and shall be determined by evaluating the performance of each Director (excluding Outside Directors) in addition to the fixed amount corresponding to their position, which has been pre-determined by taking into account a comprehensive range of information, including survey data from external institutions, levels of remuneration for their counterparts at competitors and employee salaries.

3. Policy for determining the details and calculation method of the amount or number of performance-linked and non-monetary remunerations, etc. (including policy for determining the timing or conditions of awarding remuneration, etc.)
Performance-linked remuneration shall be a bonus (monetary remuneration) reflecting performance indicators to raise awareness of the need to improve performance for each fiscal year, and shall be paid at a certain time each year at an amount determined by taking into account the performance evaluation of each Director (excluding Outside Directors) in addition to the amount calculated based on consolidated operating income for each fiscal year. The non-monetary remuneration shall be a restricted shares remuneration, and the number of shares to be granted shall be determined based on the amount calculated in accordance with the consolidated operating income for each fiscal year, taking into account the performance evaluation, etc. of each Director (excluding Outside Directors), and shall be awarded at a certain time each year. The indicators used to calculate the bonus amount and the number of shares granted shall be reviewed as appropriate, in response to changes in the environment and based on the report of the Remuneration Committee.

4. Policy for determining the ratio of the amount of monetary remuneration, performance-linked remuneration, etc., or non-monetary remuneration, etc., to the amount of remuneration, etc., for individual Directors
The calculation methods for base remuneration, performance-linked remuneration (bonuses), and non-monetary remuneration (share-based remuneration) for Executive Directors are as described above, but since the Company expects that each Executive Director will have greater incentive to improve corporate value as the ratio of performance-linked remuneration (bonuses) and non-monetary remuneration (share-based remuneration) naturally increases in line with the Company's improved performance, the Company does not specify the ratio of remuneration by type.

5. Matters relating to determination of the details of remuneration, etc. for individual Directors
The amount of remuneration for each individual shall be determined by deliberation of the Remuneration Committee based on delegation of authority from the Board of Directors within the range of the amount of remuneration for Directors and Audit & Supervisory Board Members resolved at the General Meeting of Shareholders.

6. Matters relating to the Remuneration Committee
Under the Board of Directors, there shall be a Remuneration Committee, which shall consist of at least 3 members. The Committee shall be made up of a majority of independent Outside Directors and it shall be chaired by an independent Outside Director. The Remuneration Committee shall, in response to an inquiry from the Board of Directors, deliberate and report to the Board of Directors on matters such as general shareholders' meeting proposals concerning remuneration for Directors and Audit & Supervisory Board Members, and shall deliberate and decide on the details of remuneration, etc. for individual Directors based on delegation of authority from the Board of Directors.

【Note】

(Members of the Remuneration Committee)

- Miyuki Sakurai (Outside Director, Chairperson of the Committee)
- Yoshinao Wada (Outside Director)

- Shigenobu Maekawa (Representative Director, Chairman)

(Remuneration of Audit & Supervisory Board Members)
Remuneration of Audit & Supervisory Board Members comprises fixed remuneration only to ensure that their function to audit and supervise management can best be fulfilled. As for the individual remuneration amount of each Audit & Supervisory Board Member, it is determined by deliberation of the Audit & Supervisory Board Members.

[Supporting System for Outside Directors and/or Outside Audit & Supervisory Board Members]

When convening meetings of the Board of Directors and the Board of Auditors, staff of the Secretarial Section will send documents related to each proposal and matters to be reported to Outside Directors and Outside Audit & Supervisory Board Members in advance.

[Retired Presidents Holding Advisory Positions (Counselor, Advisor, etc.)]

Information on Retired President, etc. Holding Advisory Positions (Counselor, Advisor, etc.)

Name	Job title/ position	Responsibilities	Employment terms (Full/part time, with/without remuneration, etc.)	Date when former role as President, etc. ended	Term
—	—	—	—	—	—

Number of retired President, etc. holding advisory positions (Counselor, Advisor, etc.)	0

Others UPDATED

We have introduced a counselor and advisor system in order to ensure appropriate judgment on management. The Counselor has experience as the Representative Director of the Company, the Advisor has experience as the Senior Managing Director or Managing Director of the Company, and together, the Counselor and Advisor provide advice on necessary matters related to the management of the Company.

