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(Stock Exchange Code 4350)

June 5, 2026

(Start date of measures for electronic provision: May 28, 2026)

To Our Shareholders

Inao Tajiri
President and Representative Director
Medical System Network Co., Ltd.
24-3 Kitajujo-Nishi, Chuo-ku, Sapporo

Notice of the 28th Ordinary General Meeting of Shareholders

We are pleased to announce that the 28th Ordinary General Meeting of Shareholders of Medical System Network Co., Ltd. (the “Company”) will be held for the purposes as described below.

For the convocation of this General Meeting of Shareholders, the Company has adopted the measures for electronic provision of materials, and the items that apply to the said measures are posted on the website shown below.

Company website <https://www.msnw.co.jp/ir/stock/general-meeting/>

In addition to the above website, such items are also posted on the following website.

Tokyo Stock Exchange website

<https://www2.jpx.co.jp/tseHpFront/JJK020030Action.do>

Please access the above website, enter the Company name or securities code, click “Search,” and select “Basic information,” then “Documents for public inspection/PR information” to view the items.

If you are unable to attend the meeting, you may exercise your voting rights either in writing (by mail) or via the Internet. Please review the enclosed Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:30 p.m. on Monday, June 22, 2026 (JST).

- 1. Date and Time:** Thursday, June 23, 2026 at 10:00 a.m. (JST)
2. Place: Park Hall A and B, 3F, Sapporo Park Hotel
3-1-1 Minamijujo-Nishi, Chuo-ku, Sapporo

3. Meeting Agenda:

- Matters to be reported:**
1. Business Report, Consolidated Financial Statements, and the Audit Reports by the Accounting Auditor and the Audit & Supervisory Committee on the Consolidated Financial Statements for the 28th Fiscal Year (April 1, 2025–March 31, 2026)
 2. Non-consolidated Financial Statements for the Company's 28th Fiscal Year (April 1, 2025–March 31, 2026)

Proposals to be resolved:

Proposal 1: Appropriation of surplus

Proposal 2: Election of Thirteen (13) Directors (excluding those who are members of the Audit & Supervisory Committee)

- No souvenirs will be provided to shareholders attending the meeting.
- If you plan to attend the meeting in person, please submit the enclosed Voting Rights Exercise Form to the receptionist upon arrival.
- If you are attending the meeting in a wheelchair, etc. and require assistance with your wheelchair or guidance to your seat or to the restroom, the venue staff will assist you.
- To view the Business Report, Consolidated Financial Statements, Non-Consolidated Financial Statements, and Audit Reports, please visit the Company's website or access them via the QR code for Online Convocation provided on the cover page.
- For shareholders who have not requested for the delivery of printed materials, we have mailed the Reference Documents for the General Meeting of Shareholders along with the convocation notice. Of the matters subject to electronic provision, the following items have been omitted from the printed materials delivered to shareholders who requested such delivery, in accordance with relevant laws and regulations and Article 13 of the Company's Articles of Incorporation. Please note that the documents subject to audit, including the items listed below, have been audited by the Audit & Supervisory Committee and the Accounting Auditor.
 - 1) Notes to the Consolidated Financial Statements
 - 2) Notes to the Non-consolidated Financial Statements

Management Policy Briefing

We will be holding a Management Policy Briefing after the conclusion of the General Meeting of Shareholders at the same venue. We kindly ask that you attend this briefing as well (about 20 minutes long).

Company website: <https://www.msnw.co.jp/ir/stock/general-meeting/>

Instructions for Exercising Voting Rights via the Internet

1. How to exercise voting rights via the Internet

- (1) Instead of exercising your voting rights in writing, you may exercise your voting rights via the designated Voting Rights Exercise Website (URL below). To do so, please log in using the Voting Rights Exercise Code and password printed on the reverse side of the enclosed Voting Rights Exercise Form, and follow the on-screen instructions to vote for or against each proposal. For security purposes, you will be required to change your password upon your initial login.

Voting Rights Exercise Website : <https://soukai.mizuho-tb.co.jp/>

- (2) Any password you create or change is valid only for this General Meeting of Shareholders. A new password will be provided for the next General Meeting of Shareholders.
- (3) The password is used to confirm the identity of the person exercising voting rights. Please note that we will never ask shareholders to disclose their passwords.
- (4) If the password is entered incorrectly a certain number of times, the account will be locked and the website will become unavailable. If the account is locked, please follow the instructions displayed on the screen.

