

**Masahiko Uotani**

Representative Director, President and CEO

1977: Joined the Lion Dentifrice Co., Ltd. (currently Lion Corporation)  
 1988: Manager, Citibank, N.A.  
 1991: Representative Director, Vice President, Kraft Japan Limited (currently Mondelez Japan Limited)  
 1994: Director, Executive Vice President and Chief Officer of Marketing, Coca-Cola (Japan) Co., Ltd.  
 2001: Representative Director, President, Coca-Cola (Japan) Co., Ltd. (Global Officer)  
 2006: Representative Director, Chair, Coca-Cola (Japan) Co., Ltd.  
 2007: Representative Director, Chief Executive Partner, BrandVision Inc.  
 2011: Outside Director, ASKUL Corporation  
 2012: Director (part time), Citibank Japan Ltd. (previously)  
 2013: Outside Chief Marketing Advisor of the Company  
 2014: President and CEO of the Company [incumbent]  
 Representative Director of the Company [incumbent]  
 2020: Japan Region CEO of the Company [incumbent]  
 Representative Director, Chair and President, Shiseido Japan Co., Ltd. [incumbent]



**Yoichi Shimatani**

Representative Director, Executive Vice President

1979: Joined the Company  
 2004: Director and President, Shiseido China Research Center Co., Ltd.  
 2006: General Manager of Cosmetics Research & Development Center of the Company  
 2007: General Manager of Skincare Development Center of the Company  
 2010: Corporate Officer of the Company  
 Responsible for Marketing of Domestic Cosmetics Business and Domestic Non-Shiseido Brand Businesses of the Company  
 2012: Responsible for Functional Food Research & Development, Innovative Science Research & Development, Research Administration and Technology Alliances of the Company  
 2013: Responsible for Research & Development (Cosmetics and Innovative Science) of the Company  
 2014: Responsible for Research & Development of the Company  
 2015: Executive Corporate Officer of the Company, Chief Research and Development Officer  
 2017: Responsible for R&D Strategy, GIC Integrated Operations, Cosmetics Value Development, Cosmetics R&D, Intellectual Property, Advanced Research, Incubation [all above are incumbent roles], and Quality Assessment of the Company  
 2018: Responsible for Safety & Analytics Research of the Company [incumbent]  
 Director of the Company  
 2019: Representative Director of the Company [incumbent]  
 Executive Vice President of the Company [incumbent]  
 Chief Innovation Officer of the Company [incumbent]  
 Assisting the CEO in general corporate management of the Company [incumbent]  
 Responsible for Process Engineering Development, Package Development, and Frontier Science Business of the Company [all above are incumbent roles]  
 2020: Responsible for Regulatory Strategy of the Company [incumbent]



**Yukari Suzuki**

Director, Executive Corporate Officer

1985: Joined the Company  
 2014: Representative Director and President, IPSA Company, Limited  
 2015: General Manager of Marketing Department, Prestige Brands, Japan Business Division of the Company  
 General Manager of Marketing Department, Prestige Brands, Shiseido Japan Co., Ltd.  
 2016: Marketing Director, Marketing Department, Cosmetics Specialty Store, Shiseido Japan Co., Ltd.  
 2017: Brand Director, *Clé de Peau Beauté* Brand Unit, Global Prestige Brands of the Company  
 2018: Corporate Officer of the Company  
 Chief Brand Officer, *Clé de Peau Beauté* Brand, Global Prestige Brands of the Company  
 2020: Executive Corporate Officer of the Company [incumbent]  
 Chief Brand Officer, *Clé de Peau Beauté*, *IPSA*, *THE GINZA*, and *BAUM* of the Company [incumbent]  
 Director of the Company [incumbent]



**Norio Tadakawa**

Director, Executive Corporate Officer

1989: Joined the Company  
 2010: Department Director, International Business Planning Department, International Business Division of the Company  
 2012: Department Director, Corporate Planning Department of the Company  
 2014: Corporate Officer, Chief Finance Officer of the Company  
 Responsible for Finance, Investor Relations, Information System Planning and Internal Control of the Company  
 2015: Corporate Officer, Chief Finance Officer of the Company  
 2016: Responsible for Financial Management of the Company  
 2017: Responsible for Business Development of the Company  
 2018: Executive Corporate Officer of the Company [incumbent]  
 2019: Chief Supply Network Officer of the Company  
 Responsible for Demand & Supply Planning, Logistics, Production, Factories, Supply & Purchasing [all above are incumbent roles],  
 SN Strategy, Global Initiative and Nasu Factory Establishment of the Company  
 2020: Responsible for SN Strategy, SN Fundamental Development and Global Brands S&OP of the Company [all above are incumbent roles]  
 Director of the Company [incumbent]



