

Corporate Governance Report

CORPORATE GOVERNANCE

Shiseido Company, Limited

Last Update: April 8, 2026

Shiseido Company, Limited

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<https://corp.shiseido.com/en>

The corporate governance of Shiseido Company, Limited (the “Company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Attributes, and Other Key Information

1. Basic Views

The Shiseido Group including the Company has established “BEAUTY INNOVATIONS FOR A BETTER WORLD” as Our Mission in its corporate philosophy, The Shiseido Philosophy and defines the corporate governance as our “platform to realize sustainable growth through fulfilling Our Mission”.

The Company is committed to maintaining and improving management transparency, fairness and speed, by putting into practice and reinforcing the corporate governance, and strives to maximize medium- and long-term corporate and shareholder value through dialogues with all stakeholders: “employees,” “consumers,” “business partners,” “shareholders,” and “society and the Earth.” In addition, while fulfilling social responsibilities, the Company aims to achieve optimized distribution of values to respective stakeholders.

Reasons for Non-compliance with the Principles of the Corporate Governance Code

Shiseido implements all principles in accordance with those established in the Corporate Governance Code.

Disclosure Based on each Principle of the Corporate Governance Code

All of the General Principles, Principles, and Supplementary Principles (83 in total), including items to be disclosed in line with all principles of the Corporate Governance Code, are listed at the end of this report as “Principles of the Corporate Governance Code (CG Code) and Shiseido’s Response.”

Action to Implement Management that is Conscious of Cost of Capital and Stock Price

Content of Disclosure	Disclosure of Initiatives (Update)
Availability of English Disclosure	Available
Date of Disclosure Update	January 23, 2026

Explanation of Actions

We aim to achieve growth that outpaces the market through proactive investments in key areas while ensuring stable management that consistently generates returns exceeding the cost of capital. As our financial targets for 2030, we have set a core operating profit margin of 10% or more, ROIC of 10% or more, ROE of 12% or more, and free cash flow of 100 billion yen or more. In terms of cash allocation and shareholder returns, we will maximize corporate value and further enhance shareholder value by strategically distributing capital between growth investments and shareholder returns. This approach will be supported by disciplined, return-focused investments that strengthen our cash generation capabilities.

The above information is available in the “2030 Medium-Term Strategy” published on our corporate website: <https://corp.shiseido.com/en/ir/strategy/>

2. Capital Structure

Foreign Shareholding Ratio	More than 30%
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Status of Major Shareholders

Name or Company Name	Number of Shares Owned	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	68,321,300	17.10
GOVERNMENT OF NORWAY	21,741,225	5.44
Custody Bank of Japan, Ltd. (Trust Account)	20,514,100	5.13
STATE STREET BANK AND TRUST COMPANY 505001	9,643,229	2.41
NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT	9,248,687	2.31
STATE STREET BANK AND TRUST COMPANY 505301	8,915,321	2.23
Mizuho Trust & Banking Co., Ltd. re-trusted to Custody Bank of Japan, Ltd. Employees' Pension Trust for Mizuho Bank	7,000,000	1.75
THE BANK OF NEW YORK 134104	6,381,211	1.59
NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT	5,988,970	1.49
JP MORGAN CHASE BANK 385781	5,923,840	1.48

Name of Controlling Shareholder, if applicable
(excluding Parent Companies)

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Name of Parent Company, if applicable

None

Supplementary Explanation

- The shareholding ratio including those described in the notes below is calculated based on the total number of issued and outstanding shares after deducting the number of treasury stock.
- All shares held by The Master Trust Bank of Japan, Ltd. (Trust Account) and Custody Bank of Japan, Ltd. (Trust Account) are in connection with the respective bank's trust business.
- A report of amendment to large shareholdings from BlackRock Japan Co., Ltd. has been filed with the Director-General of the Kanto Finance Bureau. The report said that on July 3, 2024, it held 28,097 thousand shares through joint holdings (percentage of shareholding: 7.03%), of which 8,798 thousand shares (2.20%) were held by BlackRock Japan Co., Ltd. and 7,553 thousand shares (1.89%) were held by BlackRock Fund Advisors.
However, BlackRock Japan Co., Ltd. and BlackRock Fund Advisors have been excluded from the above list of Major Shareholders as the actual number of shares held by the above two companies had not been confirmed by the Company as of the end of the fiscal year.
- A report of amendment to large shareholdings from Independent Franchise Partners, LLP has been filed with the Director-General of the Kanto Finance Bureau. The report said that on June 27, 2025, it held 33,186 thousand shares (percentage of shareholding: 8.30%).
However, Independent Franchise Partners, LLP has been excluded from the above list of Major Shareholders, as the actual number of shares held by said company had not been confirmed by the Company as of the end of the fiscal year.
- A report of amendment to large shareholdings from Norges Bank has been filed with the Director-General of the Kanto Finance Bureau. The report said that on September 11, 2025, it held 21,408 thousand shares (percentage of shareholding: 5.35%).
However, Norges Bank has been excluded from the above list of Major Shareholders, as the actual number of shares held by said company had not been confirmed by the Company as of the end of the fiscal year.
- A report of amendment to large shareholdings from Sumitomo Mitsui Trust Bank, Limited has been filed with the Director-General of the Kanto Finance Bureau. The report said that on October 21, 2025, it held 22,392 thousand shares through joint holdings (percentage of shareholding: 5.60%), of which 11,397 thousand shares (2.85%) and 10,994 thousand shares (2.75%) are held by Sumitomo Mitsui Trust Asset Management Co., Ltd. and Amova Asset Management Co., Ltd., respectively.

However, Sumitomo Mitsui Trust Bank, Limited and Amova Asset Management Co., Ltd. have been excluded from the above list of Major Shareholders, as the actual number of shares held by the above two companies had not been confirmed by the Company as of the end of the fiscal year.

7. A report of amendment to large shareholdings from Nomura Securities Co., Ltd. has been filed with the Director-General of the Kanto Finance Bureau. The report said that on November 7, 2025, it held 23,593 thousand shares through joint holdings (percentage of shareholding: 5.90%), of which 22,340 thousand shares (5.59%) are held by Nomura Asset Management Co., Ltd.

However, Nomura Securities Co., Ltd. and Nomura Asset Management Co., Ltd. have been excluded from the above list of Major Shareholders, as the actual number of shares held by the above two companies had not been confirmed by the Company as of the end of the fiscal year.

3. Corporate Attributes

Listed Stock Exchange and Market Segment	Tokyo Stock Exchange Prime Market
Fiscal Year-End	December
Business Sector	Chemicals
Number of Employees (Consolidated) as of the End of the Previous Fiscal Year	More than 1000
Net Sales (Consolidated) for the Previous Fiscal Year	From ¥100 billion to less than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 50 to less than 100

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

N/A

5. Other Special Circumstances which may have a Material Impact on Corporate Governance

None.

II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight

1. Organizational Composition and Operation

Corporate Governance System	Company with Three Statutory Committees
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Directors

Number of Directors Stipulated in Articles of Incorporation	14
Directors' Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board	External Director
Number of Directors [Updated]	12

Outside Directors

Number of External Directors [Updated]	8
Number of Independent Directors [Updated]	8

External Directors' Relationship with the Company (1) [Updated]

Name	Attributes	Relationship with the Company*										
		a	b	c	d	e	f	g	h	i	j	k
Mariko Tokuno	Originally from other company											
Yoshihiko Hatanaka	Originally from other company											
Yasuko Gotoh	Originally from other company											
Ritsuko Nonomiya	Originally from other company											
Yasuhiro Nakajima	Certified Public Accountant											
Andrew House	Originally from other company											
Keiko Kaneko	Attorney at Law											
Takuya Nakata	Originally from other company											

*Categories for "Relationship with the Company".

(Use "○" when the director presently falls or has recently fallen under the category; "△" when the director fell under the category in the past; "●" when a close relative of the director presently falls or has recently fallen under the category; and "▲" when a close relative of the director fell under the category in the past.)

- Person who executes business for the Company or its subsidiary
- Person who executes business for or a non-executive director of the Company's parent company
- Person who executes business for a fellow subsidiary
- Person/entity for which the Company is a major client or a person who executes business for said person/entity
- Major client of the Company or a person who executes business for said client
- Consultant, accounting expert, or legal expert who receives large amounts of cash or other assets from the Company in addition to remuneration as a director/ Audit and Supervisory Board Member
- Major shareholder of the Company (in cases where the shareholder is a corporation, a person who executes business for the corporation)
- Person who executes business for a client of the Company (excluding persons categorized as any of d, e, or f above) (applies

- to director him/herself only)
- i. Person who executes business for another company that holds cross-directorships/cross-auditorships with the Company (applies to director him/herself only)
- j. Person who executes business for an entity receiving donations from the Company (applies to director him/herself only)
- k. Other

External Directors' Relationship with the Company (2) **Updated**

Name	Membership of Committee			Designation as Independent Director	Supplementary Explanation of the Relationship	Reasons for Appointment
	Nominating Committee	Compensation Committee	Audit Committee			
Mariko Tokuno	○	○		○	<p>With regard to Ms. Mariko Tokuno, none of the relationship classification stated above (classification "a" – classification "k") applies to her.</p> <p>Ms. Tokuno's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows: -Outside Director, Nissan Motor Co., Ltd.</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Ms. Tokuno's "Important Position of Other Organizations Concurrently Assumed."</p>	<p><Reasons for appointing as an external director and roles and functions in the Company></p> <p>She has deep knowledge of the prestige brand business as well as insight into corporate management, marketing, and other areas from a global perspective, through her extensive experience of assuming executive roles at companies of global prestige brands. We have selected her as an external director to make use of her experiences, knowledge, and insight to improve our management strategy, and our brand and marketing strategy as well as properly oversee business execution. She serves as a member of the Nominating Committee and the Compensation Committee. She has expressed necessary views from an independent perspective in meetings of the Board of Directors and both Committees.</p> <p><Status of meeting the standards for the independent directors and reason for appointing as independent director></p> <p>Ms. Tokuno maintains full independence as none of the criteria specified in Section III. 5. (3) 2 of the "Guidelines Concerning Listed Company Compliance, etc." of the Tokyo Stock Exchange Inc. applies to her. Furthermore, she has also fulfilled the "Criteria for Independence of External Directors" established by the Company. Therefore, it has been determined that she is capable of sufficiently protecting the interests of general shareholders, and she has been appointed as an independent director.</p>
Yoshihiko Hatanaka	○	○		○	<p>With regard to Mr. Yoshihiko Hatanaka, none of the relationship classification stated above (classification "a" – classification "k") applies to him.</p> <p>Mr. Hatanaka's "Important Position of Other Organizations</p>	<p><Reasons for appointing as an external director and roles and functions in the Company></p> <p>Mr. Hatanaka has diversified and broad knowledge in corporate management based on his extensive experience and achievements as a top management of a globally operating listed company, as well as experiences as a CEO of overseas subsidiaries and head of corporate planning and finance. We have selected him as an external director to make use of his</p>

					<p>Concurrently Assumed” stated in the Companies Act are as follows:</p> <p>-Outside Director, SEKISUI CHEMICAL CO., LTD.</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as “Principal Occupation” when it estimates the importance of Mr. Hatanaka’s “Important Position of Other Organizations Concurrently Assumed.”</p>	<p>knowledge, experiences and achievements in the Company’s global businesses management and proper oversight of business execution by the Board of Directors.</p> <p>He serves as a Chair of the Board of Directors and the Nominating Committee and a member of the Compensation Committee. He has expressed necessary views from an independent perspective in meetings of the Board of Directors and both Committees.</p> <p><Status of meeting the standards for the independent directors and reason for appointing as independent director></p> <p>Mr. Hatanaka maintains full independence as none of the criteria specified in Section III. 5. (3) 2 of the “Guidelines Concerning Listed Company Compliance, etc.” of the Tokyo Stock Exchange Inc. applies to him. Furthermore, he has also fulfilled the “Criteria for Independence of External Directors” established by the Company.</p> <p>Therefore, it has been determined that he is capable of sufficiently protecting the interests of general shareholders, and he has been appointed as an independent director.</p>
Yasuko Gotoh			○	○	<p>With regard to Ms. Yasuko Gotoh, none of the relationship classifications stated above (classification “a” – classification “k”) applies to her.</p> <p>Ms. Gotoh’s “Important Position of Other Organizations Concurrently Assumed” stated in the Companies Act are as follows:</p> <p>-Outside Audit and Supervisory Board Member, DENSO CORPORATION -Outside Audit & Supervisory Board Member, Mitsui Chemicals, Inc. -Audit and Inspection Commissioners, the Tokyo Metropolitan Government</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as “Principal Occupation” when it</p>	<p><Reasons for appointing as an external director and roles and functions in the Company></p> <p>Ms. Gotoh has held significant positions in government agencies and other organizations and possesses a wide-ranging network.</p> <p>Additionally, she has accumulated extensive experience and knowledge as a CFO and an audit committee member in business corporations.</p> <p>We have selected her as an external director to leverage these experiences and insights for the appropriate oversight of our management and business execution by the Board of Directors.</p> <p>She serves as a Chair of the Audit Committee.</p> <p>Ms. Gotoh has expressed necessary views from an independent perspective in meetings of the Board of Directors and the Audit Committee.</p> <p><Status of meeting the standards for the independent Directors and reason for appointing as independent Director></p> <p>Ms. Goto maintains full independence as none of the criteria specified in Section III. 5. (3) 2 of the “Guidelines Concerning Listed Company Compliance, etc.” of the Tokyo Stock Exchange Inc. applies to her.</p> <p>Furthermore, she has also fulfilled the “Criteria for Independence of External Directors” established by the Company.</p>

					estimates the importance of Ms. Gotoh's "Important Position of Other Organizations Concurrently Assumed."	Therefore, it has been determined that she is capable of sufficiently protecting the interests of general shareholders, and she has been appointed as an independent director.
Ritsuko Nonomiya a	○	○		○	<p>With regard to Ms. Ritsuko Nonomiya, none of the relationship classifications stated above (classification "a" – classification "k") applies to her.</p> <p>Ms. Nonomiya's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> -Outside Director, Nagase & Co., Ltd. -CEO, Representative Director, Houlihan Lokey Corporation -Outside Director, Nippon Yusen Kabushiki Kaisha <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Ms. Nonomiya's "Important Position of Other Organizations Concurrently Assumed."</p>	<p><Reasons for appointing as an external directors and roles and functions in the Company></p> <p>Ms. Nonomiya has accumulated extensive professional experience at accounting firms in both the United States and Japan and has engaged in M&A and business development at globally operating companies. Through these roles, she has developed advanced financial and accounting expertise, as well as deep experience and insight as an M&A professional.</p> <p>We have selected her as an External Director to leverage this knowledge, experience, and insights for the appropriate oversight of our management and business execution by the board of directors.</p> <p>She also expresses necessary opinions from an independent perspective and serves as a member of the Nominating Committee and the Compensation Committee.</p> <p><Status of meeting the standards for the independent Directors and reason for appointing as Independent Director></p> <p>Ms. Nonomiya maintains full independence as none of the criteria in Section III. 5. (3) 2 of the "Guidelines Concerning Listed Company Compliance, etc." of the Tokyo Stock Exchange Inc. applies to her. Furthermore, the Company sets forth the "Criteria for Independence of External Directors." She has fulfilled the Criteria in full.</p> <p>Therefore, it has been determined that she is capable of sufficiently protecting the interests of general shareholders, and she has been appointed as an independent director.</p>
Yasuhiro Nakajima a			○	○	<p>With regard to Yasuhiro Nakajima, none of the relationship classifications stated above (classification "a" – classification "k") applies to him.</p> <p>Mr. Nakajima's "Important Position of Other Organizations</p>	<p><Reasons for appointing as an external director and roles and functions in the Company></p> <p>Mr. Nakajima possesses extensive experience and achievements in accounting audits and advisory services as a certified public accountant, as well as insights into the management of global companies, a keen awareness of issues, and a financial and accounting expert perspective on financial strategies. We have appointed him as an External Director to leverage these</p>

