

Data (Governance)

	Scope of Report	FY 2021	FY 2022	FY2023	FY2024	FY2025
Board of Directors Total	PD	7	7	7	7	6
Female	PD	1	1	1	1	2
Board of Directors (Excluding Auditing Committee Members)	PD	3	3	3	3	2
Internal Directors	PD	3	3	3	3	2
External Directors	PD	0	0	0	0	0
Board of Directors (Auditing Committee Members)	PD	4	4	4	4	4
Independent External Directors	PD	4	4	4	4	4
Ratio of Independent External Directors	PD	57.1%	57.1%	57.1%	57.1%	66.7%
Ratio of Female Directors	PD	14.3%	14.3%	14.3%	14.3%	33.3%
Ratio of Foreign Directors	PD	14.3%	14.3%	14.3%	14.3%	16.7%
Average Age of Directors	PD	55	56	57	58	57
Meeting Frequency of Board of Directors	PD	23	19	21	21	21
Meeting Attendance Ratio	PD	100%	98.5%	100.0%	100%	99%
Meeting Frequency of Auditing Committee	PD	14	15	14	13	18
Meeting Attendance Ratio	PD	100%	100%	100%	100%	100%
Meeting Frequency of Nomination and Compensation Committee	PD	5	4	7	8	8
Nomination and Compensation Committee Members	PD	4	4	5	5	5
Internal Directors	PD	2	2	2	2	1
Independent External Directors	PD	2	2	3	3	4
Meeting Attendance Ratio	PD	100%	93.3%	100.0%	100%	100%
Remuneration of Board of Directors (in thousand yen)						
Board of Directors (Excluding Auditing Committee Members)	PD	301,000	540,000	485,748	690,750	265,362
Fixed Remuneration	PD	251,500	270,000	279,450	309,150	265,362
Performance-Based Remuneration	PD	49,500	270,000	206,297	381,599	—
Board of Directors (Auditing Committee Members)	PD	20,865	22,620	23,468	24,644	27,933

Income tax by region (FY2025)

Country / Regions	Names of entities	Primary activities	Revenue	Profit(Loss)before tax	Income tax accrued	Income tax paid	Number of employees
Japan	PeptiDream Inc.	Drug Discovery and Development Business Segment	18,521,234	△5,312,129	12,055	8,074,244	645
	PDRadiopharma Inc.	Radiopharmaceutical Business Segment					
Total			18,521,234	△5,312,129	12,055	8,074,244	645

※ Thousands of Yen

Composition of the Board of Directors and Committees (As of March 31, 2026)

Board of Directors (6 Directors, 4 outside Directors, 2 internal Directors)	
Role	The Board of Directors makes decisions on important matters related to the Company's management and supervises the execution of duties by Directors.
Chair	Kichiro Kamiya (Independent Outside Director/Full-Time Auditing Committee Member)
	Patrick C. Reid (Representative Director & CEO), Masato Murakami (Director, EVP), Yukinori Hanafusa (Independent Outside Director/Auditing Committee Member), Junko Utsunomiya (Independent Outside Director/Auditing Committee Member), Junko Nishiyama (Independent Outside Director/Auditing Committee Member)

Auditing Committee (4 Directors, 4 outside Directors)

Role	The Audit and Supervisory Committee audits the status of Directors' performance of their duties and works in coordination with the Accounting Auditors and the Internal Auditors to ensure effective audits.
Chair	Kichiro Kamiya (Independent Outside Director/Full-Time Auditing Committee Member)
	Yukinori Hanafusa (Independent Outside Director/Auditing Committee Member), Junko Utsunomiya (Independent Outside Director/Auditing Committee Member), Junko Nishiyama (Independent Outside Director/Auditing Committee Member)

Nomination and Compensation Committee (5 Directors, 4 outside Directors, 1 internal Directors)

Role	The Nomination and Compensation Committee, composed of members selected by resolution of the Board of Directors, is established as a voluntary advisory body to strengthen the independence, objectivity, and accountability of the Board's functions. It deliberates and provides recommendations on policies and draft proposals regarding the appointment and dismissal of the Representative Director & CEO and Directors with titles, nomination of Director candidates, determination of Directors' remuneration, and individual remuneration for Directors (excluding those serving as Audit and Supervisory Committee Members).
Chair	Kichiro Kamiya (Independent Outside Director/Full-Time Auditing Committee Member)
	Patrick C. Reid (Representative Director & CEO), Yukinori Hanafusa (Independent Outside Director/Auditing Committee Member), Junko Utsunomiya (Independent Outside Director/Auditing Committee Member), Junko Nishiyama (Independent Outside Director/Auditing Committee Member)

Sustainability and Governance Committee (3 Directors, 2 outside Directors, 1 internal Directors)

Role	The Sustainability and Governance Committee, composed of members selected by resolution of the Board of Directors, is established as a voluntary advisory body to enhance the Board's monitoring function regarding the Company's sustainability initiatives. It primarily deliberates and provides recommendations on overall policies for sustainability initiatives, progress of such initiatives, and other matters deemed necessary by the Board of Directors.
Chair	Kichiro Kamiya (Independent Outside Director/Full-Time Auditing Committee Member)
	Patrick C. Reid (Representative Director & CEO), Yukinori Hanafusa (Independent Outside Director/Auditing Committee Member), Junko Nishiyama (Independent Outside Director/Auditing Committee Member)

Compliance Risk Management Committee (3 Directors, 2 outside Directors, 1 internal Directors, 2 employees)

Role	The Compliance Risk Management Committee, composed of Directors overseeing the Corporate Management Department, is established to discuss matters related to the Company's compliance and risk management. It primarily engages in establishing, managing, and maintaining the compliance and risk management system, identifying and assessing potential risks within the Company, formulating preventive measures, and reporting to the President.
Co-Chair	Kichiro Kamiya (Independent Outside Director/Full-Time Auditing Committee Member)
Co-Chair	Masato Murakami (Director, EVP)
	Junko Utsunomiya (Independent Outside Director/Auditing Committee Member), 2 employees appointed by the Legal & Compliance and HR & Recruitment Groups