**Yoshiaki Fujimori**

External Director (Independent)\*

1975: Joined Nissho Iwai Corporation (currently Sojitz Corporation)  
 1986: Joined General Electric Japan, Ltd.  
 1997: Company Officer, General Electric Company  
 2001: Senior Vice President, General Electric Company  
 2008: Representative Director, Chair, President and CEO, General Electric Japan, Ltd.  
 2011: Representative Director and Chair, General Electric Japan, Ltd.(currently GE Japan Inc.)  
 Director, LIXIL Corporation  
 Director, JS Group Corporation (currently LIXIL Group Corporation)  
 Representative Director, President and CEO, LIXIL Corporation  
 Director, Executive Officer, President and CEO, LIXIL Group Corporation  
 2012: Outside Director, Tokyo Electric Power Company (currently Tokyo Electric Power Company Holdings, Inc.)  
 2016: Representative Director, Chair and CEO, LIXIL Corporation  
 External Director, Takeda Pharmaceutical Company Limited [incumbent]  
 External Director, Boston Scientific Corporation [incumbent]  
 2018: External Director and Chair, Oracle Corporation Japan [incumbent]  
 2019: Outside Director, Toshiba Corporation [incumbent]  
 2020: External Director of the Company [incumbent]



**Yoko Ishikura**

External Director (Independent)\*

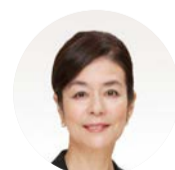
1985: Joined McKinsey & Company Inc. Japan Office  
 1992: Professor, School of International Politics, Economics and Communication, Aoyama Gakuin University  
 1996: Director (part-time), Avon Products Inc. (currently FMG & MISSION CO., LTD.)  
 2000: Professor, Graduate School of International Corporate Strategy, Hitotsubashi University  
 2001: Member, the Central Education Council  
 2004: Director (part-time), Vodafone Holdings K.K. (previously)  
 Outside Director (part-time), Japan Post (previously)  
 2005: Vice President, Science Council of Japan  
 2006: Outside Director, Mitsui O.S.K. Lines, Ltd.  
 2008: Member (part-time), Council for Science and Technology Policy  
 2010: Outside Director, NISSIN FOODS HOLDINGS CO., LTD.  
 Outside Director, Fujitsu Limited  
 2011: Professor, Graduate School of Media Design, Keio University  
 2012: Professor Emeritus, Hitotsubashi University [incumbent]  
 Outside Director, Lifenet Insurance Company  
 2014: Outside Director, Sojitz Corporation  
 2015: External Director of the Company [incumbent]  
 2018: Chair of Nomination Advisory Committee of the Company [incumbent]  
 2019: Outside Director, SEKISUI CHEMICAL CO., LTD. [incumbent]



**Shinsaku Iwahara**

External Director (Independent)\*

1978: Associate Professor, Faculty of Law, The University of Tokyo  
 1981: Visiting Researcher, Harvard Law School, U.S.A.  
 1982: Visiting Researcher, University of California, Berkeley, School of Law, U.S.A.  
 1991: Visiting Professor, Harvard Law School, U.S.A.  
 Professor, Graduate School of Law and Politics, The University of Tokyo  
 2003: Member, Postal Services Policy Council  
 2005: Member, Business Accounting Council, Financial Services Agency  
 2009: Director, Financial Accounting Standards Foundation  
 2010: Member, Legislative Council, Ministry of Justice [incumbent]  
 Chair, Corporate Legislation Subcommittee, Legislative Council, Ministry of Justice  
 2013: Professor, Faculty of Law, Waseda University [incumbent]  
 Professor Emeritus, The University of Tokyo [incumbent]  
 2015: Member and Chair, Financial System Council, Financial Services Agency  
 2017: Adviser to Mori Hamada & Matsumoto [incumbent]  
 2018: External Director of the Company [incumbent]  
 2019: Chair, Legislative Council, Ministry of Justice [incumbent]



**Kanoko Oishi**

External Director (Independent)\*

1983: Joined Nippon Life Insurance Company  
 1987: McKinsey & Company, Inc. New York Office  
 1988: McKinsey & Company, Inc. Tokyo Office  
 2000: CEO, MEDIVA Inc. [incumbent]  
 CEO, Seinan MEDIVA Co., Ltd. (currently Seeds 1 Co., Ltd.) [incumbent]  
 2001: Outside Auditor, ASKUL Corporation  
 2002: Outside Director, ASKUL Corporation  
 2010: Outside Director, Astellas Pharma Inc.  
 2015: Outside Director, Ezaki Glico Co., Ltd. [incumbent]  
 External Board Member, Santen Pharmaceutical Co., Ltd. [incumbent]  
 External Director, Suruga Bank Ltd.  
 2016: External Director of the Company [incumbent]  
 2018: Chair of Remuneration Advisory Committee of the Company [incumbent]



## Takeshi Yoshida

Audit & Supervisory Board Member

1985: Joined Okura Keiei Keiri Gakuin Co., Ltd.  
 1992: Joined the Company  
 2009: General Manager of Cosmetics Business Planning Department, General Manager of Business Administration Group, Cosmetics Business Planning Department  
 2011: Executive Vice President, Shiseido Americas Corporation  
 2014: Department Director, Internal Audit Department  
 2016: Department Director, Business Planning Department, Shiseido Japan Co., Ltd.  
 2017: Director, Personal Care Planning Department, FT Shiseido Co., Ltd.  
 2018: Responsible for Executive and External Relations of the Company  
 Audit & Supervisory Board Member [incumbent]