				<p>Concurrently Assumed” stated in the Companies Act are as follows:</p> <p>-Representative, Nakajima CPA Office -Outside Director of Bridgestone Corporation</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as “Principal Occupation” when it estimates the importance of Mr. Nakajima’s “Important Position of Other Organizations Concurrently Assumed.”</p>	<p>experiences, achievements, knowledge, and perspectives for the appropriate oversight of our management and business execution by the board of directors. He also expresses necessary opinions from an independent perspective and serves as a member of the audit committee.</p> <p><Status of Meeting the Standards for Independent Directors and Reason for Appointment as Independent Director></p> <p>Mr. Nakajima maintains full independence as none of the criteria in Section III. 5. (3) 2 of the “Guidelines Concerning Listed Company Compliance, etc.” of the Tokyo Stock Exchange Inc. applies to him. Furthermore, he has also fulfilled the “Criteria for Independence of External Directors” established by the Company. Therefore, it has been determined that he is capable of sufficiently protecting the interests of general shareholders, and he has been appointed as an independent director.</p>
Andrew House	○	○	○	<p>With regard to Andrew House, none of the relationship classifications stated above (classification “a” – classification “k”) applies to him.</p> <p>Mr. House’s “Important Position of Other Organizations Concurrently Assumed” stated in the Companies Act are as follows:</p> <p>-Outside Director, Nissan Motor Co., Ltd. -Outside Director, Dentsu Group Inc.</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as “Principal Occupation” when it estimates the importance of Mr. House’s “Important Position of Other Organizations Concurrently Assumed.”</p>	<p><Reasons for appointing as an external director and roles and functions in the Company></p> <p>Mr. Andrew House possesses extensive experience and a proven track record as the global head of an entertainment business centered on game consoles at a globally operating conglomerate, as well as deep expertise in brand marketing. He also has substantial knowledge of global organizational management and overseas markets, particularly in North America. We have appointed him as an External Director to leverage these experiences, achievements, and insights for the appropriate oversight of our management and business execution by the Board of Directors. He also provides necessary opinions from an independent perspective and serves as a member of the Nomination Committee and the Compensation Committee.</p> <p><Status of Meeting the Standards for Independent Directors and Reason for Appointment as Independent Director></p> <p>Mr. House maintains full independence as none of the criteria set forth in Section III. 5. (3) 2 of the “Guidelines Concerning Listed Company Compliance, etc.” of the Tokyo Stock Exchange, Inc. applies to him. Furthermore, he has also fulfilled the “Criteria for Independence of External Directors” established by the Company. Therefore, it has been determined that he is capable of sufficiently protecting the</p>

						interests of general shareholders, and he has been appointed as an independent director.
Keiko Kaneko			○	○	<p>With regard to Keiko Kaneko, none of the relationship classifications stated above (classification "a" – classification "k") applies to her.</p> <p>Ms. Kaneko's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows: -Partner, Management Committee Chair, Anderson, Mori & Tomotsune -External Audit & Supervisory Board Member, FAST RETAILING CO., LTD. -Audit & Supervisory Board Member, UNIQLO CO., LTD.</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Ms. Kaneko's "Important Position of Other Organizations Concurrently Assumed."</p>	<p><Reasons for appointing as an external director and roles and functions in the Company> Ms. Kaneko possesses extensive experience and a proven track record in the field of global corporate legal affairs as an attorney, as well as substantial management expertise cultivated through her participation in the management of her law firm. In addition, through her experience serving as an outside director and outside corporate auditor at multiple companies, she has developed appropriate issue awareness and insight with respect to the global business development of corporations. We have appointed her as an External Director to leverage these experiences and insights for the appropriate oversight of our management and business execution by the Board of Directors, and to further enhance the effectiveness of the Board. She also serves as a member of the Audit Committee.</p> <p><Status of Meeting the Standards for Independent Directors and Reason for Appointment as Independent Director> Ms. Kaneko maintains full independence as none of the criteria set forth in Section III. 5. (3) 2 of the "Guidelines Concerning Listed Company Compliance, etc." of the Tokyo Stock Exchange, Inc. applies to her. Furthermore, she has also fulfilled the "Criteria for Independence of External Directors" established by the Company. Therefore, it has been determined that she is capable of sufficiently protecting the interests of general shareholders, and she has been appointed as an Independent Director.</p>
Takuya Nakata	○	○		○	<p>With regard to Takuya Nakata, none of the relationship classifications stated above (classification "a" – classification "k") applies to him.</p> <p>Mr. Nakata's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows: -Chairman, Yamaha Corporation</p>	<p><Reasons for appointing as an external director and roles and functions in the Company> Mr. Nakata possesses extensive experience and a proven track record as the top executive of a publicly listed global manufacturing company. He also has experience leading overseas operations as the head of an overseas subsidiary and spearheading the establishment and operation of corporate governance systems, through which he has developed broad and multifaceted insight into corporate management. We have appointed him as an External Director to leverage these experiences and insights for the appropriate oversight of our management and business execution by the Board of Directors, and to</p>

				<p>-External Director, Nikon Corporation -Chairman, Japan Musical Instruments Association -Chairman, Yamaha Music Foundation -Chairman, Foundation for Promotion of Music Education & Culture</p> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as “Principal Occupation” when it estimates the importance of Mr. Nakata’s “Important Position of Other Organizations Concurrently Assumed.”</p>	<p>further enhance the effectiveness of the Board. He serves as a member of the Nomination Committee and as Chair of the Compensation Committee.</p> <p><Status of Meeting the Standards for Independent Directors and Reason for Appointment as Independent Director></p> <p>Mr. Nakata maintains full independence as none of the criteria set forth in Section III. 5. (3) 2 of the “Guidelines Concerning Listed Company Compliance, etc.” of the Tokyo Stock Exchange, Inc. applies to him. Furthermore, he has also fulfilled the “Criteria for Independence of External Directors” established by the Company. Therefore, it has been determined that he is capable of sufficiently protecting the interests of general shareholders, and he has been appointed as an Independent Director.</p>
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Supervisory Committees

Composition of Supervisory Committee and Attributes of the Chairperson [Updated]

	All Committee Members	Full-time Members	Internal Directors	External Directors	Committee Chair
Nominating Committee	5	0	0	5	External Director
Compensation Committee	5	0	0	5	External Director
Audit Committee	5	2	2	3	External Director

Executive Officers

Number of Corporate Executive Officers	4
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Status of Concurrent Duties

Name	Representative Authority	Concurrent Duties as Director			Concurrent Duties as Employee
			Nominating Committee Member	Compensation Committee Member	
Kentaro Fujiwara	Yes	Yes	No	No	No
Ayako Hirofuji	Yes	Yes	No	No	No
Mizuki Hashimoto	No	No	No	No	No
Yosuke Tojo	No	No	No	No	No

Auditing Structure

Appointment of Directors and/or staff to Support the Audit Committee

Appointed

Matters Related to the Independence of Said Directors and/or Staff from Executive Officers/Reasons for Adopting Current System

The Audit Committee establishes a secretariat in the department in charge of internal audit to support the duties of the Audit Committee, and employees are assigned to the secretariat.

To ensure the independence of the said employees and the effectiveness of instructions from the Audit Committee, prior approval of the Audit Committee shall be required for staffing (appointment and dismissal, and evaluation) of the department head in charge of internal audit, who has the authority and responsibility to manage the secretariat, and determination of the particulars of the audit resources (including budget) of said department. In addition, matters to determine members who work for the secretariat of the Audit Committee, including their appointment, transfer, and evaluation, shall require approval of the Audit Committee.

Cooperation among Audit Committee, Accounting Auditors and Internal Audit Department **[Updated]**

The Audit Committee provides instructions to the department in charge of internal audit. In addition, regular meetings shall be held to exchange opinions between the Representative Corporate Executive Officers and Audit Committee members. The Company shall establish a system to ensure that audits are effectively conducted by the Audit Committee through measures such as holding liaison meetings between the Audit Committee, the department in charge of internal audit, and accounting auditor and ensuring that Audit Committee members or members of the department in charge of internal audit attend the relevant meetings, on request from the Audit Committee.

Additionally, the Audit Committee shares information and exchanges views with the accounting auditor on major key audit matters (KAM) that are considered to have a significant impact on areas of the financial statements due to important decisions made by Company management.

Matters Concerning Independent Directors

Number of Independent Directors **[Updated]**

8

Other Matters Concerning Independent Directors

The Company establishes its own rules of “Criteria for Independence of External Directors” (the “Criteria”) and “Insignificance Criteria for Omission of Description about Relationships between the Company and the External Directors in the Notification/Disclosure Documents” (the “Insignificance Criteria”), which is contingent upon the Criteria. In this report, some of the descriptions about the relationships between the Company and other organizations in which External Directors concurrently assume important position are omitted according to the Insignificance Criteria.

<Criteria for Independence of External Directors >

Shiseido Company, Limited (the “Company”) deems an External Director or a candidate for External Director to have sufficient independence from the Company in the event that all the following requirements, as well as the requirements for externality set forth in the applicable laws, and the criteria for independence stipulated by Tokyo Stock Exchange, Inc., are fulfilled upon the Company’s research to a practically possible and reasonable extent.

1. The person has not been an executive personⁱ of the Company or an affiliated companyⁱⁱ (collectively the “Shiseido Group”) for ten (10) years before taking office and since taking up the post.

2. The person has not fallen under any of the following items for the current fiscal year and the last two (2) fiscal years (collectively the “Relevant Fiscal Years”):

1) A counterparty which has transactions principally with the Shiseido Groupⁱⁱⁱ, or its executive personⁱ;

2) A principal counterparty of the Shiseido Group^{iv}, or its executive personⁱ;

3) A large shareholder who holds directly or indirectly 10% or more of the voting rights of the Company, or its executive personⁱ;

4) An executive personⁱ of a company of which the Shiseido Group holds directly or indirectly 10% or more of the total voting rights;

5) A consultant, accounting professional or legal professional who has been paid by the Shiseido Group a large amount of money or other assets^v in addition to the External Director’s remuneration. In addition, in the event that the consultant, accounting professional or legal professional is an organization such as an artificial person or association, a person who belongs to such organization is included;

6) A person/organization who receives a donation of a large amount of money or other assets^{vi} from the Shiseido Group or an

executive personⁱ who belongs to the organization;

7) An accounting auditor of the Company. In the event that the accounting auditor is an artificial person, a partner, certified public accountant, and employed person (e.g., an employee) who is not a certified public accountant belonging to the accounting firm are included.

3. The person is not a spouse of, relative within the second degree of consanguinity of, relative living under the same roof with or a person whose living costs are shared with the following person;

1) An important person^{vii} among executive personsⁱ of the Shiseido Group (including a person who has been an executive person for ten (10) years before the candidate assumes the position of External Director eligible to be judged on independence from the Company and since the candidate took up the post);

2) A person falling under any of Items 1) to 4), and 6) of Clause 2 (including a person having once fallen under any of these items for the Relevant Fiscal Years); however, applicable only to the important person^{vii} with respect to these executive personsⁱ;

3) A person falling under Item 5) of Clause 2 (including a person having once fallen under the item for the Relevant Fiscal Years); however, applicable only to the important person^{viii} with respect to a person belonging to the organization.

4) A person falling under Item 7) of Clause 2 (including a person having once fallen under the item for the Relevant Fiscal Years); however, applicable only to the important person^{viii} among natural persons falling under Item 7) of Clause 2 in the event that the accounting auditor is an artificial person.

4. The person has not fallen under “Cross-Assumption of Offices of External Director and Audit & Supervisory Board Member^{ix}”

5. In addition to the above clauses, there exist no circumstances in which duties imposed on an independent External Director are reasonably deemed not to be achieved.

6. It is presently expected that any event or matter stated in the above clauses would not occur or exist hereafter.

Notes:

i. An “executive person” means an executive director, a corporate executive officer (*shikkoyaku*), a corporate officer, an Executive Officer, or a person in the position equivalent thereto of a stock company, staff executing business of a company divided into interest (*mochibun kaisha*) (in the event of the staff being an artificial person, a person to discharge duties stated in Article 598, paragraph (1) of the Companies Act, or other person equivalent thereto), a person executing business of an artificial person or organization other than a company and an employed person (an employee, etc.) of an artificial person or organization including a company.

ii. An “affiliated company” means the affiliated company stated in Article 2, paragraph (3), item (xxv) of the Regulation on Corporate Accounting.

iii. A “counterparty which has transactions principally with the Shiseido Group” means a person/organization falling under any of the following items:

1) The counterparty or the counterparty group (a company belonging to a consolidated group to which the company that has direct transactions with the Shiseido Group belongs to) (collectively the “counterparty”) which provides or provided products or services to the Shiseido Group and the aggregate amount of transactions between the counterparty and the Shiseido Group is more than ¥10 million per fiscal year, and exceeds 2% of consolidated net sales of the counterparty (or if the counterparty does not prepare consolidated financial statements, non-consolidated net sales of the counterparty) for the Relevant Fiscal Years.

2) The counterparty group to which the Shiseido Group is or was indebted and the aggregate amount of indebtedness of the Shiseido Group is more than ¥10 million as at the end of each fiscal year, and exceeds 2% of consolidated total assets of the counterparty (or if the counterparty does not prepare consolidated financial statements, non-consolidated total assets of the counterparty) for the Relevant Fiscal Years.

iv. A “principal counterparty of the Shiseido Group” means a person/organization falling under any of the following items:

1) The counterparty to which the Shiseido Group provides or provided products or services and the aggregate amount of transactions between the counterparty and the Shiseido Group is more than ¥10 million per fiscal year, and exceeds 2% of consolidated net sales of the Shiseido Group for the Relevant Fiscal Years.

2) The counterparty to which the Shiseido Group has or had account-receivable, advance and account due (collectively “account-receivable”) and the aggregate amount of the account-receivable of the Shiseido Group is more than ¥10 million as at the end of each fiscal year, and exceeds 2% of consolidated total assets of the Shiseido Group as at the end of the Relevant Fiscal Years.

3) A financial institution group (a company belonging to a consolidated group to which the direct lender belongs) from which the Shiseido Group borrows or borrowed and the aggregate amount of the borrowing exceeds 2% of consolidated total assets of the Shiseido Group as at the end of the Relevant Fiscal Years.

v. A “large amount of money or other assets” stated in 5) of Clause 2 means, in the case of an individual, a total value exceeding ¥10 million per fiscal year, and in the case of an artificial person or other organization, a total value exceeding ¥10 million per fiscal year, and 2% of the consolidated net sales or gross income of the organization.

vi. A “large amount of money or other assets” stated in 6) of Clause 2 means a total value exceeding ¥10 million per fiscal year.

vii. An “important person” from among executive persons means a director (excluding an external director), a corporate executive officer (*shikkoyaku*), a corporate officer, an executive officer, a person in the position equivalent thereto, and an employed person in the office of senior management not lower than general manager.

viii. An “important person” from among the persons stated in 5) and 7) of Clause 2 above means an officer such as a certified public accountant belonging to an audit corporation or accounting firm, a lawyer (including deemed associates) belonging to a law firm, and a director or councilor belonging to a judicial foundation, incorporated association, incorporated school and other artificial persons (collectively “Various Artificial Person”). In the event that an organization to which a person belongs is not an audit corporation, accounting firm, law firm and Various Artificial Person, it means a person who is deemed objectively and

reasonably important equivalent to the persons stated above in this note by the organization.

ix. “Cross-Assumption of Offices of External Director and Audit & Supervisory Board Member” means that in the event that an executive person¹ of the Shiseido Group serves as an external director or Audit and Supervisory Board member of another company, an executive person¹ of such company is an External Director of the Company or a candidate for the post.

< Insignificance Criteria for Omission of Description about Relationships between the Company and the External Directors in the Notification/Disclosure Documents >

Shiseido Company, Limited (the “Company”) hereby establishes, as set forth below, the Insignificance Criteria for Omission of Relationship Descriptions in Notification and Disclosure Documents (the “Criteria”) with respect to the independence of its External Directors.

These Criteria set forth monetary thresholds and other standards under which the Company determines that an External Director has a sufficiently high level of independence, such that the omission of detailed descriptions in various notification and disclosure documents (collectively, the “Notification Documents”) would not be inappropriate.

Accordingly, with respect to descriptions concerning the independence of External Directors in the Notification Documents, matters falling within the scope of these Criteria shall, in principle, be described in an abbreviated manner, with detailed descriptions omitted.

