

## Candidates for Directors

No.	Name	Main Position(s) and Responsibilities Currently Held at the Shiseido Group	Attributes of the Candidates
1	Kentaro Fujiwara	Director Representative Corporate Executive Officer Chief Officer President and CEO	
2	Ayako Hirofuji	Director Representative Corporate Executive Officer Chief Officer Chief Financial Officer	
3	Hiromi Anno	Director Member of the Audit Committee (Full-time)	
4	Hitoshi Okamoto	Special Vice President, Internal Audit Department (Vice President, Risk Management Department until December 31, 2025)	Candidate for New Director
5	Mariko Tokuno	External Director Member of the Nominating Committee Member of the Compensation Committee	Candidate for External Director Candidate for Independent Director
6	Yoshihiko Hatanaka	External Director Chairperson of the Board of Directors Member of the Nominating Committee Chair of the Compensation Committee	Candidate for External Director Candidate for Independent Director
7	Yasuko Gotoh	External Director Chair of the Audit Committee	Candidate for External Director Candidate for Independent Director
8	Ritsuko Nonomiya	External Director Member of the Audit Committee	Candidate for External Director Candidate for Independent Director
9	Yasuhiro Nakajima	External Director Member of the Audit Committee	Candidate for External Director Candidate for Independent Director
10	Andrew House	—	Candidate for New Director Candidate for External Director Candidate for Independent Director
11	Keiko Kaneko	—	Candidate for New Director Candidate for External Director Candidate for Independent Director
12	Takuya Nakata	—	Candidate for New Director Candidate for External Director Candidate for Independent Director

## Details of main knowledge and expertise

Main experience	Icon	Specific
Experience as top management of a listed company		Practice management to realize sustainable growth and medium-to long-term enhancement of corporate value while considering the relationship with stakeholders
Corporate management experience		Clear awareness towards changes in the business environment, develop appropriate strategies, and support business execution with accountability
Experience in BtoC, neighboring industries		Have good understanding of the industry environment and pursue effective positioning to enhance customer value and the Company's competitive advantage
Brand marketing		Build and strengthen brand equity value to increase profitability of the business and enhance corporate value
Legal affairs and risk management		Ensure effective risk management process and compliance across the organization to support the basis for fair and sound business practices
Finance, accounting, financial systems		Develop and maintain a sound, strong financial position and provide oversight for strategic implementation of the Company's business to achieve growth

	Fujiwara	Hirofuji	Anno	Okamoto	Tokuno	Hatanaka	Gotoh	Nonomiya	Nakajima	House	Kaneko	Nakata
Experience as top management of a listed company	○					○						○
Corporate management experience	○	○	○	○	○	○	○	○	○	○	○	○
Experience in BtoC, neighboring industry	○	○	○	○	○	○				○		○
Brand marketing	○			○	○					○		○
Legal affairs and risk management			○	○					○		○	
Finance, accounting, financial systems		○				○	○	○	○	○		

	Corporate Management Structure After the Conclusion of the 126 <sup>th</sup> Annual General Meeting of Shareholders (Planned)			
	Main Position(s) and Responsibilities at the Group	Nominating Committee	Compensation Committee	Audit Committee
Kentaro Fujiwara	Director Representative Corporate Executive Officer Chief Officer President and CEO			
Ayako Hirofuji	Director Representative Corporate Executive Officer Chief Officer Chief Financial Officer			
Hiromi Anno	Director			○ Full-time
Hitoshi Okamoto	Director			○ Full-time
Mariko Tokuno	External Director	○	○	
Yoshihiko Hatanaka	External Director Chairperson of the Board of Directors	○	○	
Yasuko Gotoh	External Director			○
Ritsuko Nonomiya	External Director	○	○	
Yasuhiro Nakajima	External Director			○
Andrew House	External Director	○	○	
Keiko Kaneko	External Director			○
Takuya Nakata	External Director	○	○	