

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

The Board of Directors of the Company shall be diverse and have the well-balanced knowledge, experience and skills described below 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 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*2	Different industries *3	Creation and cultivation of new business/ business development*4	Digital technologies and data utilization*5	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.			
Toru Kimura	Representative Director, President and CEO	○					○				Served as a responsible person for the departments of global strategy, global finance, regenerative and cellular medicine and research of the Company.
Motoyuki Sakai	Representative Director	○	○						○		Corporate executive
Tsutomu Nakagawa	Member, Board of Directors	○					○	○			Served in responsible positions of the departments of research and global corporate strategy of the Company, and at its overseas subsidiaries.
Hiroshi Niinuma	Member, Board of Directors	○	○							○	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.
Hisayoshi Kashima	Member, Board of Directors Audit and Supervisory Committee Member	○						○	○		Served in responsible positions of the department of global finance of the Company, and at its overseas subsidiaries.
Yoshio Iteya	Member, Board of Directors (Outside Director) Audit and Supervisory Committee Member									○	Attorney at law
Mayumi Mochizuki	Member, Board of Directors (Outside Director) Audit and Supervisory Committee Member					○					Pharmacologist
Daishiro Michimori	Member, Board of Directors (Outside Director) Audit and Supervisory Committee Member								○	○	Served in responsible positions at the Ministry of Finance and the Cabinet Secretariat. Attorney at law

\*1 Circles (○) for Internal Directors indicate knowledge, experience and skills cultivated through the relevant person's career, etc. Circles for Outside Directors 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 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 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 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 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 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.