1. The Company shall omit descriptions about the transactional relationships if all of transaction amount specified in the following 1) through 5) are smaller than Yen 10 million per year in the relevant fiscal years.
 - 1) Total amount of transactions of providing products or services from a counterparty group to the Shiseido Group in each relevant fiscal years
 - 2) Shiseido Group’s total unpaid amount to a counterparty group at the end of each fiscal year of the relevant fiscal years
 - 3) Total amount of transactions of providing products or services from Shiseido Group to a counterparty group in each relevant fiscal years
 - 4) Shiseido Group’s total amount of trade receivable to a counterparty group at the end of each fiscal year of the relevant fiscal years
 - 5) Total amount of debt loan from a financial institution group at the end of each fiscal year of the relevant fiscal years
2. Descriptions on “A consultant, accounting professional or legal professional who has been paid a large amount of money or other assets in addition to the External Director’s remunerations”
The Company shall omit descriptions about a consultant, accounting professional, or legal professional who has been paid some money from Shiseido Group in addition to the External Directors’ remunerations if the amount of payment is smaller than Yen 10 million per year in the relevant fiscal years.
3. Descriptions on “A person/organization who received donation of a large amount of money or other assets”
The Company shall omit descriptions about a person/organization who received donation from Shiseido Group if the amount of donation is smaller than Yen 5 million per year in the relevant fiscal Years.
4. Descriptions on “Relatives of the External Directors”
The Company shall omit descriptions about relatives in fourth or more degree. However, descriptions about a relative living in the same place with the External Directors or a person with whom living costs are shared with the External Directors can not be omitted.
5. Descriptions on “Cross-Assumption of Offices of Directors, etc.”
The Company shall omit descriptions about “cross-assumption of offices of directors, etc. ” if ten years or more have passed after severing such situations.

Incentives

Implementation Status of Measures related to Incentives Granted to Directors and/or Corporate Executive Officers

Introduction of Performance-linked Remuneration Scheme and Stock Options and Others

Supplementary Explanation for Applicable Items

The Company regards the remuneration policy for the Directors and the Corporate Executive Officers as an important matter for the corporate governance. For this reason, in accordance with the following basic philosophy, the Directors and Corporate Executive Officers remuneration policy of the Company is deliberated and decided in the Compensation Committee chaired by an External Director to incorporate objective points of view.

< Basic philosophy and policy of remuneration to the Directors and Corporate Executive Officers >

The remuneration policy to Directors and Corporate Executive Officers shall:

1. encourage to realize the corporate mission;
2. aim to ensure attractive remuneration to acquire and retain top talent in global talent market;
3. aim to enhance the long-term corporate value and strongly incentivize to achieve the company's long-term vision and medium-to long-term strategy;
4. have a mechanism incorporated to prevent overemphasis on short-term views while instilling motivation to achieve short-term goals;
5. be designed as transparent, fair and reasonable from the viewpoint of accountability to stakeholders including shareholders and employees, and remuneration shall be determined through appropriate processes to ensure those points.
6. be designed to establish remuneration standards based on the significance (Grade) of role/responsibility reflecting the mission of respective Directors and Executive Officers, and differentiate remuneration according to the level of strategic target accomplished (achievements).

Based on the above basic philosophy, the Compensation Committee of the Company has resolved its policy on decisions regarding matters including remuneration, etc. of individual Directors and Corporate Executive Officers. The details of the Directors and Corporate Executive Officers remuneration system of the Company based on this policy is described in "Remuneration for Directors and Corporate Executive Officers" in "1. Organizational Composition and Operation" of "II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management" in this report.

Persons Eligible for Stock Options

Internal Directors, Directors of subsidiaries and others

Supplementary Explanation for Applicable Items

While the Company has introduced new long-term incentive-type remuneration using PSU (performance share units) since fiscal 2019, stock options granted as remuneration up to and through fiscal 2018 continue to remain valid.

Remuneration for Directors and Corporate Executive Officers

Status of Disclosure of Individual Director's Remuneration

Disclosure for selected Directors

Status of Disclosure of Individual Corporate Executive Officers' Remuneration [Updated]

Disclosure for selected Executive Officers.

Supplementary Explanation for Applicable Items [Updated]

The total amount of remuneration by type (basic remuneration, annual incentive and long-term incentive) for the applicable fiscal year, categorized into Directors, External Directors, Audit & Supervisory Board members, External Audit & Supervisory Board members, and Corporate Executive Officers, and amounts of remuneration to individual Directors and Corporate Executive Officers whose total amount of remuneration exceeded ¥100 million for the applicable fiscal year are disclosed in the Annual Securities Report and the Business Report. Please refer to the website found at the URL below.

Annual Securities Report: pages 105-108

https://corp.shiseido.com/en/ir/library/financial_statements/pdf/2025/annual_security_report.pdf#page=107

Business Report: pages 60-63

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=60

Policy on Determining Remuneration Amounts and Calculation Methods [Updated]

Established

Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

<Basic policy on determining remuneration amounts and calculation method>

Based on the basic philosophy described in “Incentives” in “1. Organizational Composition and Operation” of “II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management” in this report, the Compensation Committee composed solely of External Directors has deliberated and resolved its policy on decisions regarding remuneration of individual Directors and Corporate Executive Officers.

The Company's remuneration system for Directors and Corporate Executive Officers, including an overview of policy on decisions regarding remuneration of individual Directors and Corporate Executive Officers is disclosed in the Annual Securities Report and Business report. Please refer to the website at the URL below.

Annual Securities Report: pages 109-114

https://corp.shiseido.com/en/ir/library/financial_statements/pdf/2025/annual_security_report.pdf#page=111

Business Report : pages 54-59

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=54

Support System for External Directors

Points of contact to assist External Directors' duties are established in the departments that serve as the secretariat of the Board of Directors, the Nominating Committee, the Compensation Committee and the Audit Committee. They provide External Directors with various information and support them in carrying out their duties.

Status of Persons who have Retired as Representative Director and President, etc.

Information on Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.) after Retiring as Representative Director and President, etc. [Updated]

Name	Job title/ position	Responsibilities	Terms and Conditions of Employment (Full/part time, with/without remuneration, etc.)	Date when former role as president/ CEO ended	Term
—	—	—	—	—	—

Number of Persons Holding Advisory Positions (*Sodanyaku, Komon*, etc.)

0

After Retiring as Representative Director and President, etc. [Updated]

Other Related Matters

We abolished the counselor/adviser system by resolution of the Board of Directors meeting held on September 29, 2017.

2. Matters Concerning Functions of Business Execution, Auditing and Supervision, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) Updated

<Status of management and business execution>

(The scope of duties for the bodies responsible for business execution and corporate governance)

• Board of Directors

The Company's Board of Directors consists of twelve (12) directors, including eight (8) External Directors. The Board of Directors focuses on deciding the Company's basic management policies and management strategies, and overseeing their implementation, while delegating substantial authority to the executive side in order to promote agile and responsive business execution in a rapidly changing environment.

In fiscal year 2025, the Board of Directors held thirteen (13) meetings. From the executive side, proposals and reports were made regarding management strategies and their progress, including the "2030 Medium-Term Management Strategy" and the "Action Plan 2025–2026," the status of structural reforms, risk management and internal controls (including material risks, cybersecurity, and quality management), as well as investor relations activities and reactions from the capital markets. The Board deliberated on these matters, and also received regular reports from the Nominating Committee, the Compensation Committee, and the Audit Committee, thereby fully exercising its oversight function.

The term of office for Directors is one (1) year. The attendance of each director at the Board of Directors meetings during fiscal year 2025 is shown below.

Title	Name	Attendance status (Attendance rate)
Director	Kentaro Fujiwara	Thirteen attendances of all thirteen meetings (100%)
Director	Ayako Hirofuji	Ten attendances of all ten meetings (100%)
Director	Hiromi Anno	Thirteen attendances of all thirteen meetings (100%)
Director	Takeshi Yoshida	Thirteen attendances of all thirteen meetings (100%)
Director	Masahiko Uotani	Three attendances of all three meetings (100%)
External Director	Kanoko Oishi	Thirteen attendances of all thirteen meetings (100%)
External Director	Shinsaku Iwahara	Thirteen attendances of all thirteen meetings (100%)
External Director	Mariko Tokuno	Thirteen attendances of all thirteen meetings (100%)
External Director	Yoshihiko Hatanaka	Thirteen attendances of all thirteen meetings (100%)
External Director	Yasuko Gotoh	Thirteen attendances of all thirteen meetings (100%)
External Director	Ritsuko Nonomiya	Thirteen attendances of all thirteen meetings (100%)
External Director	Yasuhiro Nakajima	Ten attendances of all ten meetings (100%)
External Director	Hiroshi Ozu	Three attendances of all three meetings (100%)

Notes:

- Ms. Ayako Hirofuji and Mr. Yasuhiro Nakajima were appointed as directors at the 125th Annual General Meeting of Shareholders held on March 26, 2025. Accordingly, we have recorded their attendance at the meetings of the Board of Directors held after their appointment.
- Mr. Masahiko Uotani and Mr. Hiroshi Ozu resigned from their positions as directors at the conclusion of the 125th Annual General Meeting of Shareholders held on March 26, 2025. Accordingly, we have recorded their attendance at the meetings of the Board of Directors held during their tenure.

• Nominating Committee

The Nominating Committee resolves matters such as proposals regarding appointment and dismissal of Directors to be submitted to General Meetings of Shareholders and matters regarding the succession of Directors. In addition, the Nominating Committee discusses appointment and dismissal of the Representative Corporate Executive Officers and Corporate Executive Officers, areas for which Corporate Executive Officers take responsibility, appointment, and dismissal of the CEO, as well as matters regarding the succession of the CEO etc. and reports to the Board of Directors.

The Committee is composed of four (4) Independent External Directors and its chairperson is selected from the committee members with the resolution of the Nominating Committee.

• Compensation Committee

The Compensation Committee resolves policies on decisions regarding remuneration of individual Directors and Corporate Executive Officers, designs of the remuneration policy for Directors and Corporate Executive Officers, and details of remuneration to individual Directors and Corporate Executive Officers, etc.

The Committee is composed of four (4) Independent External Directors and its chairperson is selected from the committee members with the resolution of the Compensation Committee.

- Audit Committee

The Audit Committee conducts audits and prepares audit reports on performance of duties of Directors and Corporate Executive Officers, etc., and makes decisions on proposals for appointment, dismissal, or non-reappointment of the accounting auditor submitted to General Meetings of Shareholders. The Committee is composed of five (5) members, comprising three (3) Independent External Directors and two (2) full-time Audit Committee members who are Directors not concurrently serving as Corporate Executive Officers, and its Chair is an Independent External Director selected from the Committee members by the resolution of the Audit Committee.

- Global Strategy Committee

Prior to decision-making by the CEO, this committee deliberates on group policies, organizational transformations, new businesses/brand launches and other particularly important matters for the Shiseido Group.

- Business Plan Meeting

This meeting discusses business strategies and plans for core brands, regions, and key corporate functions.

- Global Risk Management & Compliance Committee

The Global Risk Management & Compliance Committee aims to accurately grasp global and regional social changes and the current situation of the Group. Based on this, it identifies management risk factors, deliberates prioritized material risks and countermeasures against the risks as well as the important matters regarding ethics and compliance.

<Diversity of Directors>

The Company believes that its Board of Directors should be composed of Directors with various viewpoints and backgrounds as well as diverse and sophisticated skills, required for effective oversight of the execution of business and important decision making.

When selecting candidates, we place importance on ensuring diversity, taking into account not only gender equality, but also other attributes such as age, nationality, race, personality, and insights and experiences in various fields related to management. In addition, the Company has set a certain maximum term of office for External Directors in order to reflect their independent views to the management of the Company.

<Ratio of External Directors at the Board of Directors>

The Company's Articles of Incorporation set the maximum number of directors at fourteen (14). The optimum number of directors for appropriate management oversight is determined within this upper limit and such factors as the Company's business portfolio and scale.

In addition, from the perspective of ensuring the effectiveness of the oversight function, in principle, the majority of the Board of Directors shall be composed of independent External Directors.

In selecting External Directors, high priority is given to independence. Our basic principle is that candidates are required to meet the Company's "Criteria for Independence of External Directors" as well as possess highly independent thinking.

<Actual composition of Directors>

Of twelve (12) Directors, eight (8) members (67%) are highly independent External Directors who meet the "Criteria for Independence of External Directors" of the Company. Furthermore, of the four (4) internal Directors, two (2) are Directors responsible for business execution and concurrently serve as Corporate Executive Officers, and two are non-executive Directors. The total number of non-executive Directors, both internal and external, is ten (83%).

<Status of audits>

(Internal audit)

The Group's internal audits aim to contribute to sustainable growth and the enhancement of corporate value through the promotion of appropriate control and improvement activities. To ensure the effectiveness of internal audits in achieving governance suitable for a global company, the Audit Committee and the Representative Corporate Executive Officer and CEO hold ongoing discussions with the Head of the Internal Audit Department regarding the authority, roles, and responsibilities of internal audits. Conducted in accordance with "The Internal Audit Rules" established by the Internal Audit Department, these audits comprehensively examine the state of our Group's internal controls from the perspectives of operational effectiveness and efficiency, reliability of reporting, compliance with relevant laws and internal regulations, and asset preservation.

Additionally, the department promotes the organizational audit in collaboration with the Audit Committee, assesses the appropriate and effectiveness of risk management, and provides advice and recommendations for improvements.

The Internal Audit Department has been restructured to include a dual reporting line to both the Audit Committee and the Representative Corporate Executive Officer and CEO. The department maintains its independence and objectivity, regularly reporting the status and results of internal audits to the Audit Committee and the Board of Directors, alongside monthly reports to the Representative Corporate Executive Officer and CEO and Representative Corporate Executive Officer and CFO and weekly reports to the full-time Audit Committee members.

In the event of conflicting instructions or decisions between the Representative Corporate Executive Officer and CEO and the

Audit Committee, the opinion of the Audit Committee shall prevail.

As of April 2026, we have 16 members of the Internal Audit Department at the headquarters and six members of the Internal Audit Department at offices belonging to the regional headquarters in China, Asia, the Americas and Europe (mainly locally hired).

The Internal Audit Department conducts comprehensive risk assessments that consider risk awareness from the Global Risk Management & Compliance Committee, other risks identified both inside and outside the Company, and the frequency of audits for the target organizations. The Internal Audit Department selects the organizations and themes for audit and carries out internal audits.

In internal audits that contributes to corporate governance, with the recognition that promoting of the Three Lines Model contributes to strengthening corporate governance, the business department on the first line, the function department of the global headquarter and the regional headquarters on the second line and the Internal Audit Department on the third line work together while aiming to promote healthy growth strategies and enhance improve sustainable corporate value, and establishment and improvement of risk scenarios and risk mitigation activities are continuously carried out.

For details, please see pages 101 to 102 of “Part I 4.4 (3) Status of Audits-2) Status of Internal Audit” of the Annual Securities Report (The 126th Fiscal Year).

https://corp.shiseido.com/en/ir/library/financial_statements/

(Promoting Organizational Audits)

The Audit Committee has implemented measures to enhance the effectiveness of the three-way audit framework, which involves the Audit Committee, the Internal Audit Department, and the accounting auditor. As part of this initiative, the accounting auditor provides reports on the status of audits on a quarterly basis. Additionally, the Audit Committee holds biannual discussions on key management issues and convenes three-way audit liaison meetings. These efforts ensure audit findings and responses are shared among the three parties in a timely manner to improve the overall effectiveness of the audit process under the leadership of the Audit Committee.

The Audit Committee oversees the Internal Audit Department, approves the internal audit plan and audit resources (including the budget), and thereafter receives regular reports on the progress and outcomes of internal audits. When necessary, the Audit Committee provides directives to the Internal Audit Department regarding internal audit matters. Furthermore, the Audit Committee organizes the “Subsidiary Auditor Liaison Meeting,” which comprises auditors from group subsidiaries that have auditors, to facilitate the sharing of management issues and information on internal control risks from each subsidiary. It also monitors the status of business execution across the Group.

In addition, the Audit Committee has established the "Shiseido Group Audit Committee Whistleblower Hotline" as an internal reporting channel for cases involving suspected misconduct by Directors, Corporate Executive Officers, or other members of the leadership team. The committee conducts thorough investigations while ensuring the protection of whistleblowers.

(Status of Accounting Audit) [as of December 31, 2025]

• Name of the Auditing Firm

KPMG AZSA LLC

• Years of Continuous Service as Accounting Auditor

The Company appointed KPMG AZSA LLC as its Accounting Auditor on June 29, 2006, and the current fiscal year marks 20 years since the appointment.

• Certified Public Accountants Engaged in the Financial Statements Audit

Masakazu Hattori (years of continuous service: six years)

Kentaro Hayashi (years of continuous service: six years)

Yuki Kodaka (years of continuous service: two years)

Note: The rotation of managing partners is properly implemented in accordance with the policy set by KPMG AZSA LLC.

The rotation of KPMG AZSA LLC's managing partners is regulated by laws and regulations, independent rules, and our firm's (including KPMG International's) policies regarding the maximum period of involvement in audit attestation engagements. KPMG AZSA LLC monitors the rotation status, including audit assistants, from the perspective of the length of continuous involvement and independence.

• Composition of Assistants Involved in the Audit

Assistants involved in the audit consisted of 40 certified public accountants, 13 successful applicants who have passed the Certified Public Accountant Examination, and 76 others (tax and IT auditing).