## Akiko Uno

Audit & Supervisory Board Member

1983: Joined the Company  
 2008: Deputy Center Director, Beauty Solution Development Center of the Company  
 2009: Deputy Department Director, Consumer and Social Relations Department of the Company  
 2010: Deputy Center Director, Consumer Information Center, Shiseido Business Solutions Co., Ltd.  
 2011: Deputy Center Director, Consumer Information Center of the Company  
 2016: Center Director, Consumer Information Center, Shiseido Japan Co., Ltd.  
 2019: Department Director, Responsible for Executive and External Relations of the Company  
 Audit & Supervisory Board Member of the Company [incumbent]



## Yasuko Gotoh

External Audit & Supervisory Board Member (Independent)\*

1980: Joined Ministry of Transport  
 1997: General Manager, Planning Department, Kyushu District Transport Bureau, Ministry of Transport  
 1998: Director, Planning and Research Office of Tourism Department, Transport Policy Bureau, Ministry of Transport  
 2001: International Crisis Management Officer, Japan Coast Guard  
 2003: General Manager, Transport Consumer Policy Division, Policy Bureau, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)  
 2004: Director, Tourism Promotion Bureau at New York, Tourist Bureau of Japan  
 2005: Deputy Governor, Yamagata Prefecture  
 2008: Director, Regional Transport Bureau of Hokuriku and Shinetsu Regions, MLIT  
 2010: Assistant Minister in charge of the Maritime Bureau, MLIT  
 2011: Director in charge of shared vessels, Japan Railway Construction, Transport and Technology Agency  
 2013: Director General, Policy Research Institute for Land, Infrastructure and Transport and Tourism, MLIT  
 2014: Advisor, Kyushu Railway Company  
 2015: Deputy Director General, Railway Operations Headquarters, Kyushu Railway Company  
 Director General, Travel Services Headquarters, Kyushu Railway Company  
 Managing Director, Deputy General Manager of Railway Operations Headquarters, Kyushu Railway Company  
 General Manager, Tourism Business Headquarters, Kyushu Railway Company  
 2017: Managing Director, CFO in charge of the Treasury Department, Kyushu Railway Company  
 2018: Director, Audit and Supervisory Committee Member, Kyushu Railway Company [incumbent]  
 2019: External Audit & Supervisory Board Member of the Company [incumbent]  
 External Audit & Supervisory Board Member, DENSO CORPORATION [incumbent]



## Ritsuko Nonomiya

External Audit & Supervisory Board Member (Independent)\*

1987: Joined Pete Murwick Maine Accounting Firm (currently KPMG LLP)  
 1997: Partner, KPMG Corporate Finance Co., Ltd.  
 2000: Joined UBS Warburg Securities Co., Ltd. (currently UBS Securities Japan Co., Ltd.)  
 2005: M&A Advisor, Managing Director, UBS Warburg Securities Co., Ltd. (currently UBS Securities Japan Co., Ltd.)  
 2008: Senior Vice President, Business Development Leader, GE Capital Asia Pacific  
 2013: Managing Director, GCA Savvian Corporation (currently GCA Corporation) [incumbent]  
 2015: Executive Officer, GCA Savvian Corporation (currently GCA Corporation) [incumbent]  
 2017: Director, GCA Corporation [incumbent]  
 2020: External Audit & Supervisory Board Member of the Company [incumbent]



## Hiroshi Ozu

External Audit & Supervisory Board Member (Independent)\*

1974: Public Prosecutor, Tokyo District Public Prosecutors Office  
 2001: Chief Prosecutor, Saga Public Prosecutors Office  
 2002: Public Prosecutor, Supreme Public Prosecutors Office  
 2004: Deputy Vice-Minister, Ministry of Justice  
 2006: Director-General, Criminal Affairs Bureau, Ministry of Justice  
 2007: Vice-Minister, Ministry of Justice  
 2009: Superintendent Public Prosecutor, Sapporo High Public Prosecutors Office  
 2010: Deputy Prosecutor-General, Supreme Public Prosecutors Office  
 2011: Superintendent Public Prosecutor, Tokyo High Public Prosecutors Office  
 2012: Prosecutor-General, Supreme Public Prosecutors Office  
 2014: Registered as Attorney  
 2015: External Audit & Supervisory Board Member, MITSUI & CO., LTD. [incumbent]  
 Outside Audit & Supervisory Board Member, TOYOTA MOTOR CORPORATION [incumbent]  
 2016: Representative Director, Shimizu Scholarship Foundation, general incorporated foundation [incumbent]  
 President of Criminal Justice Welfare Forum Oasis, general incorporated association [incumbent]  
 2017: External Audit & Supervisory Board Member of the Company [incumbent]  
 President of Japan Criminal Policy Society [incumbent]