2. Matters on Functions of Business Execution, Auditing, Oversight, Nomination and Remuneration Decisions (Overview of Current Corporate Governance System)

The Board of Directors consists of the Chairman & Representative Director, President & Representative Director, one Managing Director, five Directors, and four Outside Directors for a total composition of 12 members, and holds a role as the highest decision-making organization of management, convening a meeting once a month in principle, making decisions on important operations as stipulated in the Rules of the Board of Directors and overseeing business execution. The Board of Directors held 14 meetings in the previous fiscal year (from April 1, 2023 to March 31, 2024). Of items to be proposed to the Board of Directors, particularly for important cases which require prior examination, a preliminary explanation is presented by the drafting division with all Directors and Audit & Supervisory Board Members present, and a question-and-answer session on the details of the case is held as well.
The Company has adopted an Audit & Supervisory Board Member system. The Board of Auditors consists of four Audit & Supervisory Board Members including two Standing Audit & Supervisory Board Members and two part-time Outside Auditors. Audit & Supervisory Board Members attend meetings of the Board of Directors to enhance auditing functions.

In addition to audits by the Audit & Supervisory Board Members, the Audit Department which is an organization that reports directly to the Chairman and Representative Directors also conducts operational audits in accordance with the Internal Auditing Regulations.
In order to strengthen independence, objectivity, and accountability of the Board of Directors in regard to the nomination of Directors and Audit & Supervisory Board Members and the provision of remuneration, the Company has established the Nominating Committee and the Remuneration Committee under the Board of Directors. Each Committee is composed of three or more members, with over half of those members being Independent Outside Directors, and an Independent Outside Director acting as the Chairperson. In response to inquiries by the Board of Directors, the Nominating Committee deliberates on matters concerning the appointment and dismissal, etc., of Directors and Audit & Supervisory Board Members, and subsequently reports back to the Board of Directors, whereas the Remuneration Committee deliberates on proposals at General Meetings of Shareholders concerning the remuneration of Directors and Audit & Supervisory Board Members and other matters in response to inquiries by the Board of Directors and subsequently reports back to the Board of Directors. The Remuneration Committee also deliberates on and determines the details of each individual Director's remuneration, etc. as delegated by the Board of Directors.
An auditing agreement has been signed with Deloitte Touche Tohmatsu LLC as an Accounting Auditor, and we will endeavor to ensure proper accounting and transparent management. The names and number of continuous audit years of the certified public accountants assigned as Designated Limited Liability Partners of Tohmatsu are as follows. Mr. Masafumi Takami: four years, Ms. Keiko Hishimoto: one year.
Furthermore, based on the regulations of Article 427, Paragraph 1 of the Companies Act, the Company has signed a contract with each Outside Director/Auditor to limit liability for compensation as mentioned in Article 423, Paragraph 1 of the same Act in order to ensure that Outside Directors and Outside Audit & Supervisory Board Members can fully demonstrate their expected roles. These contracts limit the amount of their liability for compensation to the amount which is stipulated by laws and regulations. The aforementioned liability limitation shall be applied only in cases where the duties of the Outside Directors/Auditors which led to liabilities have been performed in good faith and without gross negligence.

3. Reasons for Adoption of Current Corporate Governance System

At the Company, Directors' terms of service are set at one year in order to clarify their managerial responsibilities and to flexibly form an organization conducive to optimal governance in response to the business climate. The appointment of four Outside Directors is intended to ensure higher level of oversight of Directors' business execution and further improve managerial transparency and objectivity. Audit & Supervisory Board Members also attend all meetings of the Board of Directors as well as important business-related meetings with independence of the two Outside Audit & Supervisory Board Members from the Company guaranteed, whereby we believe that management supervising functions of the Board of Auditors is working properly.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights UPDATED

	Supplementary Explanations
Early Notification of General Shareholder Meeting	Notification is sent as soon as possible at least two weeks prior to the date of a General Shareholder Meeting. We also post the convocation notice (including the English version) on our website prior to the date of sending the notification.
Allowing Electronic Exercise of Voting Rights	Electronic exercise of voting rights has been allowed since the 153rd Annual General Meeting of Shareholders held in June 2016.
Participation in Electronic Voting Platform	We have participated in and made available an electronic voting platform since the 153rd Annual General Meeting of Shareholders held in June 2016.
Providing Convocation Notice (Summary) in English	An English version of the convocation notice has been prepared and disclosed on the websites of the Tokyo Stock Exchange and the Company.