• Policy, Reasons, and Evaluation for Selection of Accounting Auditor

At the Company, the appointment and dismissal of the accounting auditor by the Audit Committee is implemented based on unanimous agreement. The decision is made thorough evaluations by the Representative Corporate Executive Officer and CFO, as well as the heads of departments related to financial accounting and auditing. The decision is made through discussions involving all Audit Committee members.

The Company's policy for determining the dismissal or non-reappointment of the accounting auditor is as follows:
 The Audit Committee shall dismiss the accounting auditor pursuant to the provisions of Article 340 of the Companies Act in the event the Company determines that the accounting auditor is seriously hindered as an accounting auditor; for example, if the accounting auditor breaches its official duty, neglects their official duty, or commits misconduct. Also, in the event that the accounting auditor deems it difficult to perform their duties properly, or in the event that the Audit Committee deems it appropriate to change accounting auditors in order to improve the audit, the Audit Committee shall decide the content of the proposal on the dismissal or non-reappointment of the accounting auditor, taking into account the opinion of the executive body, and the Board of Directors shall submit the proposal at the General Meeting of Shareholders based on the decision.

The Audit Committee evaluated the accounting audit for the 125th fiscal year and confirmed the appropriateness of the auditor, quality control, independence and professional competence of the audit team, appropriateness of the audit plan, communication with the Audit Committee and other relevant parties, status of the accounting auditor's remuneration, and processes, and resolved to reappoint the accounting auditor for the 126th fiscal year.

3. Reasons for Adoption of Current Corporate Governance System **Updated**

In order to clearly separate and strengthen the functions of business execution and oversight, and thereby ensure the high effectiveness of its management strategies amid increasing uncertainty in the business environment, the Company transitioned to a company with three statutory committees, by resolution of the Annual General Meeting of Shareholders held on March 26, 2024. Under this governance structure, the Board of Directors strengthens its oversight function by focusing on the determination of basic management policies and strategies as well as on the supervision of their execution, while substantially delegating authority to the executive side. This framework promotes agile and responsive execution initiatives that are required in a rapidly changing business environment.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Vitalize General Meeting of Shareholders and Facilitate Exercise of Voting Rights **Updated**

	Supplementary Explanation
Early Posting of Notice of the General Meeting of Shareholders	Shiseido makes every effort to distribute a convocation notice about 3 weeks prior to a general meeting of shareholders. For the 126th Annual General Meeting of Shareholders, the convocation of notice was distributed on Thursday, March 5, 2026, 19 days prior to the Meeting. The Company disclosed the notice of convocations on our corporate information website before the date of mailing in light of earliest possible information service (Japanese: on Tuesday, February 24, English translation: on Wednesday, March 4.)
Scheduling of the General Meeting of Shareholders on a Non-Peak Day	The Company held the 126th Annual General Meeting of Shareholders on Wednesday, March 25, 2026. The date is 2 days (2 business days) prior to Friday, March 27, which is said to be the concentrated date for AGMs of the Japanese companies whose fiscal year ending December 2025.
Electronic Exercise of Voting Rights	Since the 103rd Annual General Meeting of Shareholders in 2003, the Company has introduced the measure of exercising voting rights via website.
Participation in a Platform for the Electronic Exercise of Voting Rights and Other Initiatives to Enhance Environment for Institutional Investors to Exercise Voting Rights	Since the 106th Annual General Meeting of Shareholders in 2006, the Company has taken part in the Electronic Voting Platform operated and managed by ICJ, Inc.
Provision of Notice (or Summary of Notice) of the General Meeting of Shareholders in English	An English translation of the convocation of notice is prepared, distributed to foreign shareholders to the maximum extent, and posted on the Tokyo Stock Exchange's website as well as our corporate information website in English.
Other	In June 2008, the Company started disclosing the results of the exercise of voting rights. Starting from 2010, the Company disclosed the result of the exercise of voting rights on the Tokyo Stock Exchange's website, our corporate information website, and the extraordinary reports through EDINET of the Financial Services Agency of Japan. In addition, as from fiscal year 2015, the Company posts videos including a presentation by CEO on our corporate information website. <Presentation> https://www.video-streaming.net/ir/4911/126_sokai_e/

The Annual General Meeting of Shareholders is held using environmentally friendly materials. For example, we use vegetable oil inks and FSC-certified papers for printed materials sent to shareholders, such as the Notice of Convocation and the Notice of Resolution.

2. Status of IR-related Activities **Updated**

	Supplementary Explanation	Explanation by a representative director or a representative executive officer
Formulation and Publication of Disclosure Policies	<p>The Company established the “Basic Policy on Information Disclosure and Dialogue with Shareholders and Investors”, consisting of “Basic Policy,” “Information Disclosure,” “Constructive Dialogue with Shareholders and Investors,” and “Management of Insider Information, etc.” in 2006. The Disclosure Policy was partially amended in December 2022 and the amended policy is disclosed on our corporate information website.</p> <p>https://corp.shiseido.com/en/ir/policy/</p>	
Regular Investor Briefings held for Individual Investors	<p>The Company regularly holds investors briefings attended by Officers or Vice President of Investor Relations Department, which are distributed via our corporate website. In December 2025, CFO Hirofuji presented the company overview and "2030 Medium-Term Strategy" at an online briefing for individual investors organized by a securities firm. The Company also conducted a distinctive IR event featuring a beauty seminar, highlighting its unique corporate identity.</p> <p>https://corp.shiseido.com/jp/ir/investors/briefing.html (Japanese only)</p> <p>The Company also introduces special content and interviews at a dedicated page for individual investors and shareholders on our corporate website. The page features Shiseido’s agile initiatives in response to changes in consumer needs and our brand’s commitment to sustainability.</p> <p>https://corp.shiseido.com/jp/ir/investors/special/ (Japanese only)</p>	Held
Regular Investor Briefings held for Analysts and Institutional Investors	The Company holds briefings quarterly when it announces its financial results (four times a year).	Held
Regular Investor Briefings held for Overseas Investors	Quarterly financial results briefings and periodic business strategy briefings are also open to overseas investors.	Held
Online Disclosure of IR Information	<p>The following statutory and non-statutory reports and materials are posted on the Company’s website: Notice of convocation of ordinary general meeting of shareholders, annual security reports, timely disclosure materials, financial result briefing materials, consolidated financial results, annual report, and others.</p> <p>https://corp.shiseido.com/en/ir/library/ https://corp.shiseido.com/en/ir/news/</p>	
Establishment of Department and/or Placement of a Manager in Charge of IR	<p>Department in charge: Investor Relations Department</p> <p>Officer in charge: Ayako Hirofuji Director, Representative Corporate Executive Officer, Chief Officer Chief Financial Officer</p>	

	Contact: Yuki Oshima, Vice President of Investor Relations Department
Other	Hold meetings and web conferences targeting domestic and foreign investors, in addition to Financial Results Briefings (four times a year.)

3. Status of Measures to Ensure Due Respect for Stakeholders Updated

	Supplementary Explanation
Establishment of Internal Rules Stipulating Respect for the Position of Stakeholders	The Company established “Shiseido Code of Conduct and Ethics.” It sets out not only abiding by the laws of each country and region, internal rules and regulations of the Shiseido Group, but also the action standards for business conduct with the highest ethical principles. Also, the Company defines what corporate actions should be taken in relation to stakeholders (employees, consumers, business partners, shareholders, and society and the Earth). https://corp.shiseido.com/en/company/standards/
Implementation of Environmental Preservation Activities and CSR Activities, etc.	The Company reports to stakeholders on its social responsibility, and provides information about CSR activities, including environmental preservation activities conducted by the Company, through the Integrated Report and Sustainability Report. In the Shiseido website, the Sustainability pages have been created. https://corp.shiseido.com/en/sustainability/
Formulation of Policies, etc. on Provision of Information to Stakeholders	The Company complies with relevant laws and regulations (such as the Companies Act, the Financial Instruments and Exchange Act, and rules established by the Tokyo Stock Exchange) regarding the disclosure and provision of corporate information, and ensures timely and appropriate disclosure of information. In addition, we have created a page on our corporate information website dedicated to "Information Disclosure and Dialogue with Shareholders and Investors." On this page, we disclose not only our policy and criteria for information disclosure, but the status of our insider information management and shareholder/investor dialogue, striving to ensure that shareholders and investors can verify not only our policy on information provision, but the status of our dialogues. https://corp.shiseido.com/en/ir/policy/
Other	< Diversity in employees > The Company endeavors to build a corporate culture that respects the diversity of its workforce, irrespective of gender, age, nationality, race, sexual orientation/ gender identity, disability and any other individual attribute and where we can create new value. Since most of the Shiseido Group’s customers are women, we focus on providing new products and services based on our understandings of women’s values and current lifestyles, and we have implemented a variety of support measures for female employees, who account for approximately 80 percent of all the employees, so that they can play a central role in management and business activities. As a result of our long-time effort to promote the advancement of women, the ratio of women in management positions in the Shiseido Group in Japan reached 43.3% (as of January 2026), and the ratio of women in the Board of Directors reached 50.0% (as of March 2026). The Company will continue to provide further supports for the advancement of women, aiming to male-female ratio 50:50 as a symbolic figure for equal opportunity at all stage in the Shiseido Group in Japan, In addition, not only pursuing gender equality, but the Company promotes the active participation of employees with diverse backgrounds including foreigners and mid-career hires, and to further accelerate diversity management. The Company’s support for the advancement of women and initiatives for diversity are described on our corporate website. https://corp.shiseido.com/en/sustainability/labor/diversity.html <Board members’ company stock ownership association> The Company has formed a company stock ownership association for directors and officers, and encourages them to join. This program has been provided with the aim

of establishing a sense of common interests with the shareholders, as the directors and officers purchase the Company's shares on a regular basis and hold them as shareholders.

IV. Matters Concerning the Internal Control System

1. Basic Views on Internal Control System and Status of Development Updated

Our "Basic Policy on Internal Control Systems" is as follows. The operating status of these systems is detailed in the Annual Securities Report Pages 79-81.

URL: https://corp.shiseido.com/en/ir/library/financial_statements/pdf/2025/annual_security_report.pdf#page=81

Basic Policy on Internal Control System

1. System under Which Performance of Duties by Directors, Corporate Executive Officers, and Employees of the Company and All Group Companies Is Ensured in Compliance with the Laws and Regulations, and the Articles of Incorporation of the Company; System under Which the Appropriateness of the Whole Group's Business Is Ensured.

The Board of Directors shall define the corporate philosophy and strategy of the Company and the whole Group and oversee their appropriate execution.

The Representative Corporate Executive Officers shall present proposals and provide updates on the business execution and strategic key areas to the Board of Directors on a regular basis. The Audit Committee shall audit the performance of duties by the Corporate Executive Officers and Directors, create audit reports, and present and explain the audit results at General Meetings of Shareholders.

The Company has established The Shiseido Philosophy, which is shared across the Group based on three elements: Our Mission, which determines the reason we exist; Vision, which expressed our mid- to long-term aspirations; The Shiseido Way, which represents the mindset and actions embraced by each and every Group employee in their work. The Shiseido Philosophy, together with the Shiseido Code of Conduct and Ethics, which defines the action standards for business conduct with the highest ethical principles, promotes legitimate and fair corporate activities. (*)

The Company shall establish a set of basic policies and rules based on the Shiseido Code of Conduct and Ethics, which every Group company must follow. Every Group company and business site shall be fully aware of these policies and rules, along with The Shiseido Philosophy. This will help create an environment where detailed internal regulations of the Company can be developed at every Group company and business site.

The Company has set up a committee to oversee compliance and risk management and coordinate with organizations established to perform the compliance and risk management functions in the respective regional headquarters located in the major regions across the globe. This committee shall be responsible for improving corporate quality by increasing the Group's legitimate and fair corporate activities and managing risk. Major management risks and incidents shall be reported to the Board of Directors through the Representative Corporate Executive Officers, along with the proposal for response to them and its progress.

The Company deploys a person in charge of promoting legitimate and fair corporate activities of the whole Group and risk management at every Group company and business site, plans and promotes regular training and educational activities on corporate ethics, responds to incidents, and manages risks. The department in charge of risk management and the Committee that oversees compliance and risk management will share information regularly with the persons in charge deployed within every Group company and business site.

To detect and remedy any type of conduct within the Group that violates laws, the Articles of Incorporation, and internal regulations, the Company shall set up a hotline for whistle-blowers in every Group company. Additionally, employees will have access to a hotline where employees can directly report and consult with the officer in charge of risk management. In the Japan region, the Company shall establish hotlines staffed by both internal and external personnel and counselors.

The department in charge of internal audit, which operates independently, shall conduct group-wide internal audit to ensure the appropriateness of business based on the instructions of the Audit Committee and the Representative Corporate Executive Officers, following the regulations related to internal audit. If there is any inconsistency between the instructions of the Audit Committee and those of the Representative Corporate Executive Officers, the instructions of the Audit Committee shall take precedence. The results of internal audit shall be regularly reported to the Audit Committee as well as the Representative Corporate Executive Officers.

2. System under Which Directors and Corporate Executive Officers of the Company and All Group Companies Shall Be Ensured to Efficiently Perform Duties

The Board of Directors shall focus on determining the basic management policy and management strategy and overseeing the implementation thereof. It shall significantly delegate the authority to determine particulars of business execution to the Corporate Executive Officers to increase the flexibility in performing their duties. Additionally, to achieve swift and efficient corporate management, the Representative Corporate Executive Officers shall manage and oversee the performance of duties of the entire Group to achieve targets.

The Corporate Executive Officers, Chief Officers and Division Officers (hereinafter Chief Officers and Division Officers collectively referred to as the "Officers") shall set specific targets in the assigned fields, including all Group Companies, and establish a business system that ensures efficient achievement of the targets.

The Group's business plans and important matters shall be deliberated from a multifaceted perspective at the relevant decision-making meetings composed of the Representative Corporate Executive Officers, Corporate Executive Officers, and Officers. The relevant meeting for decision-making on the execution of business shall confirm the status of progress against the target and implement the necessary measures for improvement.

3. System under Which Information Regarding Performance of Duties by the Company's Corporate Executive Officers Shall Be Maintained and Managed; System under Which Items Regarding Performance of Duties by Directors and Employees of All Group Companies Shall Be Reported to the Company

Important documents such as minutes of General Meetings of Shareholders, the Board of Directors meetings, meetings of respective committees, and relevant meetings for decision-making on business execution shall be appropriately created, filed, and managed in compliance with laws and regulations, and internal regulations of the Company. These important documents shall be filed and managed in a highly searchable manner and should be readily available for inspection by the Directors and Corporate Executive Officers, and Audit Committee and the department in charge of internal audit.

Regulations on information asset protection and information disclosure shall be established to appropriately prepare, file, and manage a variety of documents, books, and records related to the performance of duties of Directors, Corporate Executive Officers, and employees, and other information.

Important information regarding the performance of duties by Directors and employees of all Group companies shall be reported in a timely manner to the Company by all Group companies in accordance with the internal regulations of the Company that stipulate reporting to the Company or through the reporting line to Corporate Executive Officers and Officers.

4. Regulations Regarding Control of Risk for Loss at the Company and All Group Companies and Other Regulation Systems

Organizations are set up in the respective regional headquarters located in the major regions across the globe for the purpose of performing the compliance and risk management functions. These organizations will be responsible for overseeing risks related to corporate activities through Group-wide cross-sectional communication.

The Committee that oversees compliance and risk management recognizes and evaluates risks associated with management strategy and business execution, and takes necessary measures, or assists the regional headquarters located in the major regions across the globe to prepare their own contingency responses to deal with emergency situations.

In the case of emergency, the regional headquarters of the affected area, the Company, or both, pursuant to the situation, the seriousness of the impact on the Group and other factors shall establish Emergency Task Forces to take necessary actions.

5. Matters Related to Employees to Assist Duties of Audit Committee, the Independence of Such Employees from Corporate Executive Officers, and Ensuring the Effectiveness of Instructions from Audit Committees to Such Employees

The Audit Committee shall establish a secretariat in the department in charge of internal audit to support the duties of the Audit Committee, and employees shall be assigned to the secretariat.

To ensure the independence of the said employees and the effectiveness of instructions from the Audit Committee, prior approval of the Audit Committee shall be required for staffing (appointment and dismissal, and evaluation) of the department head in charge of internal audit, who has the authority and responsibility to manage the secretariat, and determination of the particulars of the audit resources (including budget) of said department. In addition, matters to determine members who work for the secretariat of the Audit Committee, including their appointment, transfer, and evaluation, shall require approval of the Audit Committee.