2. How to exercise voting rights by scanning the QR Code (Smart Voting)

- (1) Please scan the QR Code* printed on the right-hand side of the Voting Rights Exercise Form with a smartphone or other mobile device, and follow the on-screen instructions to vote for or against each proposal.
* QR Code is a registered trademark of Denso Wave Incorporated.
- (2) You may exercise your voting rights through Smart Voting only once. If you wish to change your vote after exercising your voting rights, please resubmit your vote using the method described in 1. above. Please note that scanning the QR Code again will redirect you to the Voting Rights Exercise Website.

3. Notes

- (1) All voting information must be entered by the exercise deadline. Please exercise your voting rights as early as possible.
- (2) If voting rights are exercised both in writing and via the Internet, the vote cast via the Internet shall prevail. If voting rights are exercised multiple times via the Internet, only the last vote cast shall be deemed valid.
- (3) Any costs associated with accessing the Internet shall be borne by the shareholder.
- (4) The Voting Rights Exercise Website has been confirmed to operate properly on standard Internet-enabled devices; however, it may not be available on certain devices.

4. Contact information

If you have any questions, please contact the shareholder registry administrator, the Stock Transfer Agency Department of Mizuho Trust & Banking Co., Ltd., at the contact information below.

<p>(1) Inquiries regarding the operation of the Voting Rights Exercise Website</p>	<p>Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd. Tel: ☎ 0120-768-524 (9:00am to 9:00pm, excluding year-end and New Year holidays)</p>
<p>(2) Inquiries regarding other share administration matters</p>	<p>Stock Transfer Agency Department, Mizuho Trust & Banking Co., Ltd. Tel: ☎ 0120-288-324 (9:00am to 5:00pm weekdays)</p>

Reference Documents for the General Meeting of Shareholders

Proposals and reference items

Proposal 1: Appropriation of surplus

The Company's basic policy is to maintain stable payment of dividends to shareholders in a manner commensurate with our business performance, while securing the internal reserves necessary to strengthen our financial position, expand the scale of business, and develop human resources.

In accordance with the above policy, the Company proposes to pay year-end dividends for the fiscal year under review as follows.

Matters concerning year-end dividends

- (1) Matters concerning the allotment of dividend property to shareholders and the total amount thereof

Per share of ordinary shares of the Company: 6 yen

Total amount: 178,856,856 yen

- (2) Effective date of distribution of surplus: June 24, 2026

- * As the Company has already paid an interim dividend of 6 yen per share, the annual dividend for the fiscal year under review will be 12 yen per share.

Proposal 2: Election of Thirteen (13) Directors (excluding those who are members of the Audit & Supervisory Committee)

The Company proposes the election of thirteen (13) Directors (excluding those who are members of the Audit & Supervisory Committee), as the terms of office of all thirteen (13) Directors (excluding those who are members of the Audit & Supervisory Committee) will expire at the conclusion of the General Meeting of Shareholders.

The Audit & Supervisory Committee has reviewed each candidate's execution of duties and performance during the fiscal year ended March 31, 2026, and has determined that each candidate is qualified to serve as a Director of the Company.

The candidates for Director (excluding those who are members of the Audit & Supervisory Committee) are as below.

