

Changes among the Board of Directors

Shiseido Company, Limited ("Shiseido") has nominated candidates for Directors and determined the structure of the Nominating Committee, Compensation Committee, and Audit Committee during the meetings of the Nominating Committee and the Board of Directors held on November 10, 2025. These proposals will be presented at the 126th Ordinary General Meeting of Shareholders, scheduled for late March 2026.

1. Retiring Directors

Name	Title*
Takeshi Yoshida	Director
Kanoko Oishi	External Director
Shinsaku Iwahara	External Director

* As of November 10, 2025.

2. New Appointments

Name	Title after the General Meeting of Shareholders	Title
Hitoshi Okamoto	Director	Vice President, Risk Management Department* (refer to supplementary material)
Andrew House	External Director	External appointment (refer to supplementary material)
Keiko Kaneko	External Director	External appointment (refer to supplementary material)
Takuya Nakata	External Director	External appointment (refer to supplementary material)

* As of November 10, 2025.

3. Reappointments

Name	Title after the General Meeting of Shareholders
Kentaro Fujiwara	Director, Representative Corporate Executive Officer*, President and CEO
Ayako Hirofuji	Director, Representative Corporate Executive Officer*, Chief Officer
Hiromi Anno	Director
Mariko Tokuno	External Director
Yoshihiko Hatanaka	External Director
Yasuko Gotoh	External Director
Ritsuko Nonomiya	External Director
Yasuhiro Nakajima	External Director

* The Representative Corporate Executive Officers will be selected at the Board of Directors to be held on the same day after the General Meeting of Shareholders.

4. New Board of Directors

Name	Title after the General Meeting of Shareholders
Kentaro Fujiwara	Director, Representative Corporate Executive Officer*, President and CEO
Ayako Hirofuji	Director, Representative Corporate Executive Officer*, Chief Officer
Hiromi Anno	Director
Hitoshi Okamoto	Director
Mariko Tokuno	External Director
Yoshihiko Hatanaka	External Director
Yasuko Gotoh	External Director
Ritsuko Nonomiya	External Director
Yasuhiro Nakajima	External Director
Andrew House	External Director
Keiko Kaneko	External Director
Takuya Nakata	External Director

* The Representative Corporate Executive Officers will be selected at the Board of Directors to be held on the same day after the General Meeting of Shareholders.

5. Nominating Committee, Compensation Committee, Audit Committee*

Committee	Committee Members	Title after the General Meeting of Shareholders
Nominating Committee	Mariko Tokuno	External Director
	Yoshihiko Hatanaka	External Director
	Ritsuko Nonomiya	External Director
	Andrew House	External Director
	Takuya Nakata	External Director
Compensation Committee	Mariko Tokuno	External Director
	Yoshihiko Hatanaka	External Director
	Ritsuko Nonomiya	External Director
	Andrew House	External Director
	Takuya Nakata	External Director
Audit committee	Hiromi Anno	Director
	Hitoshi Okamoto	Director
	Yasuko Gotoh	External Director
	Yasuhiro Nakajima	External Director
	Keiko Kaneko	External Director

* The members of each committee will be selected at the Board of Directors to be held on the same day after the General Meeting of Shareholders. The chair of each committee will be selected at the respective committee meetings scheduled to be held on the same day.

Nomination of New Director Candidates

Shiseido sets "BEAUTY INNOVATIONS FOR A BETTER WORLD" as its mission and positions corporate governance as the foundation for achieving sustainable growth through the fulfillment of that mission. In this context, External Directors are regarded as a vital component of corporate governance, as their role in overseeing business execution from an independent standpoint is crucial for maximizing corporate and shareholder value. Therefore, it is important for External Directors to bring high-level expertise, diverse perspectives, and rich experiences as members of the Board of Directors.

To further enhance the effectiveness of the Board of Directors in providing advice and supervision on management, it is important to address the realities of the business by considering significant risks and challenges at the operational level. For this reason, non-executive internal directors with deep knowledge of the company's global business are considered to play a crucial role.

External Director Candidates

Mr. Andrew House

1. Reason for Appointment

- With extensive experience and achievements as the global head of the entertainment business centered on gaming consoles at a globally expanding conglomerate, the candidate possesses deep expertise in brand marketing. Additionally, the candidate has a high level of knowledge in managing global organizations and overseas markets, particularly in North America. By appointing the candidate as an External Director, we expect valuable advice and oversight regarding our corporate strategy, which will further enhance the effectiveness of the Board of Directors. Based on these considerations, we have selected him as a new external director candidate.
- In accordance with our "Criteria for Independence of External Directors," we have investigated the status of Mr. House's concurrent positions and transactions with Shiseido group. As a result, we have confirmed that Mr. House possesses a high level of independence from Shiseido group.

