

## Skill Sets for Directors and Audit & Supervisory Board Members and Skills Matrix

As its Corporate Mission, the Company intends “To broadly contribute to society through value creation based on innovative research and development activities for the betterment of healthcare and fuller lives of people worldwide.” The Company considers the pursuit of its Corporate Mission as “CSR-Based Management,” and aims to solve social issues and enhance its corporate value by working on material issues (materiality) of CSR-based management while making use of the strengths of the Company.

In particular, under the Mid-term Business Plan 2022, the Company is reshaping its business foundation through the “establishment of a growth engine” and the “building of a flexible and efficient organization,” aiming to establish itself as a “Global Specialized Player” by 2033, while targeting the three focus areas of Psychiatry & Neurology, Oncology, and Regenerative Medicine & Cell Therapy and with a view toward providing solutions in healthcare fields beyond pharmaceuticals as well.

In order to realize these visions, the Board of Directors and the Audit & Supervisory Board of the Company shall be diverse and have the well-balanced knowledge, experience and skills described below as a whole so that the Board of Directors can fully exercise its function and secure its effectiveness:

- (1) Extensive knowledge, experience and skills as a person who is in charge of corporate management or organizational operations in Japan or abroad;
- (2) Extensive knowledge, experience and skills in different industries;
- (3) Extensive knowledge, experience and skills concerning the creation and cultivation of new business or business development;
- (4) Extensive knowledge, experience and skills concerning digital technologies and data utilization;
- (5) Professional knowledge, experience and skills in the healthcare industry;
- (6) Professional knowledge, experience and skills concerning finance, accounting and tax matters; and
- (7) Professional knowledge, experience and skills concerning legal, compliance and risk management matters.

The knowledge, experience and skills to be held by the Board of Directors and the Audit & Supervisory Board as a whole shall be reviewed as necessary in accordance with changes such as those in the outside environment and the circumstances of the Company.

The Skills Matrix of the current Directors and Audit & Supervisory Board Members is as described in the table below.\*1

Name/Position		Corporate management or organizational operations in Japan or abroad <sup>2</sup>	Different industries <sup>3</sup>	Creation and cultivation of new business/ business development <sup>4</sup>	Digital technologies and data utilization <sup>5</sup>	Healthcare industry			Finance, accounting and tax	Legal, compliance and risk management	Major career, expertise, etc.
						Medical science, pharmaceutical science, public administration	R&D	Planning, marketing, etc.			
Hiroshi Nomura	Representative Director and President	○							○		Served as a responsible person for the departments of global strategy, global corporate management, human resources, finance and accounting, and drug development of the Company, and in responsible positions at its overseas subsidiaries.
Toru Kimura	Representative Director	○					○				Served as a responsible person for the departments of global strategy, regenerative and cellular medicine and research of the Company.
Yoshiharu Ikeda	Member, Board of Directors	○					○	○			Served as a responsible person for corporate regulatory compliance and quality assurance, as well as technology research and manufacturing of the Company, and in responsible positions of the departments of global strategy, IT system and research of the Company and at its overseas subsidiaries.
Hiroyuki Baba	Member, Board of Directors	○							○		Served in responsible positions of the departments of global strategy, business development, digital transformation, legal affairs, intellectual property, IT system and frontier business of the Company and at its overseas subsidiaries.
Shigeyuki Nishinaka	Member, Board of Directors	○					○	○			Served in responsible positions of the departments of global strategy, business development, international business management and research of the Company.
Saeko Arai	Member, Board of Directors (Outside Director)	○	○	○					○		Corporate executive, CPA
Nobuhiro Endo	Member, Board of Directors (Outside Director)	○	○	○	○						Corporate executive
Minoru Usui	Member, Board of Directors (Outside Director)	○	○	○	○						Corporate executive
Koji Fujimoto	Member, Board of Directors (Outside Director)					○					Served in responsible positions at the Ministry of Economy, Trade and Industry and the Cabinet Secretariat.
Yoshinori Oh-e	Full-Time Audit & Supervisory Board Member						○	○			Served in responsible positions of the departments of business development, research and development as well as regulatory compliance and quality assurance of the Company.
Takashi Kutsunai	Full-Time Audit & Supervisory Board Member							○			Served in responsible positions of the departments of human resources, international business management and internal auditing of the Company.
Yoshio Iteya	Outside Audit & Supervisory Board Member									○	Attorney at law
Mayumi Mochizuki	Outside Audit & Supervisory Board Member					○					Pharmacologist
Daishiro Michimori	Outside Audit & Supervisory Board Member								○	○	Served in responsible positions at the Ministry of Finance and the Cabinet Secretariat. Attorney at law

\*1 Circles (○) for Internal Directors and Full-time Audit & Supervisory Board Members indicate knowledge, experience and skills cultivated through the relevant person's career, etc. Circles for Outside Directors and Outside Audit & Supervisory Board Members indicate knowledge, experience and skills expected of them based on the relevant person's expertise, career, etc. The number of circles indicated for each Director or Audit & Supervisory Board Member is limited so that it does not exceed four, and therefore the matrix does not necessarily show all the knowledge, experience and skills held by the relevant person.

\*2 The Board of Directors considers that it is necessary that the Directors and Audit & Supervisory Board Members have comprehensive knowledge, experience and skills concerning various matters, including governance, sustainability, business strategy, and global business operations as the extensive knowledge, experience and skills of a person who is in charge of corporate management or organizational operations in Japan or abroad.

\*3 The Board of Directors considers that it is necessary that the Directors and Audit & Supervisory Board Members have extensive knowledge, experience and skills in different industries to offer a perspective which is different from those of the healthcare industry.

\*4 The Board of Directors considers that it is necessary that the Directors and Audit & Supervisory Board Members have extensive knowledge, experience and skills concerning the creation and cultivation of new business or business development to contribute to the development of new business.

\*5 The Board of Directors considers that it is necessary that the Directors and Audit & Supervisory Board Members have extensive knowledge, experience and skills concerning digital technologies and data utilization to contribute to the creation of new value through digital technology or data utilization.