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
1	Inao Tajiri (May 20, 1948)	<p>March 1974 Joined Ichino Yamagata Pharmaceutical Co., Ltd.</p> <p>January 1981 Joined Medical Yamagata Pharmaceutical Co., Ltd.</p> <p>November 1989 Representative Director of Medical Yamagata Pharmaceutical Co., Ltd.</p> <p>June 1991 Director of Akiyama Aiseikan Co., Ltd. (currently Suzuken Co., Ltd.)</p> <p>September 1999 Established the Company and became Representative Director and President (current position)</p> <p>April 2000 President of Social Welfare Corporation Nomad Fukushima (current position)</p> <p>December 2004 Representative Director of Nihon Leben Co., Ltd.</p> <p>February 2005 Representative Director of MM Net Co., Ltd.</p> <p>April 2013 Representative Director and President of SMO-MDS Co., Ltd.</p> <p>July 2013 Executive Vice President and Representative Director of H&M Co., Ltd.</p> <p>June 2015 Representative Director and President of H&M Co., Ltd.</p> <p>January 2016 President of Social Welfare Corporation Hokushikai</p> <p>September 2016 Representative Director and President of Feldsenf Pharma Co., Ltd.</p> <p>October 2017 In charge of the SCM Division of the Company In charge of the Development Division of the Company</p> <p>June 2019 In charge of the Leasing and Facility Related Business of the Company (current position)</p> <p>June 2020 Representative Director and Chairman of Feldsenf Pharma Co., Ltd.</p> <p>May 2024 Chairperson of the Board, Koumei Gakuen Educational Corporation (current position)</p> <p>June 2025 Director and Chairman of Feldsenf Pharma Co., Ltd. (current position)</p>	832,000
<p>Reason for nomination as candidate for Director: The candidate works to expand operations and enhance sustainable corporate value of the Company and the Group as a whole through strong leadership, and based on abundant business experience and broad insight concerning all aspects of business management. He also fulfills his role appropriately in making decisions on important management matters and in supervising business</p>			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
	execution. Therefore, we propose his continued appointment as Director.		