6. System under Which Directors, Audit and Supervisory Board Members, Corporate Executive Officers, and Employees of the Company and All Group Companies Report to Audit Committee and Other Systems under Which Any Report Is Made to Audit Committee; System to Ensure That Persons Are Not Treated Disadvantageously for Making Such Reports to Audit Committee

Directors, Corporate Executive Officers, and employees shall regularly or promptly report to the Audit Committee on the progress of performance of their duties. In addition, they shall promptly report to the Audit Committee on the progress of the performance of their duties and asset situation on request from the Audit Committee.

The Company shall establish means by which Directors, Audit and Supervisory Board Members, Corporate Executive Officers, and employees, including those of all Group companies, can directly inform the Audit Committee of issues and build awareness of these means across the Group.

The Company and all Group companies shall develop internal regulations of the Company to ensure that the said Directors, Audit and Supervisory Board Members, Corporate Executive Officers, and employees are not dismissed, discharged from service, or otherwise disadvantaged because of their reporting to the Audit Committee or informing the committee of issues and shall announce these regulations.

7. Matters Regarding Policy on Handling Advance Payment or Repayment of Expenses Resulting from Audit Committee

Members' Performance of Duties or Other Expenses or Debts Arising from the Said Performance of Duties

Expenses deemed necessary for the performance of duties by the Audit Committee and its members shall be budgeted for and recorded in advance. However, expenses paid urgently or temporarily shall be compensated by subsequent refund.

8. Other Systems to Ensure the Effective Performance of Audit by Audit Committee

The Audit Committee shall provide instructions to the department in charge of internal audit. In addition, regular meetings shall be held to exchange opinions between the Representative Corporate Executive Officers and Audit Committee members. The Company shall establish a system to ensure that audits are effectively conducted by the Audit Committee through measures such as holding liaison meetings between the Audit Committee, the department in charge of internal audit, and Independent Auditor and ensuring that Audit Committee members or members of the department in charge of internal audit attend the relevant meetings, on request from the Audit Committee.

2. Basic Views on Measures for Eliminating Anti-Social Forces and Status of Development

The "Shiseido Code of Conduct and Ethics" states the following: "We do not work with individuals or organizations that engage in illegal activities such as threatening public order or safety. We also do not respond to any requests for money or support from such individuals or organizations." A coordination office is established in the department in charge of risk management to effectively gather information. The Company also maintains manuals on the intranet on how to cope with such forces. The Company is taking measures to strengthen its collection of outside information and cooperation with external organizations by coordinating with local police offices and being a member of an organization that promotes the exclusion of anti-social forces.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation for Applicable Items

None.

2. Other Matters Concerning the Corporate Governance System

The internal system for ensuring the timely disclosure of our corporate information is described below.

We have the "Basic Policy on Information Disclosure and Dialogue with Shareholders and Investors," (*1) which we established as a policy on the disclosure of management information to shareholders and investors, etc.

Thus, everyone in the Shiseido Group is working sincerely on disclosing, in a timely and appropriate manner, facts that have a material impact on investment decision-making by shareholders and investors and financial information.

Specifically, we set in place the following structures to treat material facts that have an impact on decision-making by investors, for facts of decisions made and financial information and for facts of actual events, respectively:

1. Facts of Decisions Made, Facts of Actual Events (excluding incidents, accidents and disasters) and Financial Information

In order to recognize and identify what kinds of facts fall under the category of material facts, each office and department of the Shiseido Group has put together a list of material facts under internal rules that reflect laws and listing regulations, and decides on a case-by-case basis whether or not a certain fact is a material fact.

In addition, when an applicable case is brought to the Global Strategy Committee, Board of Directors, or any other decision-making body for report or approval, the Investor Relations Department, the department responsible for the TSE disclosure, checks whether or not it falls under the category of material facts in accordance with the Timely Disclosure Rules of the TSE, while the Corporate Transformation Acceleration Department and Corporate Governance Department manage the material facts. On top of this framework for clarifying material facts, we also have other frameworks for timely and appropriate disclosure, such as an Examination Team, which is set up flexibly according to the specifics of the material fact. Its work involves not only the examination of the information subject to disclosure, but also the preparation and confirmation of disclosure documents.

It is after all these frameworks are drawn on that the Global Strategy Committee, the Board of Directors, or any other decision-making body approves a case and decides to take an information disclosure action, immediately after which the information is disclosed in an appropriate manner through the TSE and the Shiseido corporate website.

2. The Company's System for Information Disclosure of Facts of Actual Events Such as Incidents, Accidents and Disasters

In the case of emergency, the regional headquarters of the affected area, the Company, or both, pursuant to the situation, the seriousness of the impact on the Group and other factors shall establish Emergency Task Forces to take necessary actions. In addition, for the level of material facts we work to take quick and appropriate disclosure actions.

(*1)

Basic Policy on Information Disclosure and Dialogue with Shareholders and Investors

1. Basic Policy

Shiseido fully recognizes that timely and appropriate disclosure of corporate information to shareholders and investors forms the basis of a sound securities market. We will make constant efforts to improve our internal systems to ensure prompt, accurate, and fair disclosure of corporate information to all shareholders and investors at the same time, and will focus on timely and appropriate disclosure of corporate information to shareholders and investors. Through this timely and appropriate disclosure as well as constructive dialogue, we will aim to increase our medium-to-long-term corporate value by building favorable relationships with the capital market and incorporating market opinions and valuations in feedback to the management of the Company.

2. Information Disclosure

(1) Standards for Information Disclosure

a. Timely disclosure of material information

We will disclose information in accordance with the Financial Instruments and Exchange Act, other related laws, and rules on timely disclosure as defined by the Tokyo Stock Exchange (“TSE”), on which Shiseido is listed. Additionally, material information will be determined by the information management officer (the officer in charge of disclosure) upon consultation with relevant departments within the Company according to the contents of the information concerned.

b. Voluntary disclosure

Any information not required by the above rules on timely disclosure will be disclosed by us in light of timeliness and fairness if we consider it useful for investment decisions.

(2) Method of Information Disclosure

Disclosure of material information prescribed in the rules for timely disclosure and voluntary disclosure of other useful information not required by the rules will be made through TDnet, a timely disclosure system provided by the TSE (“TDnet”). Information disclosed on TDnet will also be disclosed promptly via the Shiseido corporate website.

(3) System for Information Disclosure

In order to recognize and identify what kinds of facts fall under the category of material facts, each office and department of the Shiseido Group has put together a list of material facts under internal rules that reflect laws and listing regulations, and decides on a case-by-case basis whether or not a certain fact is a material fact. In addition, when an applicable case is brought to the Global Strategy Committee, Board of Directors, or any other decision-making body for report or approval, the Investor Relations Department, the department responsible for TSE disclosure, checks whether or not it falls under the category of material facts in accordance with the Timely Disclosure Rules of the TSE, while the Corporate Transformation Acceleration Department and Corporate Governance Department manage the material facts.

On top of this framework for clarifying material facts, we also have other frameworks for timely and appropriate disclosure, such as an Examination Team, which is set up flexibly according to the specifics of the material fact. Its work involves not only the examination of the information subject to disclosure, but also the preparation and confirmation of disclosure documents.

It is after all these frameworks are drawn on that the Global Strategy Committee, the Board of Directors, or any other decision-making body approves a case and decides to take an information disclosure action, immediately after which the information is disclosed in an appropriate manner through the TSE and the Shiseido corporate website.

3. Constructive Dialogue with Shareholders and Investors

Investor relations (IR) activities of the Company are overseen by its CFO as the officer in charge of IR, who ensures positive cooperation between departments through such means as internal liaison meetings on information for disclosure in order to support constructive dialogue with shareholders and investors. To promote understanding of Shiseido’s philosophy, business strategy, and financial situation, we do not limit our IR activities to general meetings of shareholders and individual investor meetings. We also hold regular IR events, such as briefings on our business results for analysts and institutional investors, events for individual shareholders, and briefings for individual investors. In addition, we aim to enhance the information we share with our shareholders and investors through publications at the Shiseido corporate website, Integrated Report, Sustainability Report, and Notice of Convocation of the Ordinary General Meeting of Shareholders. At the same time, as we aim to further increase our corporate value, we relay the views and concerns learned through dialogue with shareholders and investors to the Board of Directors, various meetings for information sharing, and key internal stakeholders through emails and other communication.

4. Management of Insider Information, etc.

(1) Fair Disclosure

To avoid selective disclosure of nonpublic and voluntarily disclosed information to specific investors, we will manage information properly in accordance with internal rules for internal stakeholders involved with such information. In addition, when we recognize that certain rumors about the Company are circulating that can significantly affect the capital market, we will disclose information promptly through channels such as TDnet.

(2) Quiet Periods

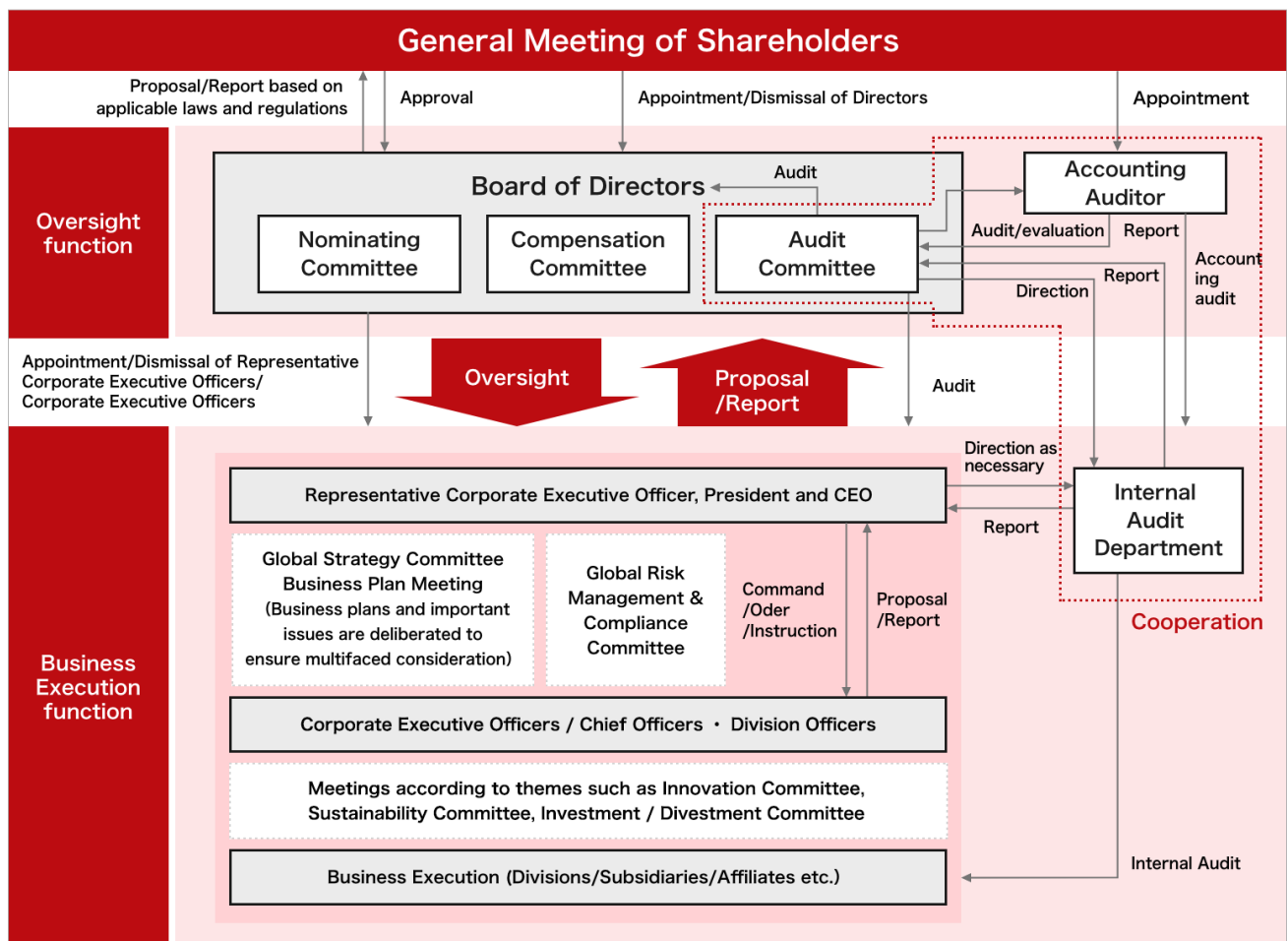
To prevent leaks of financial results before announcement and to assure fairness, Shiseido observes a quiet period before an announcement of business results. The quiet period is from the day after the closing date until the date on which earnings are announced each quarter. During the quiet period, we do not answer inquiries or make any comments on business results. Should it prove necessary to make timely disclosure during the quiet period, Shiseido will do so under the rules on timely disclosure.

(3) Forward-Looking Statements

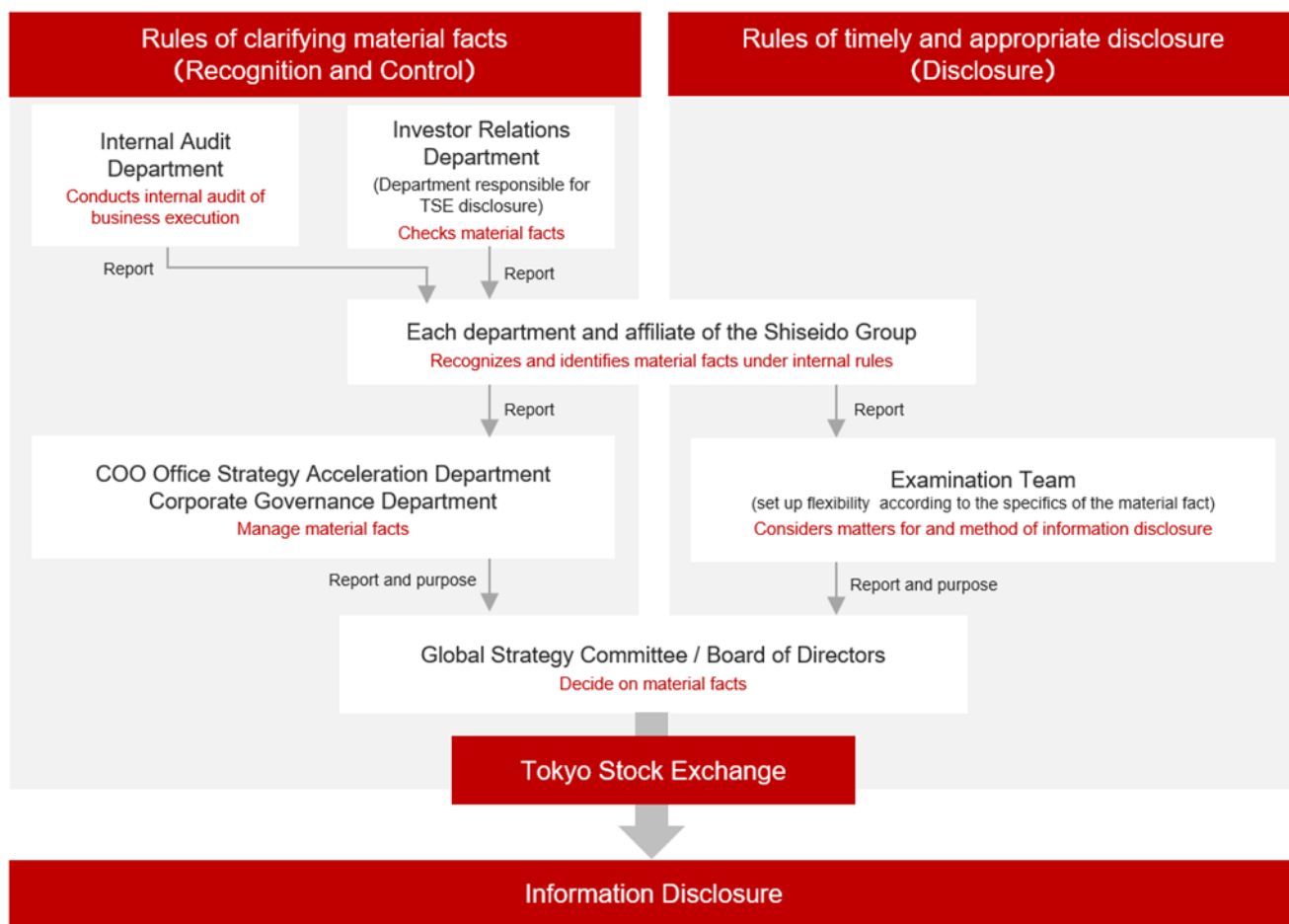
Statements of information disclosed by Shiseido other than historical facts are forward-looking statements that reflect our plans and expectations at the time of the announcement. These forward-looking statements involve risks, uncertainties, and other factors that may cause actual results and achievements to differ from those anticipated in these statements.

