


















Skill Matrix (As of March 31, 2025)

	 Kentaro Fujiwara Director Representative Corporate Executive Officer President and CEO	 Ayako Hirofuji Director Representative Corporate Executive Officer CFO, CDE&IO	 Hiromi Anno Director	 Takeshi Yoshida Director	 Kanoko Oishi External Director	 Shinsaku Iwahara External Director	 Mariko Tokuno External Director	 Yoshihiko Hatanaka External Director Chair of the Board of Directors	 Yasuko Gotoh External Director	 Ritsuko Nonomiya External Director	 Yasuhiro Nakajima External Director
Years in current position at Shiseido / Corporate Management Structure											
Years in current position at Shiseido	2 years	—	1 year	1 year	9 years	7 years	3 years	2 years	1 year	1 year	—
Nominating Committee					○	○ Chair	○	○			
Compensation Committee					○	○	○	○ Chair			
Audit Committee			○ Full-time	○ Full-time					○ Chair	○	○
Knowledge and expertise required for a director of the Company											
 Experience as top management of a listed company	●							●			
 Corporate management experience	●	●	●	●	●		●	●	●	●	●
 Experience in BtoC, neighboring industries	●	●	●	●	●		●	●			
 Brand marketing	●						●				
 Legal affairs and risk management			●	●		●					●
 Finance, accounting, financial systems		●		●		●		●	●	●	●

Main knowledge and expertise



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 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