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
2	Jiro Akino (May 7, 1948)	<p>March 1971 Joined Ichino Yamagata Pharmaceutical Co., Ltd.</p> <p>January 1983 Established Ichino Akino YK and became Representative Director</p> <p>September 1999 Established the Company and became Representative Director and Senior Managing Director</p> <p>September 2004 Representative Director of Pharma Holding Co., Ltd.</p> <p>June 2015 Representative Director and Executive Vice President of the Company (current position)</p> <p>October 2017 In charge of the Pharmacy Division of the Company</p>	2,221,400
<p>Reason for nomination as candidate for Director: The candidate works to expand operations and enhance sustainable corporate value of the Company and the Group as a whole through strong leadership, and based on abundant business experience in all aspects of business management as well as broad insight into management of community pharmacies. He also fulfills his role appropriately in making decisions on important management matters and in supervising business execution. Therefore, we propose his continued appointment as Director.</p>			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
3	Yoshihiro Tanaka (December 4, 1969)	April 1992 Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.) June 2006 Joined the Company as General Manager of Corporate Planning Department December 2006 Director and General Manager of Corporate Planning Department of the Company December 2008 Managing Director and General Manager of Corporate Planning Department of the Company October 2012 Managing Director of the Company June 2015 Senior Managing Director of the Company June 2017 Director and Senior Managing Executive Officer of the Company October 2017 In charge of the Management Strategy Division of the Company June 2019 In charge of the Community Pharmacy Network Business of the Company (current position) June 2021 Representative Director and Executive Vice President of the Company (current position)	79,600
Reason for nomination as candidate for Director: The candidate has abundant experience and broad insight concerning corporate planning and M&A. As the one in charge of the community pharmacy network and management strategy domains, he also fulfills his role appropriately in making decisions on important management matters and in supervising business execution. Therefore, we propose his continued appointment as Director.			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
4	Makoto Sakashita (May 23, 1957)	May 2001 Joined Pharma Holding Co., Ltd. December 2004 Director of the Company June 2005 Representative Director of AKK Co., Ltd. December 2005 Retired from the position of Director of the Company December 2007 Joined the Company and became General Manager of General Affairs Department December 2008 Director and General Manager of General Affairs Department of the Company December 2010 Managing Director and General Manager of General Affairs Department of the Company April 2012 Managing Director of the Company June 2015 Senior Managing Director of the Company June 2017 Director and Senior Managing Executive Officer of the Company (current position) October 2017 Head of Administrative Division and General Head of Medical and Welfare Support Division of the Company (current position) June 2024 In charge of the Administrative Division of the Company (current position)	19,000
Reason for nomination as candidate for Director: The candidate has abundant experience and broad insight in the HR, general affairs, and the medical and welfare consulting domains, and fulfills his role appropriately in making decisions on important management matters and in supervising business execution. Therefore, we propose his continued appointment as Director.			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
6	Akira Aoyama (February 23, 1957)	<p>April 1980 Joined Suwa Seikosha Co., Ltd. (currently Seiko Epson Corporation)</p> <p>January 1992 Director of Epson Medical Co., Ltd. (currently EM Systems Co., Ltd.)</p> <p>October 1994 Managing Director of Epson Medical</p> <p>June 2002 Representative Director and Senior Managing Director of Epson Medical</p> <p>November 2012 Director and Executive Vice President of Epson Medical</p> <p>June 2013 Managing Director of the Company</p> <p>June 2017 Director and Managing Executive Officer of the Company (current position)</p> <p>October 2017 Head of Systems Division of the Company</p> <p>April 2019 General Manager of Pharmacy Systems Department of the Company</p> <p>June 2020 General Manager of Field Service Department of the Company</p> <p>June 2025 In charge of Systems Division of the Company (current position)</p>	100,000
<p>Reason for nomination as candidate for Director: The candidate has abundant experience and broad insight in the information systems domain, and fulfills his role appropriately in making decisions on important management matters and in supervising business execution. Therefore, we propose his continued appointment as Director.</p>			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
8	Kentaro Tago (May 29, 1974)	April 1997 Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.) April 2002 Joined Mizuho Securities Co., Ltd. September 2015 Joined the Company January 2016 General Manager of Corporate Planning Department of the Company June 2016 Director and General Manager of Corporate Planning Department of the Company June 2017 Executive Officer and General Manager of Corporate Planning Department of the Company October 2017 Head of Management Strategy Division of the Company (current position) June 2019 Director and Executive Officer of the Company In charge of Meal Catering Business of the Company (current position) October 2020 Representative Director and President of PharmaShift Co., Ltd. (current position) June 2024 Director and Managing Executive Officer of the Company (current position) January 2025 Director of Pharumo, Inc. (current) June 2025 In charge of Systems Division of the Company (current)	39,300
Reason for nomination as candidate for Director: In addition to having abundant experience and broad insight in the management strategy domain, the candidate drives the Digital Shift Business as Representative Director and President of PharmaShift Co., Ltd., and also fulfills his role appropriately in making decisions on important management matters and in supervising business execution. Therefore, we propose his continued appointment as Director.			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
9	Kenji Shimizu (October 29, 1961)	April 1984 Joined Sanseido Co., Ltd. (currently Mediceo Corporation) April 2020 Joined the Company General Manager of the SCM Division of the Company December 2020 Executive Officer of the Company Head of the SCM Division of the Company (current position) June 2023 Director and Executive Officer of the Company (current position) September 2023 General Manager of the Network Sales Division of the Company April 2024 General Manager of the Distribution Promotion Division of the Company July 2024 General Manager of Marketing Department of the Company (current position)	3,000
Reason for nomination as candidate for Director: We propose the reelection of Mr. Kenji Shimizu as Director of the Company. In addition to having extensive experience in the pharmaceutical wholesale industry, Mr. Shimizu has built a track record in the Pharmaceutical Network Business and has appropriately executed his role, including making decisions on important management matters and supervising the execution of business operations.			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
10	Shuichi Nakamura (August 22, 1948)	<p>April 1973 Joined Ministry of Health and Welfare</p> <p>August 2002 Director General of Health and Welfare Bureau for the Elderly at the Ministry of Health, Labour and Welfare</p> <p>August 2005 Director General of Social Welfare and War Victims' Relief Bureau</p> <p>September 2008 Head of Health Insurance Claims Review & Reimbursement Services</p> <p>October 2010 Head of team on social security reform deliberations, Cabinet Secretariat of Japan</p> <p>January 2012 President of general incorporated association, Forum for Social Security Policies (current position)</p> <p>April 2012 Professor, Graduate School of the International University of Health and Welfare (current position)</p> <p>June 2014 Outside Director (Audit & Supervisory Committee Member) of France Bed Holdings Co., Ltd. (current position)</p> <p>June 2019 Director of the Company (current position)</p> <p>June 2024 Chairperson of the Board, Ninjinnokai Social Welfare Organization (current position)</p>	0
<p>Reason for nomination as candidate for Director:</p> <p>The candidate has many years of government experience in health, labor, and welfare administration, and we would like him to apply his abundant experience and broad insight in the fields of medical care, long-term care, and welfare to the management of the Company. Therefore, we propose his continued appointment as Director.</p>			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)		Number of Company shares held
11	Akio Koike (July 28, 1946)	July 1969	Joined Japanese National Railways	30,300
		April 1987	Joined Hokkaido Railway Company (HRC)	
			General Manager of Business Management Office, General Planning Division	
		June 1994	Director and Deputy Head of General Planning Division of HRC	
		June 2000	Representative Director, Senior Managing Director, and General Manager of Development Division of HRC	
		June 2003	Representative Director and President of HRC	
		June 2007	Representative Director and Chairman of HRC	
		November 2011	Representative Director and President of HRC	
		June 2013	Representative Director and Chairman of HRC	
		June 2015	Director of the Company (current position)	
		May 2024	Outside Director, Arcs Co., Ltd. (current position)	
<p>Reason for nomination as candidate for Outside Director: We would like the candidate to apply his knowledge, abundant experience, and broad insight as a top executive to the management of the Company. Therefore, we propose his continued appointment as Director.</p> <p>Summary of expected role to be fulfilled if elected Outside Director: If elected an Outside Director, we expect Mr. Akio Koike to provide appropriate advice and supervision regarding the Company's business management, from a standpoint that is independent from those Directors engaging in business execution.</p>				