<The Company's Corporate Governance Framework>

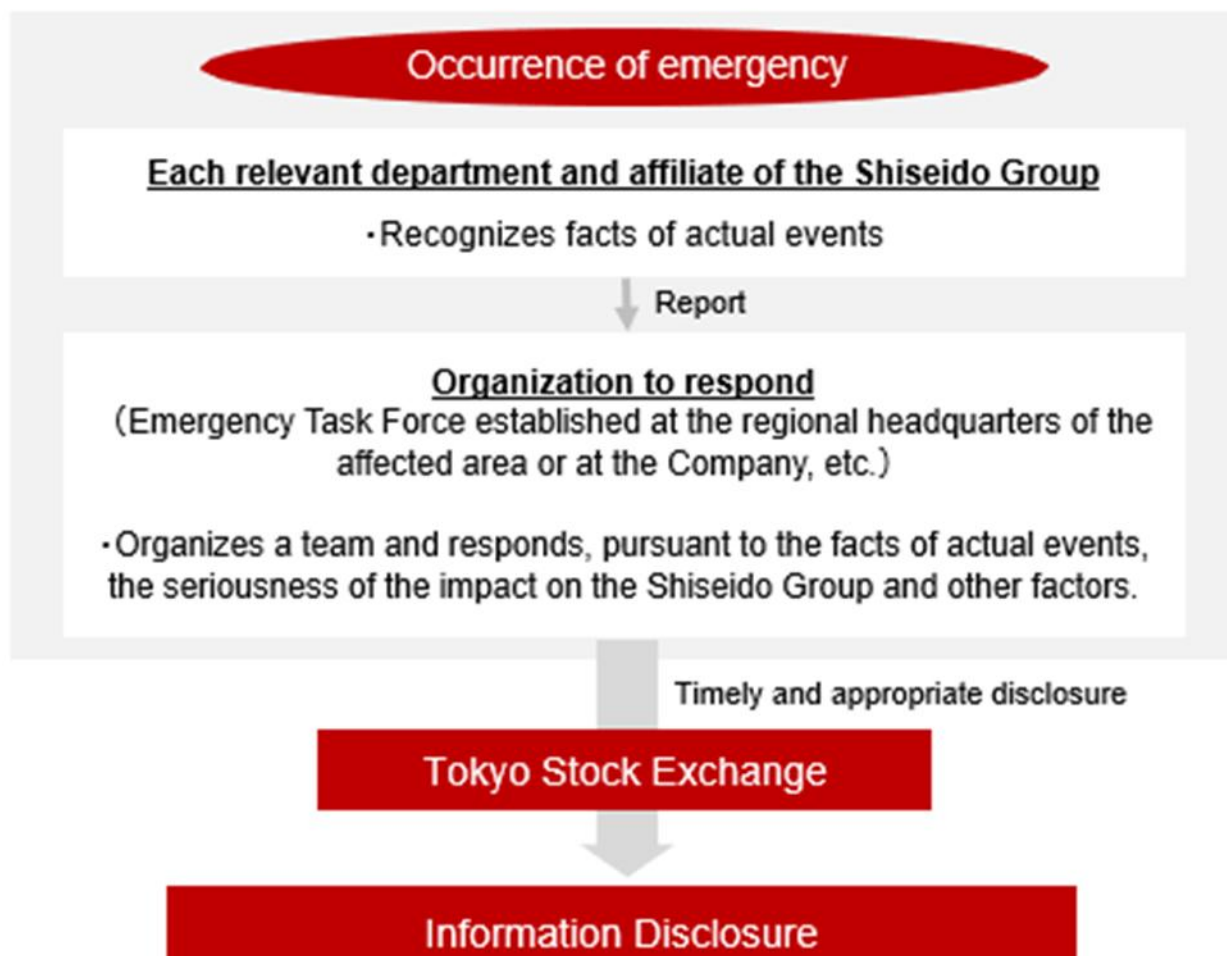
As of January 1, 2026



<The Company’s System for Information Disclosure of Facts of Decisions Made, Facts of Actual Events (excluding incidents, accidents and disasters) and Financial Information>



<The Company's System for Information Disclosure of Facts of Actual Events Such as Incidents, Accidents and Disasters>



Principles of the Corporate Governance Code (CG Code)
and the Company's Response

Last Update: April 8, 2026

Section 1

Section 1: Securing the Rights and Equal Treatment of Shareholders	
General Principle 1	<p>Companies should take appropriate measures to fully secure shareholder rights and develop an environment in which shareholders can exercise their rights appropriately and effectively.</p> <p>In addition, companies should secure effective equal treatment of shareholders.</p> <p>Given their particular sensitivities, adequate consideration should be given to the issues and concerns of minority shareholders and foreign shareholders for the effective exercise of shareholder rights and effective equal treatment of shareholders.</p>

•See below

Principle 1.1	<p>Companies should take appropriate measures to fully secure shareholder rights, including voting rights at the general shareholder meeting.</p>
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•See below

Supplementary Principle 1.1.1	<p>When the board recognizes that a considerable number of votes have been cast against a proposal by the company and the proposal was approved, it should analyze the reasons behind opposing votes and why many shareholders opposed, and should consider the need for shareholder dialogue and other measures.</p>
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•For proposals with an approval rate below a certain level established by the Company, we engage in a dialogue with the opposing shareholder(s), whereupon we consider our response going forward.

Supplementary Principle 1.1.2	<p>When proposing to shareholders that certain powers of the general shareholder meeting be delegated to the board, companies should consider whether the board is adequately constituted to fulfill its corporate governance roles and responsibilities. If a company determines that the board is indeed adequately constituted, then it should recognize that such delegation may be desirable from the perspectives of agile decision-making and expertise in business judgment.</p>
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•When delegating certain resolutions of the general shareholder meeting to the Board of Directors of the Company, the Board carefully considers whether it will not

limit shareholder rights and ensures transparency to shareholders before the delegation. We pay particular attention that such delegation does not prevent the Company from fulfilling its responsibilities to the shareholders. For instance, the Company delegates resolutions on the acquisition of treasury stock and interim dividends to the Board in order to flexibly and proactively realize shareholder returns.

•Dividends of retained earnings are determined yearly through a proposal to the general shareholder meeting and its approval.

Supplementary Principle 1.1.3	Given the importance of shareholder rights, companies should ensure that the exercise of shareholder rights is not impeded. In particular, adequate consideration should be given to the special rights that are recognized for minority shareholders with respect to companies and their officers, including the right to seek an injunction against illegal activities or the right to file a shareholder lawsuit, since the exercise of these rights tend to be prone to issues and concerns.
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•The Company sets up a system for appropriate response to requests or proposals from or exercise of rights for minority shareholders, such as posting a “Form for Exercise of Minority Shareholder Rights, Etc.” (Japanese only) on its website.

https://corp.shiseido.com/jp/ir/issue/teikan/pdf/moushide_04.pdf

Principle 1.2	Companies should recognize that general shareholder meetings are an opportunity for constructive dialogue with shareholders, and should therefore take appropriate measures to ensure the exercise of shareholder rights at such meetings.
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•See below

Supplementary Principle 1.2.1	Companies should provide accurate information to shareholders as necessary in order to facilitate appropriate decision-making at general shareholder meetings.
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•The Company publishes not only statutory disclosure items, but also other items deemed necessary by the Company, including those exemplified by other global companies or those requested at investor meetings. Such items are included in our notice of convocation or published on our corporate website.

<https://corp.shiseido.com/en/ir/shareholder/>

Supplementary Principle 1.2.2	While ensuring the accuracy of content, companies should strive to send convening notices for general shareholder meetings early enough to give shareholders sufficient time to consider the agenda. During the period between the board approval of convening the general shareholder meeting and sending the convening notice, information included in the convening notice should be disclosed by electronic means such as through TDnet or on the company's website.
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•The Company sends its notices of convocation approximately three weeks before the date of its annual general shareholder meeting. In addition, considering the time lag between the Board's approval of convening the meeting and sending the notice, we first disclose the information included in the notice on the day following the Board's meeting by electronic means such TDnet and our corporate website.

<https://corp.shiseido.com/en/ir/shareholder/>

Supplementary Principle 1.2.3	The determination of the date of the general shareholder meeting and any associated dates should be made in consideration of facilitating sufficient constructive dialogue with shareholders and ensuring the accuracy of information necessary for such dialogue.
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•Shiseido's fiscal year ends in December, and the general shareholder meeting is convened in March. To avoid scheduling conflicts with other companies that hold meetings in March, Shiseido convenes its meeting earlier than the most popular shareholder meeting date.

Supplementary Principle 1.2.4	Bearing in mind the number of institutional and foreign shareholders, companies should take steps for the creation of an infrastructure allowing electronic voting, including the use of the Electronic Voting Platform, and the provision of English translations of the convening notices of general shareholder meeting. In particular, companies listed on the Prime Market should make the Electronic Voting Platform available, at least to institutional investors.
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•Recently, overseas institutional investors account for over 40% of our voting rights, while domestic institutional investors account for approximately 30%.

•In consideration of the above, the Company uses the Electronic Voting Platform and provides English translations of various disclosed documents, such as notices of convocation or materials for financial results announcements, in addition to their Japanese originals.

Supplementary Principle 1.2.5	In order to prepare for cases where institutional investors who hold shares in street name express an interest in advance of the general shareholder meeting in attending the general shareholder meeting or exercising voting rights, companies should work with the trust bank (<i>shintaku ginko</i>) and/or custodial institutions to consider such possibility.
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•In case the so-called actual shareholders request attendance at the general shareholder meeting, the Company confirms the fact of shareholding and prepares for their direct exercise of voting rights.

Principle 1.3	Because capital policy may have a significant effect on shareholder returns, companies should explain their basic strategy with respect to their capital policy.
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•Shiseido has established the “Fundamental Approach to Capital Policy” and discloses it in the notice of convocation and other relevant documents:

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=17

(Page 17)

Principle 1.4	When companies hold shares of other listed companies as cross-shareholdings, they should disclose their policy with respect to doing so, including their policies regarding the reduction of cross-shareholdings. In addition, the board should annually assess whether or not to hold each individual cross-shareholding, specifically examining whether the purpose is appropriate and whether the benefits and risks from each holding cover the company’s cost of capital. The results of this assessment should be disclosed. Companies should establish and disclose specific standards with respect to the voting rights as to their cross-shareholdings, and vote in accordance with the standards.
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•See below

Supplementary Principle 1.4.1	When cross-shareholders (i.e., shareholders who hold a company’s shares for the purpose of cross-shareholding) indicate their intention to sell their shares, companies should not hinder the sale of the cross-held shares by, for instance, implying a possible reduction of business transactions.
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•Shiseido has established “The Company’s Policy with Regard to Reduction of Strategic Shareholdings” and discloses it in the notice of convocation and other relevant documents.

•The Policy stipulates that “if the Company receives a request for sale from a

company that holds the Company's shares as strategic shareholdings, the Company should neither prevent the sale nor imply that it would reduce transactions with the holding company."

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=31

(Page 31)

Supplementary Principle 1.4.2	Companies should not engage in transactions with cross-shareholders which may harm the interests of the companies or the common interests of their shareholders by, for instance, continuing the transactions without carefully examining the underlying economic rationale.
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•Shiseido has established "The Company's Policy with Regard to Reduction of Strategic Shareholdings" and discloses it in the notice of convocation and other relevant documents.

•The Policy stipulates that "the Company periodically checks its individual shareholdings to see whether or not such shares are being held for the intended purpose and whether or not benefits associated with their ownership are commensurate with the associated cost of capital. The Board of Directors then verifies the appropriateness of maintaining ownership of such holdings and discloses circumstances attributable to any reduction of holdings." The said actions are performed annually.

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=31

(Page 31)

Principle 1.5	Anti-takeover measures must not have any objective associated with entrenchment of the management or the board. With respect to the adoption or implementation of anti-takeover measures, the board and <i>kansayaku</i> should carefully examine their necessity and rationale in light of their fiduciary responsibility to shareholders, ensure appropriate procedures, and provide sufficient explanation to shareholders.
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•See below

Supplementary Principle 1.5.1	In case of a tender offer, companies should clearly explain the position of the board, including any counteroffers, and should not take measures that would frustrate shareholder rights to sell their shares in response to the tender offer.
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•In 2006, Shiseido introduced anti-takeover measures upon resolution by the general shareholder meeting, partly because the system and market regulations related to takeovers at the time were insufficient. Subsequently, after the expiration of the valid period at the conclusion of the 2008 Ordinary General Meeting of

Shareholders, the Company judged that “rather than continuing the anti-takeover measures, a steady implementation of our three-year plan will enhance our competitiveness and sustainable growth potential in the global market, securing and improving our corporate value and, in turn, the common interests of shareholders.”

Consequently, the Company decided to discontinue the anti-takeover measures.

·In case of a tender offer, we will examine the content of the proposal, explain the position of our Board in accordance with the current Financial Instruments and Exchange Act, and respond appropriately.

Principle 1.6	With respect to a company’s capital policy that results in the change of control or in significant dilution, including share offerings and management buyouts, the board and <i>kansayaku</i> should, in order not to unfairly harm the existing shareholders’ interests, carefully examine the necessity and rationale from the perspective of their fiduciary responsibility to shareholders, should ensure appropriate procedures, and provide sufficient explanation to shareholders.
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·Shiseido has established the “Fundamental Approach to Capital Policy” and discloses it in the notice of convocation and other relevant documents. It establishes target financial indices in accordance with which the Company executes its business.

Principle 1.7	When a company engages in transactions with its directors or major shareholders (i.e., related party transactions), in order to ensure that such transactions do not harm the interests of the company or the common interests of its shareholders and prevent any concerns with respect to such harm, the board should establish appropriate procedures beforehand in proportion to the importance and characteristics of the transaction. In addition to their use by the board in approving and monitoring such transactions, these procedures should be disclosed.
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·The Company investigates and specifies related parties that carry the possibility of having an impact on the Company’s financial position and operating results, confirms the existence of transactions with the said related parties and the materiality of the said transactions, and, if there are transactions to be disclosed, carries out disclosure accordingly.

·The existence of related parties, the existence of transactions with related parties, the contents of transactions and other such information, are reported to the Board of Directors in advance of disclosure, and a review is conducted by the Board of Directors from the perspective of quantitative materiality and qualitative materiality, such as the terms and reasonability of the transaction. Criteria are determined for quantitative materiality.

Section 2

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders	
General Principle 2	Companies should fully recognize that their sustainable growth and the creation of mid-to long-term corporate value are brought about as a result of the provision of resources and contributions made by a range of stakeholders, including employees, customers, business partners, creditors and local communities. As such, companies should endeavor to appropriately cooperate with these stakeholders. The board and the management should exercise their leadership in establishing a corporate culture where the rights and positions of stakeholders are respected and sound business ethics are ensured.

•See below

Principle 2.1	Guided by their position concerning social responsibility, companies should undertake their businesses in order to create value for all stakeholders while increasing corporate value over the mid- to long-term. To this end, companies should draft and maintain business principles that will become the basis for such activities.
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•In our quest to become the most trusted beauty company in the world and remain vital for the next 100 years and beyond, The Shiseido Philosophy is our guiding light. For each and every member of the global Shiseido family, The Shiseido Philosophy is at the heart of everything we do. In January 2026, we revised The Shiseido Philosophy partially, by setting up mid- to long-term Vision and The Shiseido Way, which outlines the mindset and behaviors of “Shiseido JIN (People).”

Details can be found at our corporate website:

<https://corp.shiseido.com/en/company/philosophy/>

•Shiseido’s Value Creation process is presented in our Integrated Report:

<https://corp.shiseido.com/en/ir/library/annual/>

Integrated Report 2025 will be published in the end of April 2026.

Principle 2.2	Companies should draft and implement a code of conduct for employees in order to express their values with respect to appropriate cooperation with and serving the interests of stakeholders and carrying out sound and ethical business activities. The board should be responsible for drafting and revising the code of conduct, and should ensure its compliance broadly across the organization, including the front line of domestic and global operations.
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•The Company has established The Shiseido Philosophy, which is shared across the Group based on three elements: Our Mission, which determines the reason we exist; Vision, which expresses our mid- to long-term aspirations; The Shiseido Way, which

represents the mindset and actions embraced by each and every Group employee in their work. We ensure that our daily operations are fully aligned with The Shiseido Philosophy.

