

Directors and Audit & Supervisory Board Members (As of March 31, 2023)



Masahiko Uotani

Representative Director, Chairman 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; Representative Director of the Company
- 2020: Japan Region CEO of the Company
Representative Director, Chair and CEO, Shiseido Japan Co., Ltd.
- 2021: Executive Officer of the Company [incumbent]
- 2023: Representative Director, Chairman and CEO of the Company [incumbent]



Kentaro Fujiwara

Representative Director, President and COO

- 1991: Joined the Company
- 2004: Director, Europe Distribution Center, Shiseido Europe S.A.
- 2011: Director, President, Shiseido Korea Co., Ltd.
- 2013: Director, President, Shiseido Professional Korea Co., Ltd.
- 2015: Vice President, Corporate Strategy Department and Group Leader, Digital Strategy Group of the Company
Chairman of the Board, President of Shiseido China Co., Ltd.
- 2016: Corporate Officer of the Company, China Region
- 2018: Corporate Officer, China Region Chief Executive Officer (CEO) of the Company
- 2020: Senior Executive Officer, China Region CEO of the Company
- 2021: Executive Officer of the Company [incumbent]
- 2023: Representative Director, President and Chief Operating Officer (COO) of the Company [incumbent]



Yukari Suzuki

Director, Senior Executive 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: Senior Executive Officer of the Company [incumbent]
Chief Brand Officer, *Clé de Peau Beauté*, *IPSA*, *THE GINZA*, *BAUM* of the Company
Director of the Company
- 2021: Representative Director of the Company
Executive Officer of the Company [incumbent]
- 2022: Chief Marketing Officer of the Company
Chief D&I Officer of the Company [incumbent]
- 2023: Director of the Company [incumbent]



Norio Tadakawa

Director, Senior Executive 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 Financial Officer of the Company
Responsible for Finance, Investor Relations, Information System Planning and Internal Control of the Company
- 2015: Corporate Officer, Chief Financial Officer of the Company
- 2016: Responsible for Financial Management of the Company
- 2017: Responsible for Business Development of the Company
- 2018: Senior Executive Officer of the Company [incumbent]
Chief Supply Network Officer of the Company
- 2019: Chief Supply Network Officer of the Company; Responsible for Demand & Supply Planning, Logistics, Production, Factories, Supply & Purchasing, Supply Network (SN) Strategy, Global Initiative and Nasu Factory Establishment of the Company
- 2020: Responsible for SN Strategy, SN Fundamental Development and Global Brands Sales & Operation (S&OP) of the Company; Director of the Company [incumbent];
Japan Region Chief Operating Officer (COO)
Representative Director, President and COO, Shiseido Japan Co., Ltd.
- 2021: Executive Officer of the Company [incumbent]
Japan Region Chief Executive Officer (CEO) [incumbent]
Representative Director, President and CEO, Shiseido Japan Co., Ltd. [incumbent]



Takayuki Yokota

Director

- 1996: Joined SUMITOMO CORPORATION
- 2003: Country Controller, Dow Chemical Japan Limited
- 2006: Japan Finance Manager, GE Toshiba Silicones Company, Limited (currently Momentive Performance Materials Japan LLC)
- 2007: Supply Chain Finance Director, Northeast Asia, Unilever Japan K.K.
- 2010: Finance Director, Marketing Operations & Customer Development, Asia, Africa, MET, CEE, and Russia, Unilever Asia Private Limited
- 2011: Finance Director, Global Marketing Operations, Unilever Asia Private Limited
- 2012: Representative Director, Vice President, Finance, Japan & Korea, Unilever Japan Holdings K.K.
- 2016: Vice President, Finance, Global Hair Care Category, Unilever PLC
- 2019: Vice President, Global Headquarters Finance of the Company
- 2020: Vice President, Financial Accounting of the Company
Director and CFO, Shiseido Japan Co., Ltd.
- 2021: Executive Officer of the Company [incumbent]
Chief Financial Officer (CFO) of the Company [incumbent]
Japan Region CFO
Executive Officer and CFO, Shiseido Japan Co., Ltd.
Director of the Company [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



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, 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
- 2021: Chair, Nomination & Remuneration Advisory Committee of the Company [incumbent]