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
12	Toshiko Ibe (January 3, 1947)	<p>April 1969 Joined St. Luke's International Hospital</p> <p>April 1987 Lecturer, Japanese Red Cross College of Nursing</p> <p>May 1993 Vice President of the Hospital and Chief Nursing Officer, St. Luke's International Hospital</p> <p>April 2003 Professor, St. Luke's College of Nursing (currently St. Luke's International University)</p> <p>April 2004 President, St. Luke's College of Nursing</p> <p>April 2012 Director of general incorporated association Forum for Social Security Policies (current position)</p> <p>October 2014 Representative Director and President of Japanese Nursing Association Publishing Company (current position)</p> <p>April 2016 Specially Appointed Professor, St. Luke's International University</p> <p>April 2017 Professor Emeritus, St. Luke's International University (current position) Representative Director of IBE Institute of Nursing Administration (current position)</p> <p>April 2019 Vice Chairperson and Dean of the Faculty of Nursing, Nagano University of Health and Medicine</p> <p>June 2019 Director of the Company (current position)</p>	0
<p>Reason for nomination as candidate for Outside Director: The candidate has many years of experience in the work, management, and education of nurses, and we would like her to apply her abundant experience and broad insight in the fields of medical care, long-term care, and welfare to the management of the Company. Therefore, we propose her continued appointment as Outside Director.</p> <p>Summary of expected role to be fulfilled if elected Outside Director: If elected an Outside Director, we expect Ms. Toshiko Ibe to provide appropriate advice and supervision regarding the Company's business management, from a standpoint that is independent from those Directors engaging in business execution.</p>			

No.	Name (Date of birth)	Past experience, positions in the Company (significant concurrent positions)	Number of Company shares held
13	* Yukinobu Maruyama (July 9, 1962)	April 1986 Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.) April 2015 General Manager of Tokyo Central Second Department, Tokyo Central Branch, Mizuho Bank April 2017 Executive Officer and General Manager of Tokyo Central Second Department, Tokyo Central Branch, Mizuho Bank April 2018 Managing Executive Officer in charge of Sales, Mizuho Bank April 2020 Managing Executive Officer and Deputy Head of the Retail & Business Banking Company of Mizuho Financial Group, Inc.; Senior Managing Executive Officer and Head of the Retail & Business Banking Division of Mizuho Bank July 2021 Executive Officer and Deputy Head of Retail & Business Banking Company of Mizuho Financial Group; Managing Executive Officer and Head of the Retail & Business Banking Division of Mizuho Bank April 2022 Executive Director of Mizuho Bank June 2022 Senior Managing Director of East Japan Construction Surety Co., Ltd. (current position)	0
<p>Reason for nomination as candidate for Outside Director: The candidate has many years of experience at financial institutions, where he has supported the growth of a wide range of companies and addressed management challenges. In light of this background, we propose his election as an Outside Director in the expectation that his extensive knowledge and broad insight regarding corporate management and finance will contribute to the Company's management.</p> <p>Summary of expected role to be fulfilled if elected Outside Director: If the candidate is elected as an Outside Director, the Company expects him to provide appropriate advice and oversight regarding the Company's management from an independent standpoint separate from the Directors responsible for business execution.</p>			