2. IR Activities UPDATED

	Supplementary Explanations	Explanation by Representative
Preparation and Publication of Disclosure Policy	Posted the “IR Policy” and the “Policy on Constructive Dialogue with Shareholders” on our website	
Regular Briefings for Analysts and Institutional Investors	Held four times yearly, once every quarter	Yes
Posting of IR Materials on Website	Updated every quarter	
Establishment of Department and/or Manager in Charge of IR	Department in Charge of IR: IR Section, Corporate Planning Department	

3. Measures to Ensure Due Respect for Stakeholders UPDATED

	Supplementary Explanations
Stipulation of Internal Rules for Respecting the Position of Stakeholders	Stipulated in the “Nippon Shinyaku Group’s Code of Conduct.”
Implementation of Environmental Activities, CSR Activities etc.	Established the “Basic Environmental Policy.” Published an Environmental Report every year until 2008, and began publishing the CSR Report from 2009. Published the Annual Report in 2012, with the content further enhanced.
Development of Policies on Information Provision to Stakeholders	Established “Information Disclosure Regulations.” Held IR Committee on a monthly basis.
Other	The Company values “Develop Each Employee” as a management policy, enhancing individual ability and productivity to increase corporate value, and promoting talented personnel regardless of gender in an effort to create a vibrant organizational culture. From the perspective of supporting women's activities and employment, we have been operating a gender-equal system since the past. In recent years, we have also provided opportunities for female employees to participate in training programs sponsored by external organizations, with the aim of increasing their motivation, improving their abilities, and growing through networking outside the Company. In addition, as a way of "visualizing" our activities to promote the participation and career advancement of female

	employees in the workplace both internally and externally, we have posted our "Positive Action Declaration" on a website under the jurisdiction of the Ministry of Health, Labor and Welfare, and are working to disseminate information on the "Act on Promotion of Women's Participation and Advancement in the Workplace, Act on Advancement of Measures to Support Raising Next-Generation Children : General Business Operator Action Plan" by using our in-house bulletin board. By the end of FY2030, we aim to employ 20% of female employees in management positions (17.9% as of March 31, 2024). We will strive to actively recruit women in accordance with numerical targets, continue raising awareness and providing skill-up training sessions for both women and superiors, and support further active participation by women.

IV. Matters Related to the Internal Control System

1. Basic Views on Internal Control System and the Progress of System Development UPDATED

The Company is striving to act with higher ethical sense, putting human dignity first and aiming to be a company that consistently contributes to society. The Company recognizes the aforementioned is involved closely to the progress of corporate value. Internal control system is a measure to achieve it and shall be practiced by all the people who comprise a business organizer. The reliability of reporting shall be ensured based on compliance with law and enhancement of effectiveness and efficacy in business. The Company thinks that internal control system shall provide the rational assurance, as we strive for our goal to ensure the above reliability and to protect assets.