- The Company also determines the Shiseido Code of Conduct and Ethics, which define the actions that must be taken and shared by each and every employee of the Shiseido Group. It sets out not only abiding by the laws of each country and region, internal rules and regulations of the Shiseido Group, but also the action standards for business conduct with the highest ethical principles.

<https://corp.shiseido.com/en/company/standards/>

- The Company establishes a basic policy and rules in line with the Shiseido Code of Conduct and Ethics, with which the whole Shiseido Group is required to comply. Every Group company and business site shall be fully aware of this policy and rules, along with The Shiseido Philosophy and the Shiseido Code of Conduct and Ethics, so that environments for the formulation of detailed internal regulations of the Company will be created at every Group company and business site. Compliance with these internal regulations is monitored by the department in charge of internal audits.

- We regularly conduct the Shiseido Group Engagement Survey, where we review the status of compliance with the Shiseido Code of Conduct and Ethics and continuously implement activities for improvement.

Supplementary Principle 2.2.1	The board should review regularly (or where appropriate) whether or not the code of conduct is being widely implemented. The review should focus on the substantive assessment of whether the company's corporate culture truly embraces the intent and spirit of the code of conduct, and not solely on the form of implementation and compliance.
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- The Company has set up a committee to oversee compliance and risk management and coordinate with organizations established to perform the compliance and risk management functions in the respective regional headquarters located in the major regions across the globe. This committee shall be responsible for improving corporate quality by increasing the Group's legitimate and fair corporate activities and managing risk. Major management risks and incidents shall be reported to the Board of Directors through the Representative Corporate Executive Officers, along with the proposal for response to them and its progress.

- The Company deploys a person in charge of promoting legitimate and fair corporate activities of the whole Group and risk management at every Group company and business site, plans and promotes regular training and educational activities on corporate ethics, responds to incidents, and manages risks. The department in charge of risk management, as well as the committee responsible for compliance and risk management, shares information regularly with the persons in charge deployed within

every Group company and business site.

Principle 2.3	Companies should take appropriate measures to address sustainability issues, including social and environmental matters.
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•See below

Supplementary Principle 2.3.1	The board should recognize that dealing with sustainability issues, such as taking care of climate change and other global environmental issues, respect of human rights, fair and appropriate treatment of the workforce including caring for their health and working environment, fair and reasonable transactions with suppliers, and crisis management for natural disasters, are important management issues that can lead to earning opportunities as well as risk mitigation, and should further consider addressing these matters positively and proactively in terms of increasing corporate value over the mid- to long-term.
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•In November 2025, the company disclosed its “2030 Medium-term Strategy.” In formulating the strategy, we assessed changes in the business environment and conducted research and dialogue with multiple stakeholders. Based on this process, we categorized key issues along two dimensions—Importance to all stakeholders and Importance to the Shiseido Group’s business—prioritized them, and identified 19 material issues. For disclosure purposes, these material issues were grouped into four categories as our materiality. Following final agreement by the Sustainability Committee and the Global Strategy Committee, they were approved by the Board of Directors. To address the identified materiality, we established three strategic pillars: accelerate growth with brand power, evolve global operations, and drive sustainable value creation. We are advancing initiatives that leverage the strengths of our organization in line with these pillars. With respect to sustainability-related challenges, guided by the defined materiality and the overall strategy, we have set three strategic actions each for the environmental and society areas, together with corresponding mid-term targets. Through these initiatives, we aim to contribute to solving social and environmental issues and to create social value through our business activities.

<https://corp.shiseido.com/en/sustainability/management/>

At Shiseido, we work to promote sustainability across the entire company through our brands and regional businesses. Sustainability Committee was set up to ensure timely management decisions related to sustainability efforts and their proper implementation across the Group, the committee is held regularly. The Sustainability Committee makes decisions on specific action plans, including strategic actions and policies related to sustainability for the entire Shiseido Group, risks and

opportunities associated with climate change and the natural environment, and initiatives to address human rights. The committee also monitors the progress of medium- to long-term targets within our sustainability strategy. The committee consists of the Representative Corporate Executive Officers and Executive Officers in charge of Corporate Strategy, Finance, R&D, Supply Network, Human Resources, Corporate Communications, and our brand holders, as well as Chief Officers and Division Officers from different fields, allowing us to discuss a range of issues from different perspectives. In addition, important matters in the execution of business, which require approvals are proposed or reported to the Global Strategy Committee or the Board of Directors. In order to ensure executing and promoting of sustainability actions, a Sustainability TASKFORCE was set up under the Sustainability Committee, consisting of the heads of key relevant functions. At the Sustainability TASKFORCE, practical approaches to achieve our long-term targets are discussed with relevant functions, regional headquarters, and local subsidiaries as necessary.

Principle 2.4	Companies should recognize that the existence of diverse perspectives and values reflecting a variety of experiences, skills and characteristics is a strength that supports their sustainable growth. As such, companies should promote diversity of personnel, including the active participation of women.
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•See below

Supplementary Principle 2.4.1	Companies should present their policies and voluntary and measurable goals for ensuring diversity in the promotion to core human resources, such as the promotion of women, foreign nationals and midcareer hires to middle managerial positions, as well as disclosing their status. In addition, in light of the importance of human resource strategies for increasing corporate value over the mid-to long-term, companies should present its policies for human resource development and internal environment development to ensure diversity, as well as the status of their implementation.
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•Diversity, Equity & Inclusion (DE&I) is a vital initiative for fulfilling our corporate mission. By recognizing and respecting individual differences—including gender, age, nationality, sexual orientation, gender identity, and disability status—we foster an organizational culture that embraces diverse perspectives and drives innovation.

•At Shiseido, we recognize and respect differences among individuals regardless of their attributes or ways of thinking. This includes not only women and foreign nationals, but also midcareer hires and persons with disabilities, as we create a company whose strength stems from individual strengths of its people and

maximizing these strengths. To that end, we aim to ensure the diversity of our core human resources. We will continue to support the active participation of employees with diverse backgrounds and further accelerate Diversity, Equity and Inclusion (DE&I) at the workplace.

<https://corp.shiseido.com/en/sustainability/labor/diversity.html>

- Regarding women, the ratio of female leaders account for 60% (as of December 31, 2025) at our each regional offices overseas (China, Asia Pacific, the Americas, EMEA, and Travel Retail). By 2030, we aim to raise it to 50% in Japan as well.
- Regarding foreign nationals, we believe that new value creation is aided by bringing together human resources with diverse values, backgrounds, and experiences, as well as their promotion in friendly competition with each other. We are currently considering setting a target at a certain percentage of foreign nationals in Headquarter by hiring foreign nationals in Japan as well as promoting global mobility.
- For midcareer hires, we do not set any specific targets, but are actively employing them in the Shiseido Group in Japan.
- Regarding recruitment of foreign nationals and midcareer hires as core human resources, the Company does not set specific targets, since we do not see any considerable differences from employees with other backgrounds.
- We disclose the following regarding the status of diversity in the "Social Data" section of the Shiseido Group corporate website. As of January 2026, approximately 2% of managers at Shiseido Group in Japan were foreign nationals, and approximately 36%—midcareer hires.

<https://corp.shiseido.com/en/sustainability/performance/social/>

- Ratio of Women in Management (All Shiseido Group / By region)
- Diversity in Top Management
- Ratio of Employees with Disabilities
- Ratio of Employees by Age Group (All Shiseido Group / By region)
- Ratio of women in management in revenue-generating functions / in STEM-related departments
- Number and ratio of foreign national employees in Shiseido Group in Japan
- Ratio of mid-career hires to new hires at Shiseido Group companies in Japan
- We disclose our policies for human resource development and internal environment development to ensure diversity, as well as the status of their implementation, on the following website.

<https://corp.shiseido.com/en/sustainability/labor/training.html>

Principle 2.5	Companies should establish an appropriate framework for whistleblowing such that employees can report illegal or inappropriate behavior, disclosures, or any other serious concerns without fear of suffering from disadvantageous treatment. Also, the framework should allow for an objective assessment and
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	appropriate response to the reported issues, and the board should be responsible for both establishing this framework, and ensuring and monitoring its enforcement.
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•See below

Supplementary Principle 2.5.1	As a part of establishing a framework for whistleblowing, companies should establish a point of contact that is independent of the management (for example, a panel consisting of outside directors and outside <i>kansayaku</i>). In addition, rules should be established to secure the confidentiality of the information provider and prohibit any disadvantageous treatment.
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•To detect and remedy any type of conduct within the Group that violates laws, the Articles of Incorporation, and internal regulations, the Company has established hotlines at each Group company. Additionally, employees have access to a hotline that allows them to report directly to the Officer in charge of risk management. In the Japan region, the Company has established hotlines staffed by both internal and external personnel and counselors.

In addition, the Company has established systems at each Group company to receive reports from business partners. Furthermore, all hotlines strictly ensure the confidentiality of the reported information and prohibit any form of retaliation or other unfavorable treatment against persons who have made reports through the hotlines.

• The Audit Committee has established the "Shiseido Group Audit Committee Whistleblower Hotline" as an internal reporting channel for cases involving suspected misconduct by Directors, Corporate Executive Officers, or other members of the leadership team. The committee conducts thorough investigations while ensuring the protection of whistleblowers.

Principle 2.6	Because the management of corporate pension funds impacts stable asset formation for employees and companies' own financial standing, companies should take and disclose measures to improve human resources and operational practices, such as the recruitment or assignment of qualified persons, in order to increase the investment management expertise of corporate pension funds (including stewardship activities such as monitoring the asset managers of corporate pension funds), thus making sure that corporate pension funds perform their roles as asset owners. Companies should ensure that conflicts of interest which could arise between pension fund beneficiaries and companies are
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	appropriately managed.
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•We strive to optimize pension asset management by implementing the following initiatives enabling us to perform the functions expected of an asset owner.

①The Investment Committee Meeting composed of the CFO, the Human Resources Department VP, the Finance and Accounting Department VP, the Strategic Finance Department VP, and the Pension Fund Directors, meets regularly to decide on asset portfolio, investment policies, and investment products with opinions and advice from outside investment consulting firms. In doing so, we properly manage conflicts of interest between the beneficiaries of the pension fund and the Company.

②Based on the policies determined by the Investment Committee Meeting, the Investment Managing Director executes asset management and reports the results to the Investment Committee Meeting, the Pension Fund Delegates Meeting and the Board of Pension Fund Directors to monitor investment performance.

③Regarding Executive Director and Investment Managing Director of the Pension Fund, we employ personnel with extensive experience in corporate pension operations at external financial institutions. Members of the Investment Committee Meeting acquire expertise by participating in seminars held by outside consulting firms and other specialized institutions.

•Our Pension Fund has expressed its acceptance of the 'Asset Owner Principles,' which is believed to be beneficial for fulfilling our responsibility to manage pension assets in consideration of the best interests of beneficiaries as an asset owner.

•In addition, in order to appropriately fulfill its stewardship responsibilities as a responsible institutional investor, our Pension Fund has also expressed its acceptance of the Principles of Responsible Institutional Investors (the Japanese version of the Stewardship Code). As an asset owner, our Pension Fund strives to make stewardship activities more effective by encouraging the asset management companies we outsource to engage in dialogue with investee companies, promoting efforts to enhance corporate value and address sustainability issues.

Section 3

Section 3: Ensuring Appropriate Information Disclosure and Transparency	
General Principle 3	<p>Companies should appropriately make information disclosure in compliance with the relevant laws and regulations, but should also strive to actively provide information beyond that required by law. This includes both financial information, such as financial standing and operating results, and non-financial information, such as business strategies and business issues, risk and governance.</p> <p>The board should recognize that disclosed information will serve as the basis for constructive dialogue with shareholders, and therefore ensure that such information, particularly non-financial information, is accurate, clear and useful.</p>

•See below

Principle 3.1	<p>In addition to making information disclosure in compliance with relevant laws and regulations, companies should disclose and proactively provide the information listed below (along with the disclosures specified by the principles of the Code) in order to enhance transparency and fairness in decision-making and ensure effective corporate governance:</p> <ul style="list-style-type: none"> i) Company objectives (e.g., business principles), business strategies and business plans; ii) Basic views and guidelines on corporate governance based on each of the principles of the Code; iii) Board policies and procedures in determining the remuneration of the senior management and directors; iv) Board policies and procedures in the appointment/dismissal of the senior management and the nomination of directors and <i>kansayaku</i> candidates; and v) Explanations with respect to the individual appointments/dismissals and nominations based on iv).
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•See below

Supplementary Principle 3.1.1	<p>These disclosures, including disclosures in compliance with relevant laws and regulations, should add value for investors, and the board should ensure that information is not boilerplate or lacking in detail.</p>
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•The Company discloses the following information in detail, upon careful analysis of the internal and external environment at the time of disclosure: business principles, strategies, and plans, basic views on corporate governance based on the Code, information regarding the remuneration of Directors, and information regarding the

appointment/dismissal of the senior management. The information is disclosed each time upon the publication of the notice of convocation and presentation materials for the annual ordinary general meeting of shareholders, quarterly financial results materials, annual integrated and sustainability reports, etc.

Supplementary Principle 3.1.2	<p>Bearing in mind the number of foreign shareholders, companies should, to the extent reasonable, take steps for providing English language disclosures.</p> <p>In particular, companies listed on the Prime Market should disclose and provide necessary information in their disclosure documents in English.</p>
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- The Company provides the English translation for all of its disclosure materials: the notice of convocation and presentation materials for the annual ordinary general meeting of shareholders, video reports of the general meeting of shareholders, quarterly financial results materials (settlements of accounts), Annual Integrated and Sustainability reports, etc.

- Starting from 2023 fiscal year, the Company is also disclosing and providing the Annual Securities Report in English.

Supplementary Principle 3.1.3	<p>Companies should appropriately disclose their initiatives on sustainability when disclosing their management strategies. They should also provide information on investments in human capital and intellectual properties in an understandable and specific manner, while being conscious of the consistency with their own management strategies and issues.</p> <p>In particular, companies listed on the Prime Market should collect and analyze the necessary data on the impact of climate change-related risks and earning opportunities on their business activities and profits, and enhance the quality and quantity of disclosure based on the TCFD recommendations, which are an internationally well-established disclosure framework, or an equivalent framework.</p>
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- The Company summarizes and discloses its initiatives on sustainability in the sustainability report, published annually on its corporate website.

<https://corp.shiseido.com/en/sustainability/report.html>

- We view our PEOPLE (employees) as the source of value creation and position the strengthening of our people and organization as one of the key management priorities, which we actively pursue.

- In November 2025, we launched a new people strategy in conjunction with the announcement of the “2030 Medium-Term Strategy.” Under this strategy, we aim to build an organization that enables employee growth by empowering employees across

the Group to develop as “Shiseido JIN” — individuals who can share exceptional and enduring value with the world even during difficult times. To achieve this, we have defined the following three strategic pillars and will promote a wide range of initiatives to strengthen our human capital: (1) Increase opportunities to take on new challenges, (2) Embody Shiseido Group’s core values, and (3) Foster a globally unified organization. Details of various initiatives under each pillar, as well as measures to strengthen our human resources and organization—including “Strategic Talent Management,” “Performance Management,” and “Support for Autonomous Career Development”—various HR development programs, efforts to improve productivity through work-style reforms, and initiatives to create a safe and secure workplace, along with human capital metrics, targets, and results, are provided in the following disclosure material.

<https://corp.shiseido.com/en/ir/library/financial-statements/pdf/2025/annual-security-report.pdf#page=27>

(Page 25)

- Regarding investments in intellectual properties, our Group integrates our strengths in dermatological science, formulation development, *Kansei* Science, information science with new technologies like digital and device development, transcending national and industry boundaries. We strive to realize Shiseido Group’s corporate mission: “BEAUTY INNOVATION FOR A BETTER WORLD.”

- The Group’s total R&D expenses for the fiscal year 2025 amounted to ¥27.1 billion (\$172.7 million, 2.8% of net sales). Major research achievements by product categories of Skincare, Sun Care, Medical Dermal, Sustainability, Co-creation with Consumers are provided in the following disclosure material.

<https://corp.shiseido.com/en/ir/library/financial-statements/pdf/2025/annual-security-report.pdf#page=52>

(Page 50)

- We recognize that intellectual property is an important corporate asset and strive for its strict protection and appropriate management. We aim to maximize its value by linking it to our strategies at various levels—corporate, business, and technology—and effectively utilizing it. In addition to proprietary use, the Company also promotes the use of its intellectual properties in a variety of ways, such as licensing or utilization aimed at resolving social issues.

- The Company has commenced disclosure based on the TCFD recommendations from 2020. Our initiatives are disclosed in the following report.