- (Notes) 1. The asterisk (*) next to a name indicates a newly nominated candidate for Director.
2. Matters that require special mention regarding special interests between the Director candidates and the company are as follows.
- (1) Mr. Shuichi Nakamura and Ms. Toshiko Ibe concurrently serve as President and Director of the general incorporated association Forum for Social Security Policy, respectively, and the Company makes donations to the said entity. Ms. Toshiko Ibe serves the said entity on a part-time basis and does not receive and remuneration therefrom.
 - (2) There are no special interests between the other Director candidates and the Company.
3. Matters concerning the candidates for Outside Directors are as follows.
- (1) Mr. Akio Koike, Mr. Yukinobu Maruyama, and Ms. Toshiko Ibe are candidates for Outside Directors.
 - (2) Mr. Akio Koike is currently Outside Directors of the Company, and he will have served for 11 years in office as of the end of the General Meeting of Shareholders. Ms. Toshiko Ibe is currently an Outside Director of the Company, and she will have held the position for 7 years as of the end of the General Meeting of Shareholders.
 - (3) The Company has notified the Tokyo Stock Exchange, Inc. of the positions of Mr. Akio Koike, Mr. Kozo Isshiki, and Ms. Toshiko Ibe as Independent Officers stipulated in Article 436-2 of the Securities Listing Regulations of the said Exchange. If elected, they will continue to be Independent Officers. If Mr. Yukinobu Maruyama is elected as a Director, the Company plans to designate him as an Independent Officer.
4. Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has entered into an agreement with Mr. Shuichi Nakamura, Mr. Akio Koike, Mr. Kozo Isshiki, and Ms. Toshiko Ibe to limit their liability for damages set forth in Article 423, Paragraph 1 of the said Act. If they are elected, the Company will continue the agreement with each candidate. If Mr. Yukinobu Maruyama is elected as an Outside Director, the Company plans to enter into a similar agreement limiting liability with him.
5. The Company has entered into an indemnity agreement with each Director pursuant to Article 430-2, Paragraph 1 of the Companies Act, whereby the Company will indemnify each Director for the expenses set forth in Item 1 and losses set forth in Item 2 of the same Paragraph to the extent specified by laws and regulations. The Company plans to continue the agreement with each Director if his/her reelection is approved. If Mr. Yukinobu Maruyama is elected as an Outside Director, the Company plans to enter into a similar indemnity agreement with him.
6. The Company has entered into a directors and officers liability insurance contract with an insurance company as stipulated in Article 430-3, Paragraph 1 of the Companies Act. The insurance policy covers damages that may arise from the insured being liable for the performance of his/her duty in the capacity of his/her office, or being subject to a claim for such liability. If reelected, the candidates for Directors will remain the insured for the insurance contract. The Company plans to renew the insurance policy with the same terms and conditions during the terms of office of the Directors.

(Reference) List of knowledge, experience, and abilities of each Director (skills matrix).

If Proposal 2 and Proposal 3 are approved as proposed, the skills matrix of Directors of the Company will be as follows.

Name	Position	Independent director	Corporate management	Finance & accounting	Legal, compliance & risk management	HR labor & HR development	Business development & M&A	Medicine, welfare & healthcare	Healthcare system & pharmaceutical distribution	System & DX
Inao Tajiri	Representative director President		○				○	○	○	○
Jiro Akino	Representative director Executive vice president		○			○		○	○	
Yoshihiro Tanaka	Representative director Executive vice president		○	○			○	○	○	
Makoto Sakashita	Director Senior managing executive officer		○		○	○		○		
Kazuhiko Sumi	Director Managing executive officer		○	○	○		○			
Akira Aoyama	Director Managing executive officer		○							○
Eiji Hirashima	Director Managing executive officer		○	○						
Kentaro Tago	Director Executive officer		○	○			○			○
Kenji Shimizu	Director Executive officer		○						○	
Shuichi Nakamura	Director					○		○	○	

Akio Koike	Outside director	○	○			○	○			
Toshiko Ibe	Outside director	○	○			○		○		
Yukinobu Maruyama	Outside director	○	○	○			○			
Satoshi Sato	Outside director (Audit & Supervisory Committee member)	○			○	○		○		
Kengo Saito	Outside director (Audit & Supervisory Committee member)	○		○			○			
Yoshifumi Yoneya	Outside director (Audit & Supervisory Committee member)	○	○		○		○			
Yuji Maeda	Outside director (Audit & Supervisory Committee member)	○	○	○				○		