<Basic Policy on Establishment of Internal Control System>

1. System to ensure that Directors and employees of the Company execute their duties in compliance with laws and regulations and the Articles of Incorporation
   (a) In addition to complying with the Nippon Shinyaku Group's Code of Conduct, the standard on which we place the highest priority in our corporate activities, we promote compliance based on the Nippon Shinyaku Group's Compliance Operating Rules.
   (b) The execution of duties by the Directors shall be audited by the Audit & Supervisory Board Members based on the Auditing Standards for Audit & Supervisory Board Members.
   (c) The Internal Audit Department shall implement regular internal audits.
   (d) The employee hotline for compliance reporting is established at internal and external points and operated as a whistleblowing contact point for compliance violations.
2. System for storage and management of information related to the execution of duties of Directors of the Company
   (a) Information related to the execution of duties of Directors shall be stored and managed in accordance with the relevant laws and regulations or internal rules, etc.
   (b) The status of the preparation, storage, and management of information related to the execution of duties of Directors shall be audited by the Audit & Supervisory Board Members.
   (c) A system in which Directors and Audit & Supervisory Board Members can inspect and receive transcripts of information whenever occasion demands shall be established.
3. The Company's regulations or any other systems for management of risk of loss
   (a) The supervisory divisions promote risk management activities throughout the Nippon Shinyaku Group based on the Nippon Shinyaku Group's Basic Risk Management Rules.
   (b) In preparation for situations in which a loss would seriously affect business operations, the necessary response policies and a response manual shall be formulated in advance, and necessary measures will be taken in the event of loss occurrence to minimize any potential damage.
4. System to ensure that the execution of duties of the Directors of the Company is efficient
   (a) The Representative Director, Executive Directors and Corporate Officers execute business based on their assigned duties, the Director Regulations, and the Corporate Officer Regulations.
   (b) Meetings of the Board of Directors shall be held once a month in principle, and also held on extraordinary occasions as necessary. Also, in cases that require urgent decision-making, the Board of Directors may carry written resolutions based on the laws and regulations, Articles of Incorporation, and other internal rules.
   (c) The Board of Directors formulates the Medium-term Management Plan and other plans for each fiscal year, while setting targets and maintaining the executive structure for the Nippon Shinyaku Group as a whole.
5. System to ensure proper business execution within the corporate group consisting of the Company and its subsidiaries

(1) Systems related to reporting to the Company on matters regarding the execution of duties by Directors of the Company's subsidiaries
   (a) The Group Companies Management Rules specifies matters that require reports from subsidiaries and the responsible parties, and the said rules shall be referred to in an appropriate manner.
   (b) Directors of subsidiaries shall provide reports and explanations to the Board of Directors as necessary.

(2) Regulations or any other systems for management of risk of loss at the Company's subsidiaries
   (a) Supervisory divisions promote risk management activities throughout the Nippon Shinyaku Group based on the Nippon Shinyaku Group's Basic Risk Management Rules.

(b) In preparation for situations in which a loss would seriously affect business operations, the necessary response policies and a response manual shall be formulated in advance, and necessary measures shall be taken in the event of loss occurrence to minimize any potential damage.

(3) System to ensure that the execution of duties of directors of the Company's subsidiaries is efficient

(a) Based on the Group Companies Management Rules, the administrative division comprehensively manages all subsidiaries as a whole following instructions from the Chief Administrative Officer who performs comprehensive management for all subsidiaries, while the administrative divisions, etc., established at each subsidiary provide comprehensive management of overall business operations of these subsidiaries.

(b) The Board of Directors, meetings of which are held regularly or in extraordinary cases, carries resolutions on important matters related to subsidiaries based on the Rules of the Board of Directors.

(4) System to ensure that directors and employees of the Company's subsidiaries execute their duties in compliance with laws and regulations and the Articles of Incorporation

(a) Information on the compliance with the Nippon Shinyaku Group's Code of Conduct shall be thoroughly disseminated.

(b) Compliance shall be promoted based on the Nippon Shinyaku Group's Compliance Operating Rules.

(c) The employee hotline for compliance reporting is operated as a whistleblowing contact point for compliance violations.

(d) In accordance with the Internal Auditing Regulations, the Internal Audit Department shall carry out internal audits of subsidiaries as necessary based on the Group Companies Management Rules.

6. Systems to ensure the effectiveness of audits by Audit & Supervisory Board Members of the Company

(1) Matters concerning employees in the event that the Audit & Supervisory Board Members of the Company request the assignment of employees to support the execution of their duties

(a) In the event that the Audit & Supervisory Board Members request the assignment of employees to support the execution of their duties, employees shall be assigned who possess abilities corresponding to the content of those duties.

(2) Matters concerning employees' independence from Directors of the Company when supporting the duties of the Audit & Supervisory Board Members of the Company and matters concerning ensuring the effectiveness of instructions for these employees

(a) Employees who support the Audit & Supervisory Board Members are independent from the Directors, and perform their duties under the order and command of the Audit & Supervisory Board Members.

(b) Personnel reassignment or evaluation of these employees requires the advance approval of the Board of Auditors.

(3) Systems for reporting to Audit & Supervisory Board Members of the Company

(a) The Representative Director and Executive Directors shall issue reports to the Audit & Supervisory Board Members on the execution of the business they are responsible for as required at important meetings such as the meeting of Board of Directors.

