

BOD Skills Matrix



(As of December, 2021)

Names, Position/Role			Global Business & Strategy	Science & Medicine	Legal, Regulation, Public Policy	Corporate Governance, Sustainability	Finance & Accounting	Healthcare Industry	Data & Digital	Management, Leadership, Human Capital
Internal Director	Christophe Weber	Representative Director, President & CEO	●	●		●	●	●	●	●
	Masato Iwasaki, Ph.D.	Representative Director, Japan General Affairs	●	●	●			●		●
	Andrew S. Plump, M.D., Ph.D.	Director, President, R&D	●	●				●	●	●
	Costa Saroukos	Director, CFO	●			●	●	●	●	●
External Director (Independent Director)	Masahiro Sakane	Chair of the Board Meeting, Chairperson of Nomination Committee	●		●	●				●
	Olivier Bohuon	Compensation Committee Member	●	●		●		●		●
	Jean-Luc Butel	Nomination Committee Member	●			●		●		●
	Ian Clark	Compensation Committee Member	●	●		●		●		●
	Yoshiaki Fujimori	Compensation Committee Member	●			●		●	●	●
	Steven Gillis	Nomination Committee Member	●	●		●		●		●
	Shiro Kuniya	–			●	●				●
	Toshiyuki Shiga	Nomination Committee Member	●			●			●	●
External Director (Independent Director) Audit and Supervisory Committee member	Koji Hatsukawa	Chairperson of Audit & Supervisory Committee			●	●	●			●
	Emiko Higashi	Chairperson of Compensation Committee	●			●	●		●	●
	Michel Orsinger	Nomination Committee Member	●			●		●		●
	Masami Iijima	–	●		●	●				●

Note: The list represents areas with more specialized skills based on each individual career history. It does not represent all items that they have.