SHISEIDO

Press Release

November 2026
Shiseido Company, Limited

Changes among the Board of Directors

Shiseido Company, Limited has nominated candidates for Directors, and determined the composition of the Nominating Committee, Compensation Committee, and Audit Committee at the meetings of the Nominating Committee and the Board of Directors held on November 10, 2026. The Director candidates will be proposed at the 127th Annual General Meeting of Shareholders, scheduled for late March 2027.

1. Retiring Director

Name	Title*
Yasuko Gotoh	External Director

* As of November 10, 2026.

2. New Appointment

Name	Title after the General Meeting of Shareholders	Title
Ryoko Nagata	External Director	Refer to supplementary material

3. Reappointments

Name	Title after the General Meeting of Shareholders
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
Hitoshi Okamoto	Director
Mariko Tokuno	External Director
Yoshihiko Hatanaka	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.

4. New Board of Directors

Name	Title after the General Meeting of Shareholders
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
Hitoshi Okamoto	Director
Mariko Tokuno	External Director
Yoshihiko Hatanaka	External Director
Ritsuko Nonomiya	External Director
Yasuhiro Nakajima	External Director
Andrew House	External Director
Keiko Kaneko	External Director
Takuya Nakata	External Director
Ryoko Nagata	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
	Yasuhiro Nakajima	External Director
	Keiko Kaneko	External Director
	Ryoko Nagata	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.

Supplementary Material

Nomination of New External Director Candidate

Shiseido sets "BEAUTY INNOVATIONS FOR A BETTER WORLD" as its corporate mission and positions corporate governance as the foundation for achieving sustainable growth through the fulfillment of this mission.

In this context, Shiseido regards External Directors as one of the key elements of corporate governance and believes that their important role is to contribute to maximizing corporate and shareholder value by overseeing business execution from a standpoint independent of the Company. Therefore, Shiseido expects External Directors to bring high-level expertise, based on diverse perspectives and rich experiences as members of the Board of Directors.

Based on these principles, Shiseido has selected the following candidate for External Director.

External Director Candidate
Ms. Ryoko Nagata

1. Reason for Nomination

Ms. Nagata has extensive management experience and a proven track record at a global consumer goods company engaged in manufacturing, supply chain operations, and marketing, particularly in the food business and new business development. She has also held a wide range of management positions, including Executive Officer responsible for CSR and Standing Auditor & Supervisory Board Member. In addition, she possesses extensive knowledge of auditing.

Shiseido believes that her experience and expertise will enable her to provide valuable advice and oversight of the Company's management, and that her appointment as an External Director will further enhance the effectiveness of the Board of Directors. Accordingly, Shiseido has nominated her as a new External Director candidate.

In accordance with Shiseido's "Criteria for Independence of External Directors," the Company has reviewed the transactions and other relationships between the Shiseido Group and the organizations at which Ms. Nagata concurrently holds positions, and confirmed that she maintains a high degree of independence from the Shiseido group.

2. Biography

Apr 1987	Joined Japan Tobacco Inc.
Jun. 2008	Senior Vice President, Head of Beverage Business
Jun. 2013	Senior Vice President, CSR
Jan. 2018	Senior Vice President, Assistant to President
Mar. 2018	Standing Audit & Supervisory Board Member
Jun. 2021	Outside Director and Member of the Audit Committee of Honda Motor Co., Ltd. (current)
Mar. 2023	Outside Audit & Supervisory Board Member of MEDLEY, INC. (current)
Jun. 2023	Outside Director of UACJ Corporation (current)