(b) Directors and employees of the Company and directors, audit & supervisory board members, and employees of the Company's subsidiaries shall provide information required by the Audit & Supervisory Board Members of the Company. In addition, they shall cooperate in the provision of reports when requested by the Audit & Supervisory Board Members of the Company as needed.

(4) System to ensure that persons reporting to Audit & Supervisory Board Members of the Company do not receive detrimental treatment as a result of making a report

(a) Persons who issue reports to the Audit & Supervisory Board Members of the Company shall not receive any sort of detrimental treatment as a result, and this policy shall be thoroughly disseminated.

(5) Matters concerning policies for processing expenses or liabilities arising from the execution of duties by Audit & Supervisory Board Members of the Company

(a) If the Audit & Supervisory Board Members request prepayment or reimbursement for expenses related to the execution of duties, such request shall be handled in an appropriate manner.

(b) Expenses resulting from information collection, education, reference materials, etc., related to the execution of auditing duties pursuant to the audit plan shall be included in the budget and reserved.

(6) Other systems to ensure the effectiveness of audits by Audit & Supervisory Board Members of the Company

(a) The Representative Director meets regularly with the Audit & Supervisory Board Members to cultivate mutual understanding.

(b) The Board of Auditors is allowed to work in close cooperation with the Internal Audit Department.

We have focused on promoting compliance over the past years. Since 2007, we have established the "Nippon Shinyaku Group's Code of Conduct" for the Nippon Shinyaku Group and our affiliated companies, prepared the "Nippon Shinyaku Group's Compliance Operating Rules," and strived to raise awareness and enhance compliance with corporate ethics even further. In addition, we have made efforts to expand the scope of overall internal controls including risk controls to Group companies, and worked on functional enhancement mainly led by Internal Control Department.

7. The operational status of the system to ensure proper business execution

(1) System to ensure that Directors and employees of the Company execute their duties in compliance with laws and regulations and the Articles of Incorporation

The Risk Compliance Committee chaired by the President and comprised of all Inside Directors and the Compliance Council comprised of members appointed by the compliance officer are convened to review and deliberate on the implementation, policy, and plan regarding compliance within the Group. In addition, departmental compliance training, training on the Code of Conduct, and level-based training covering managerial positions are implemented for all employees. The execution of duties of the Directors and employees is audited by the Audit & Supervisory Board Members based on the Auditing Standards for Audit & Supervisory Board Members or by the Internal Audit Department based on the internal audit plan. Furthermore, the employee hotline for compliance reporting is operated as a whistleblowing (counseling) contact point for compliance violations, through which cases of whistleblowing (counseling) are reported to the Board of Directors semiannually.

(2) System for storage and management of information related to the execution of duties of Directors of the Company

Information is stored and managed appropriately in accordance with relevant laws and regulations such as the Companies Act and the "Information Security Management Rules," and is audited by the Audit & Supervisory Board Members based on the Auditing Standards for Audit & Supervisory Board Members. In addition, preparing for the cases where the Directors and Audit & Supervisory Board Members request to inspect any materials, etc., a system that can respond to such request has been established.

(3) Other systems and regulations for management of risk of loss

We specify the major risks that may affects the entire Group and the major risks particular to each division based on the "Nippon Shinyaku Group's Basic Risk Management Rules," whereby we formulate and execute action plans with the aim of handling those risks. Furthermore, preparing for the event that a risk materializes, preventive measures for each risk and countermeasures, etc., are compiled in risk management sheets and reviewed as necessary.

(4) System to ensure that the execution of duties of Directors of the Company is efficient

Regular meetings of the Board of Directors were held once a month (twice in May only). One extraordinary meeting of the Board of Directors was held, and two resolution in writing by electronic means were executed. The Board of Directors confirmed the progress of the fiscal year plan, which was formulated in accordance with the Medium-term Management Plan, and targets for the Nippon Shinyaku Group as a whole, on a quarterly basis.