2. Biography

Mar 2022	External director, Dentsu Group Inc. (present)
May 2021	External director, Nordic Entertainment Group (Current: Viaplay Group)
Jun 2019	External director, Nissan Motor Co., Ltd. (present)
Oct 2018	Executive mentor, The ExCo Group (present)
Apr 2018	Strategic advisor, Intelity (present)
Oct 2017	Chairman, Sony Interactive Entertainment
Apr 2016	President and global CEO, Sony Interactive Entertainment
Sep 2011	Group executive, president and global CEO, Sony Computer Entertainment
Oct 2005	Group executive and chief marketing officer, Sony Corporation
Oct 1990	Joined Sony Corporation

Ms. Keiko Kaneko

1. Reason for Appointment

- In addition to extensive experience and achievements in the field of global corporate law as a lawyer, the candidate has gained deep expertise in management through participation in the management of their law firm. Furthermore, through her experience as an external director and external auditor for multiple companies, the candidate has developed an appropriate understanding and insights into the challenges of global business expansion. By appointing the candidate as an external director, we expect valuable advice and oversight regarding our corporate management, which will further enhance the effectiveness of the Board of Directors. Based on these considerations, we have selected her as a new external director candidate.
- In accordance with our "Criteria for Independence of External Directors," we have investigated the status of Ms. Kaneko's concurrent positions and transactions with Shiseido group. As a result, we have confirmed that Ms. Kaneko possesses a high level of independence from Shiseido group.

2. Biography

Apr 2023	Management Committee Chair, Anderson, Mori & Tomotsune
Jun 2019	External Director, Daifuku Co., Ltd. (present)
Jun 2013	External Audit & Supervisory Board Member, The Asahi Shimbun Company
Nov 2012	External Audit & Supervisory Board Member, FAST RETAILING CO., LTD. (present)
Nov 2012	Audit & Supervisory Board Member, UNIQLO CO., LTD. (present)
Apr 2007	Guest associate professor at Tokyo University Graduate School of Law
Jan 2007	Partner, Anderson, Mori & Tomotsune (present)
Apr 1999	Registered as a lawyer, Joined Anderson, Mori & Tomotsune
Apr 1991	Joined Mitsubishi Corporation

Mr. Takuya Nakata

1. Reason for Appointment

- In addition to experience and achievements as a CEO of a publicly listed manufacturing company with global operations, the candidate has experience and accomplishments in leading overseas businesses. The candidate also possesses deep expertise in corporate governance, which he has applied in the establishment and operation of governance structures. These experiences and insights have equipped the candidate with broad experience and advanced knowledge in corporate management. By appointing the candidate as an external director, we expect valuable advice and oversight regarding our corporate strategy, which will further enhance the effectiveness of the Board of Directors. Based on these considerations, we have selected him as a new external director candidate.
- In accordance with our "Criteria for Independence of External Directors," we have investigated the status of Mr. Nakata's concurrent positions and transactions with Shiseido group. As a result, we have confirmed that Mr. Nakata possesses a high level of independence from Shiseido group.

2. Biography

Jun. 2025	External Director, Nikon Corporation (present)
Apr. 2024	Chairman of the Board of Directors, Yamaha Corporation (present)
Jun 2017	Director, President and Representative Executive Officer, Yamaha Corporation
Jun 2016	Chairman, Foundation for Promotion of Music Education & Culture (present)

Jun 2015	Chairman, Yamaha Music Foundation (present)
Aug 2013	Chairman, Japan Musical Instruments Association (present)
Jun 2013	President and Representative Director, Yamaha Corporation
Jun 2010	Senior Executive Officer, Yamaha Corporation
Apr 2010	President, Yamaha Corporation of America
Jun 2009	Director and Executive Officer, Yamaha Corporation
Jun 2006	Executive Officer, Yamaha Corporation
Apr 1981	Joined Nippon Gakki Co., Ltd. (current Yamaha Corporation)

Non-executive Internal Director Candidate

Mr. Hitoshi Okamoto

1. Reason for Appointment

Since joining the Company in 1991, he has held key positions in the Brand Marketing Division, Overseas Business Division, Corporate Strategy Department, and Risk Management Department. He possesses extensive knowledge and a managerial perspective on the overall operations of Shiseido group both domestically and internationally. With these experiences and insights, we believe that appointing him as a director, who can provide advice and oversight to our management, will further enhance the effectiveness of the Board of Directors. Therefore, we have selected him as a candidate for the new director position.

2. Biography

Jan 2019	Vice President, Risk management Department (Present)
Jan 2018	Vice President, Brand Development Department. SHISEIDO Brand Unit, Global Prestige Brands Division
Jan 2016	Vice President, Corporate Strategy Department
Apr 2013	President & CEO, Shiseido(Canada)Inc.
Apr 1991	Joined Shiseido Co., Ltd

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