Charles D. Lake II

External Director (Independent)*

- 1992: Director of Japan Affairs, Office of the U.S. Trade Representative (USTR)
- 1993: Director of Japan Affairs and Special Counsel to the Deputy U.S. Trade Representative, Office of the U.S. Trade Representative (USTR)
- 1995: Attorney-at-Law, Dewey Ballantine LLP
- 1999: Vice President and Counsel, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.)
- 2001: Senior Vice President and Counsel, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.); Senior Vice President and General Counsel, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.); Deputy President, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.)
- 2003: President and Representative in Japan, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.)
- 2005: Vice Chairman and Representative in Japan, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.)
- 2008: Chairman and Representative in Japan, Japan Branch, American Family Life Assurance Company of Columbus (currently Aflac Life Insurance Japan Ltd.)
- 2014: Director, President, Aflac International Incorporated [incumbent]
- 2016: External Director, Tokyo Electron Ltd.
External Director, Japan Post Holdings Co., Ltd. [incumbent]
- 2018: Representative Director, Chairman, Aflac Life Insurance Japan Ltd. [incumbent]
- 2022: External Director of the Company [incumbent]



Mariko Tokuno

External Director (Independent)*

- 1978: Joined The Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.)
- 1994: Joined Louis Vuitton Japan K.K
- 2002: Senior Director, Sales Administration, Louis Vuitton Japan K.K
- 2004: Vice President, Tiffany & Co., Japan Inc.
- 2010: Representative Director, President, Christian Dior K.K
- 2013: External director, HAPPINET CORPORATION [incumbent]
Representative Director, President and CEO, Ferragamo Japan K.K
- 2016: External Director, Mitsubishi Materials Corporation [incumbent]
- 2017: External Director, Yamato Holdings Co., Ltd. [incumbent]
- 2022: External Director of the Company [incumbent]



Yoshihiko Hatanaka

External Director (Independent)*

- 1980: Joined Fujisawa Pharmaceutical Co., Ltd. (currently Astellas Pharma Inc.)
- 2005: Corporate Executive, Vice President, Corporate Planning, Corporate Strategy Division, Astellas Pharma Inc.
- 2006: Corporate Executive, Astellas Pharma Inc. and President & CEO, Astellas US LLC and President & CEO, Astellas Pharma US, Inc.
- 2008: Senior Corporate Executive, Astellas Pharma Inc. and President & CEO, Astellas US LLC and President & CEO, Astellas Pharma US, Inc.
- 2009: Senior Corporate Executive, Chief Strategy Officer and Chief Financial Officer (CSTO & CFO), Astellas Pharma Inc.
- 2011: Representative Director, President and CEO, Astellas Pharma Inc.
- 2018: Representative Director, Chairman of the Board, Astellas Pharma Inc.
- 2019: Outside Director, Sony Corporation (currently SONY GROUP CORPORATION) [incumbent]
- 2023: External Director of the Company [incumbent]



Takeshi Yoshida

Full-time 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 of the Company
- 2011: Executive Vice President, Shiseido Americas Corporation
- 2014: Department Director, Internal Audit Department of the Company
- 2016: Department Director, Business Planning Department, Shiseido Japan Co., Ltd.
- 2017: Director, Personal Care Planning Department, FT Shiseido Co., Ltd.
- 2018: Full-time Audit & Supervisory Board Member [incumbent]



Hiromi Anno

Full-time Audit & Supervisory Board Member

- 1995: Joined the Company
- 2018: Chief Manager of Global Communications Department of the Company
- 2020: Corporate Officer, Chief Public Relations Officer of the Company
- 2021: Executive Officer of the Company
- 2023: Full-time Audit & Supervisory Board Member [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, 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]



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
- 2019: External Audit & Supervisory Board Member of the Company [incumbent]
Outside 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]
- 2017: Director, GCA Savvian Corporation (currently GCA Corporation) [incumbent]
- 2020: External Audit & Supervisory Board Member [incumbent]
Outside Director, NAGASE & Co., Ltd. [incumbent]
- 2022: CEO, Representative Director, Houlihan Lokey Corporation [incumbent]

*Independent Director provided in Rule 436-2 of the Tokyo Stock Exchange Securities Listing Regulations