(5) System to ensure proper business execution within the corporate group consisting of the Company and its subsidiaries

On a quarterly basis, the Director (Chief Administrative Officer) who performs comprehensive management for all subsidiaries provided an overview, etc. on the business conditions of all subsidiaries, while the Directors (Administrative Officers) who manage each individual subsidiary provided overviews of the business conditions and management conditions, etc., of responsible subsidiaries, in accordance with the "Group Companies Management Rules." Additionally, the directors of the subsidiaries provided progress reports as appropriate at the meetings of the Board of Directors. Compliance training and risk management measures are implemented as appropriate based on the "Nippon Shinyaku Group's Compliance Operating Rules" and the "Nippon Shinyaku Group's Basic Risk Management Rules." In addition, the employee hotline for compliance reporting is operated as a whistleblowing (counseling) contact point for compliance violations. Furthermore, audits are conducted based on the internal audit plan composed by the Internal Audit Department in order to guarantee the appropriateness of business operations.

(6) Systems to ensure the effectiveness of audits by Audit & Supervisory Board Members of the Company

The Representative Director and Executive Directors issue reports with respect to performance status at meetings of the Board of Directors attended by the Audit & Supervisory Board Members. Directors and employees of the Company as well as directors, audit & supervisory board members, and employees of the Company's subsidiaries comply with requests by the Audit & Supervisory Board Members to provide

required information and cooperate with them. In addition, necessary expenses for auditing are included in the budget and reserved. Furthermore, it is disseminated that parties who issue reports to Audit & Supervisory Board Members do not receive any sort of detrimental treatment in accordance with the "Nippon Shinyaku Group's Compliance Reporting System Operational Regulations." In addition to holding two opinion exchange meetings attended by the Representative Director and the Board of Auditors, the Board of Auditors and the Internal Audit Department held an audit liaison meeting every month.

2. Basic Views on Eliminating Anti-Social Forces and Status of Related Efforts UPDATED

In order to prevent any involvement in the Company's management activities by anti-social forces and organizations, and also to prevent the damage due to such forces, the basic views of the Company have been established in the Nippon Shinyaku Group's Code of Conduct.
The Company avoids any involvement with anti-social forces, and in order to respond to unjustified demands in a resolute and appropriate manner, the Company has established a responsible department handling such demands and appointed personnel in charge of countering unjustified demands, and promotes systematic activities such as building close cooperative relationships with the relevant departments of the police headquarters, police stations with jurisdiction, and other investigative agencies. The Company is an active member of the corporate defense countermeasures associations, crime prevention associations, and other community-related organizations, and through these related organizations, collects data and information related to the crime situation from the National Police Agency and relevant departments of the police headquarters. Such information we obtained is compiled into materials and distributed to relevant persons within the Company for sharing, and specific case information is compiled into manuals for use in education and training of relevant persons within the head office. Furthermore, we hold a conference for representatives of all domestic business sites, at which training sessions are provided based on a manual and other materials, and representatives from the Company's head office are dispatched to carry out workshops upon the request of business sites and related subsidiaries as occasion demands. As for the efforts within the Company, we ensure that report is made to confirm that we have not accommodated any requests for illegal profits from any specific shareholders or any other shareholders, and that there have been no illegal profits offered by anti-social forces, etc. On the other hand, in the case that such illegal profits are detected, we ensure that report is made immediately to the responsible department and take necessary countermeasures.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted

Supplementary Explanation on the above Item
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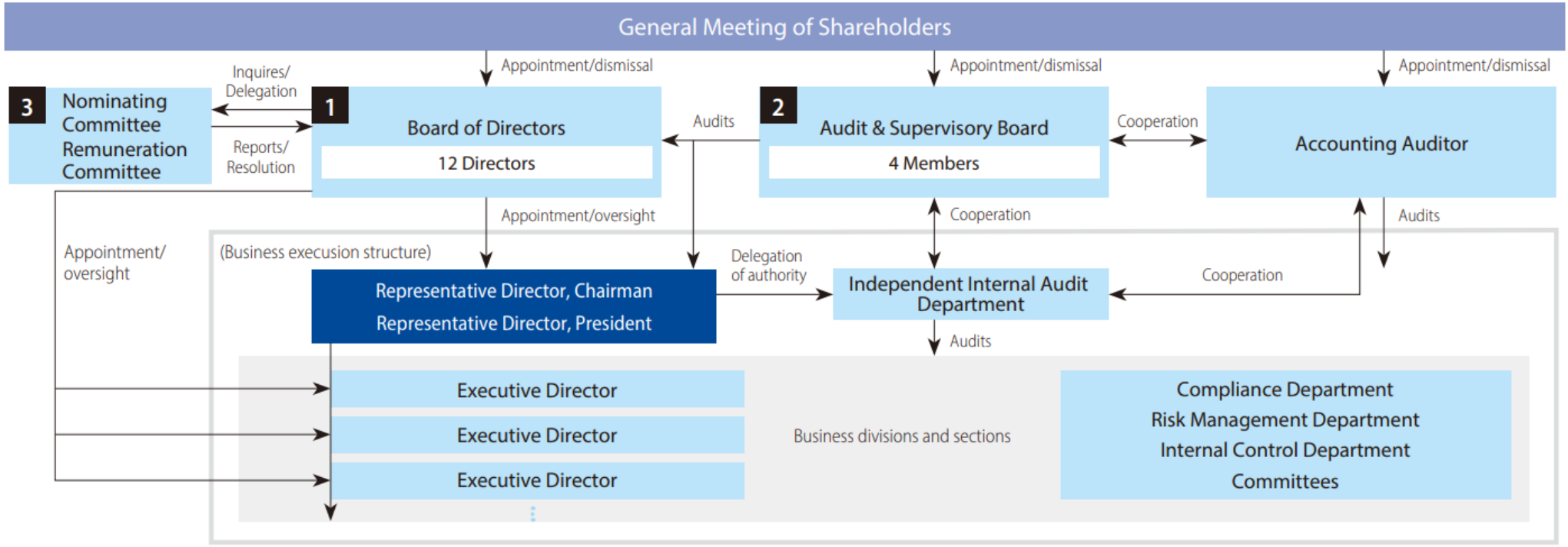
2. Other Matters Concerning Corporate Governance System UPDATED

"Overview of Timely Disclosure System"
Based on the criteria and procedures of information disclosure detailed in the "Information Disclosure Regulations," the Company makes timely, proper, and fair disclosure of important corporate information notified by the Board of Directors or proposed as subject to disclosure by the information retention divisions.
Regarding timely disclosure information for which disclosure is required under the "Securities Listing Regulations" stipulated by the Tokyo Stock Exchange,
1) Information related to financial results will be disclosed by the Finance & Accounting Department immediately after the resolution of the Board of Directors.
2) Timely disclosure information not related to the financial results, and information not subject to timely disclosure but still necessary to provide stakeholders with opportunities to accurately understand and properly evaluate the Company will be disclosed by the Corporate Communications Department.
Upon the disclosure of information which is not subject to timely disclosure, the "IR Committee," which is a division responsible for information disclosure in the Corporate Communications Department and was established in accordance with the aim of "Information Disclosure Regulations," will issue a report to the President for approval and make timely and proper disclosure therewith, following the examination of the necessity, timing and method of disclosure for the cases reported by each division.

Corporate Governance System



Skills Matrix of Directors and Audit & Supervisory Board Members

Category	Name	Skills and experience									
		Corporate management/ Management strategy	Global business	Finance/ Accounting	Legal affairs/ Risk management	Research & Development	Sales/ Marketing	Production/ Quality	Personnel/ HR development	ESG/ Social contribution	IT/ Information management
Director (Inside)	Shigenobu Maekawa	●	●	●	●					●	●
	Toru Nakai	●	●	●			●				
	Shouzou Sano						●				
	Takashi Takaya	●			●		●		●	●	●
	Takanori Edamitsu	●		●	●						
	Kazuchika Takagaki					●					
	Hitoshi Ishizawa						●				
	Hitomi Kimura		●			●		●			
Director (Outside)	Miyuki Sakurai				●						
	Yoshinao Wada					●			●		
	Yukari Kobayashi	●	●	●			●		●		●
	Mayumi Nishi					●					
Audit & Supervisory Board Member (Inside)	Hirotsugu Ito						●				
	Eriko Doi					●		●			
Audit & Supervisory Board Member (Outside)	Hiroharu Hara			●							
	Mariko Chaki				●						

(Note) The above list does not represent all of the expertise and experience Directors and Audit & Supervisory Board Members have.