<https://corp.shiseido.com/en/sustainability/env/pdf/risks-report.pdf>

Principle 3.2	External auditors and companies should recognize the responsibility that external auditors owe toward shareholders and investors, and take appropriate steps to secure the proper execution of audits.
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- See below

Supplementary Principle 3.2.1	<p>The <i>kansayaku</i> board should, at minimum, ensure the following:</p> <ul style="list-style-type: none"> i) Establish standards for the appropriate selection of external auditor candidates and proper evaluation of external auditors; and ii) Verify whether external auditors possess necessary independence and expertise to fulfill their responsibilities.
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•At the Company, the appointment and dismissal of the accounting auditor by the Audit Committee is implemented based on unanimous agreement. The decision is made through evaluations by the Representative Corporate Executive Officer and CFO, as well as the heads of departments related to financial accounting and auditing, and discussions involving all Audit Committee members.

•The Company’s policy for determining the dismissal or non-reappointment of the accounting auditor is as follows:

The Audit Committee shall dismiss the accounting auditor pursuant to the provisions of Article 340 of the Companies Act in the event the Company determines that the accounting auditor is seriously hindered as an accounting auditor; for example, if the accounting auditor breaches its official duty, neglects their official duty, or commits misconduct. Also, in the event that the accounting auditor deems it difficult to perform their duties properly, or in the event that the Audit Committee deems it appropriate to change accounting auditors in order to improve the audit, the Audit Committee shall decide the content of the proposal on the dismissal or non-reappointment of the accounting auditor, taking into account the opinion of the executive body, and the Board of Directors shall submit the proposal at the General Meeting of Shareholders based on the decision.

• The Audit Committee evaluated the accounting audit and confirmed the appropriateness of the auditor, quality control, independence and professional competence of the audit team, appropriateness of the audit plan, communication with the Audit Committee and other relevant parties, status of the accounting auditor’s remuneration, and processes.

Supplementary Principle 3.2.2	The board and the <i>kansayaku</i> board should, at minimum, ensure the following: i) Give adequate time to ensure high quality audits; ii) Ensure that external auditors have access, such as via interviews, to the senior management including the CEO and the CFO; iii) Ensure adequate coordination between external auditors and each of the <i>kansayaku</i> (including attendance at the <i>kansayaku</i> board meetings), the internal audit department and outside directors; and iv) Ensure that the company is constituted in the way that it can adequately respond to any misconduct, inadequacies or concerns identified by the external auditors.
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•The Representative Corporate Executive Officers and Audit Committee members hold opinion exchange meetings as needed, and the External Directors and Audit Committee members also hold information sharing meetings as needed. In addition, the accounting auditor and Audit Committee members hold opinion exchange meetings as needed. The accounting auditor and the full-time Audit Committee members hold meetings on reporting accounting auditor’s audit results on a quarterly basis. These quarterly meetings are also attended by the External Directors and external Audit Committee members twice a year, at the end of the first half and at the end of the fiscal year, to promote sharing of information.

•The Audit Committee receives reports bimonthly on the internal audits conducted by the Internal Audit Department, and receives audit result reports of each domain semi-annually from the Quality Management Department and the Information Security Department. •The Audit Committee has implemented measures to enhance the effectiveness of the three-way audit framework, which involves the Audit Committee, the Internal Audit Department, and the accounting auditor. As part of this initiative, the accounting auditor provides reports on the status of audits on a quarterly basis. Additionally, the Audit Committee holds biannual discussions on key management issues and convenes three-way audit liaison meetings. These efforts ensure audit findings and responses are shared among the three parties in a timely manner to improve the overall effectiveness of the audit process under the leadership of the Audit Committee.

• And the Audit Committee shares information and exchanges views with the accounting auditor on major key audit matters (KAM) that are considered to have a significant impact on areas of the financial statements due to important decisions made by Company management.

Section 4

Section 4: Responsibilities of the Board	
General Principle 4	<p>Given its fiduciary responsibility and accountability to shareholders, in order to promote sustainable corporate growth and the increase of corporate value over the mid-to long-term and enhance earnings power and capital efficiency, the board should appropriately fulfill its roles and responsibilities, including:</p> <ol style="list-style-type: none">(1) Setting the broad direction of corporate strategy;(2) Establishing an environment where appropriate risk-taking by the senior management is supported; and(3) Carrying out effective oversight of directors and the management (including <i>shikkoyaku</i> and so-called <i>shikkoyakuin</i>) from an independent and objective standpoint. <p>Such roles and responsibilities should be equally and appropriately fulfilled regardless of the form of corporate organization—i.e., Company with <i>Kansayaku</i> Board (where a part of these roles and responsibilities are performed by <i>kansayaku</i> and the <i>kansayaku</i> board), Company with Three Committees (Nomination, Audit and Remuneration) or Company with Supervisory Committee.</p>

•See below

Principle 4.1	<p>The board should view the establishment of corporate goals (business principles, etc.) and the setting of strategic direction as one major aspect of its roles and responsibilities. It should engage in constructive discussion with respect to specific business strategies and business plans, and ensure that major operational decisions are based on the company's strategic direction.</p>
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• In our quest to become the most trusted beauty company in the world and remain vital for the next 100 years and beyond, The Shiseido Philosophy is our guiding light. For each and every member of the global Shiseido family, The Shiseido Philosophy is at the heart of everything we do.

•In November 2024, the Group launched the “Action Plan 2025-2026” to be executed over the two years in order to better drive a swift recovery in our profitability and ensure sustainable growth thereafter. Under the Action Plan, we are striving to “reinforce brand foundation,” “rebuild profitable foundation,” and “enhance operational governance” to establish a resilient business model and deliver sustainable profit growth even in the midst of volatile market conditions. In the fiscal year 2025, the Group has completed key strategic actions for structural reforms by steadily advancing its priority agendas towards achieving a core operating profit margin of 7% in 2026, realizing cost reductions of 27.0 billion yen, which exceeded our initial plan. Through the strengthening of financial discipline, our structural reforms

and cost management yielded significant results despite a decline in net sales.

· As a result, core operating profit for fiscal 2025 reached 44.5 billion yen, substantially exceeding the initial forecast. Furthermore, we secured free cash flow of 66.5 billion yen and achieved steady improvement in capital efficiency.

· The Group unveiled the “2030 Medium-Term Strategy” with the vision of shifting to a new growth trajectory by leveraging competitive advantage that lies in its value creation and value communication capabilities and maximizing its corporate value. Under the Vision “By connecting with people, we pursue, create, and share new beauty, enriching everyone’s lives” built on the core value of contributing to society that goes back to its foundation, the Group will be aiming to drive above-market sales growth, achieving a core operating profit margin of 10% or more by 2030 based on three strategic pillars; “Accelerate Growth with Brand Power,” “Evolve Global Operations,” and “Drive Sustainable Value Creation.”

Supplementary Principle 4.1.1	The board should clearly specify its own decisions as well as both the scope and content of the matters delegated to the management, and disclose a brief summary thereof.
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· The Company has specified matters to be determined by resolution of the Board of Directors in the Regulation of the Board of Directors.

· In order to clarify the allocation of responsibility for the business management and accelerate decision-making by delegation of authority, the Company introduced the corporate officer system in 2001. As a result, authority for making decisions on matters relating to business executions other than those specified in the Regulation of the Board of Directors has been delegated to the extent appropriate so that CEO, who is the top executive of the Company, can make decisions after deliberations at important meeting bodies for decision-making on business execution such as the Global Strategy Committee and others.

· After extensive discussions at the Board of Directors were held with regard to the corporate governance of the Company during fiscal 2015 and also assessment of the effectiveness of the Board of Directors was performed, and in light of the decision that the Company will adopt the “monitoring board-type corporate governance,” the Company made revisions of matters that needed to be deliberated and decided at the meetings of the Board of Directors.

· In 2024, in order to ensure effective implementation of its strategies even in an increasingly volatile business environment the Company transitioned to a company with three statutory committees. This transition allows the Board of Board of Directors to focus on determining basic management policies and management strategies while overseeing the execution thereof, whereas authority to determine particulars of business executions is significantly delegated to the Corporate Executive Officers to increase their operational flexibility. Specifically, the Board of Directors only makes decisions on limited matters such as M&A, structural reforms and financing that

exceed a certain threshold in addition to the matters that require a board resolution by laws and regulations, and the Company's Articles of Incorporation. Other decision-making authority is, in principle, delegated to the Corporate Executive Officers.

<p>Supplementary Principle 4.1.2</p>	<p>Recognizing that a mid-term business plan (<i>chuuki keiei keikaku</i>) is a commitment to shareholders, the board and the senior management should do their best to achieve the plan. Should the company fail to deliver on its mid-term business plan, the reasons underlying the failure of achievement as well as the company's actions should be fully analyzed, an appropriate explanation should be given to shareholders, and analytic findings should be reflected in a plan for the ensuing years.</p>
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·In 2015, Shiseido Group launched its mid-to-long-term strategy "VISION 2020" aimed at becoming a "global beauty company originating from Japan that can win in the world." The Group focused its management resources on prestige brands, strengthened its growth foundation, and established a matrix-style global management system across regions and brands, achieving all quantitative targets ahead of schedule.

·However, in 2020, the impact of the COVID-19 pandemic hit hard. In 2021, Shiseido formulated its 2030 Vision and mid-term management strategy "WIN 2023 and Beyond," which included concentrating management resources in the premium skin beauty sector and restructuring its business portfolio, including the sale or withdrawal of businesses exceeding 200 billion yen in sales scale. At the same time, the company continued to invest in the future, starting operations at three new domestic factories, expanding research and development facilities, and advancing DX investments. As a result, while there were achievements such as an increase in the sales ratio of skin beauty and improved profitability in the Americas and Europe, challenges remained, including a slow recovery from the impact of the pandemic in Japan, where sales and profit composition ratios are significant, as well as responses to geopolitical risks and ongoing inflation.

·In light of these circumstances, Shiseido has been promoting its medium-term strategy "SHIFT 2025 and Beyond" since 2023. However, in the second half of 2023, the China and Travel Retail Businesses experienced a sharp decline in sales, driven by consumer pullback on purchases of Japanese products after the release of treated water.

·These challenges propelled us to redefine our goals and initiatives at the start of 2024. In 2024, further obstacles emerged, including significant shifts in the China and Travel Retail markets, temporary production disruptions, and delayed sales recovery in the Americas Business, leading to a decline in overall business performance. To tackle these challenges, Shiseido Group recognized the need to build a resilient organization and revenue business model for sustainable growth amid

volatile market conditions. In November 2024, the Group introduced the “Action Plan 2025-2026,” which outlines a two-year initiative aimed at accelerating structural reforms to build a resilient business model that drives sustainable profit growth amid volatile market conditions.

- Based on the solid base established under “SHIFT 2025 and Beyond” and “Action Plan 2025-2026,” the Group formulated “2030 Medium-Term Strategy” in November 2025. This new strategy aims to steer the course towards a growth trajectory, maximizing the corporate value.

- The new strategy aims to maximize brand value through various initiatives, fostering a virtuous cycle that enables reinvestment in new value creation essential for sustainable growth. Through these efforts, we will strive to maximize both corporate and social value. Our plan is to achieve the core operating profit margin target of 7% set under the Action Plan by 2026, followed by an additional 3% improvement through cost structure optimization. Furthermore, from 2025 to 2030, the Company targets an average annual sales growth rate of +2-5% above market growth, to achieve a core operating profit margin of 10% or more by 2030.

- Message from the Chair of the Board of Directors on the Announcement of the “2030 Medium-term Strategy” is disclosed on our corporate website.

<https://corp.shiseido.com/en/ir/strategy/pdf/message2030.pdf>

<p>Supplementary Principle 4.1.3</p>	<p>Based on the company objectives (business principles, etc.) and specific business strategies, the board should proactively engage in the establishment and implementation of a succession plan for the CEO and other top executives and appropriately oversee the systematic development of succession candidates, deploying sufficient time and resources.</p>
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- The selection of succession candidates for the CEO and the development of the succession plan are carried out by the Nominating Committee with the cooperation of the incumbent CEO.

- The CEO and the Nominating Committee formulate the succession plan based on the Company’s business environment from a medium-to-long-term perspective upon sufficient discussions on various viewpoints such as the qualifications for a CEO, policies for the selection of a successor, and his or her development policies. The progress of the formulated succession plan is regularly reported to the Nominating Committee, which monitors its status of implementation. Regarding selection of specific successor for the CEO, the Nominating Committee receives full reports from the CEO on the specific nomination for successor candidates from various perspectives. The Nominating Committee members themselves meet and exchange opinions with candidates and evaluate them from an independent perspective taking into consideration of the Company’s business challenges. Furthermore, as the

Company finalizes the selection of the CEO's successor, the Nominating Committee deliberates fully on matters such as the final candidate and their selection process and report the result of the deliberations to the Board of Directors. The final decision of selection is made by the resolution of the Board of Directors.

<https://corp.shiseido.com/en/ir/governance/basic concept.html>

Principle 4.2	The board should view the establishment of an environment that supports appropriate risk-taking by the senior management as a major aspect of its roles and responsibilities. It should welcome proposals from the management based on healthy entrepreneurship, fully examine such proposals from an independent and objective standpoint with the aim of securing accountability, and support timely and decisive decision-making by the senior management when approved plans are implemented. Also, the remuneration of the management should include incentives such that it reflects mid-to long-term business results and potential risks, as well as promotes healthy entrepreneurship.
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•See below

Supplementary Principle 4.2.1	The board should design management remuneration systems such that they operate as a healthy incentive to generate sustainable growth, and determine actual remuneration amounts appropriately through objective and transparent procedures. The proportion of management remuneration linked to mid-to long-term results and the balance of cash and stock should be set appropriately.
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•The Company regards the remuneration policy for Directors and Corporate Executive Officers as an important matter for corporate governance. For this reason, in accordance with the basic philosophy, the remuneration policy is deliberated and decided by the Compensation Committee which is composed of four (4) independent External Directors implementing objective point of view.

•The remuneration of the Directors and Corporate Executive Officers of the Company comprises basic remuneration as fixed remuneration as well as an annual incentive and long-term incentive-type remuneration (non-monetary remuneration) as performance-linked remuneration, and the Company sets remuneration levels by benchmarking peer companies in the same business industry or in the similar business size inside or outside Japan by taking the Company's financial condition into consideration. Matters including remuneration, etc. of individual Directors and Corporate Executive Officers, Officers who does not serve concurrently as Director or Corporate Executive Officer are deliberated on and determined by the Compensation Committee. In the case Directors who also serve as Corporate

Executive Officers, remuneration for their service as a Director is not included in this remuneration.

·The “long-term incentive-type remuneration” is designed for the purpose of creating corporate value from both aspects of economic and social values, as well as establishing a sense of common interests with shareholders. As performance indicators to evaluate the enhancement of economic value, a mix of quantitative targets to be aimed for with a long-term perspective has been set under the medium-to long-term strategy. In addition, as benchmarks on creation of social value, the Company has set multiple internal and external indicators pertaining to the environment, society, and governance (ESG).

·Independent External Directors and Directors who do not concurrently serve as Corporate Executive Officers of the Company receive only basic remuneration. Furthermore, the Company does not have an officers’ retirement benefit plan.

Supplementary Principle 4.2.2	The board should develop a basic policy for the company’s sustainability initiatives from the perspective of increasing corporate value over the mid-to long-term. In addition, in light of the importance of investments in human capital and intellectual properties, the board should effectively supervise the allocation of management resources, including such investments, and the implementation of business portfolio strategies to ensure that they contribute to the sustainable growth of the company.
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·The Company has developed a basic policy on sustainability, formulated based on discussions of its Board of Directors, and discloses it in our WEB site and the Sustainability Report

WEB site: <https://corp.shiseido.com/en/sustainability/>

Sustainability Report:

<https://corp.shiseido.com/en/sustainability/report.html>

·The Company develops medium-to-long-term strategies based on discussions by its Board of Directors. This includes business portfolio revision, allocation of management resources, and development of sales strategies based on the analysis of recent global market trends and consumer purchasing behavior, etc. The Board also oversees the implementation progress of these strategies.

<https://corp.shiseido.com/en/ir/strategy/archives/mgt.html>

·These strategies undergo appropriate revisions depending on the status of monthly sales and other indicators as well as quarterly financial results. The content of the revisions is overseen by the Board of Directors of the Company.

https://corp.shiseido.com/en/ir/pdf/ir20260210_244.pdf

Principle 4.3	<p>The board should view the effective oversight of the management and directors from an independent and objective standpoint as a major aspect of its roles and responsibilities. It should appropriately evaluate company performance and reflect the evaluation in its assessment of the senior management.</p> <p>In addition, the board should engage in oversight activities in order to ensure timely and accurate information disclosure, and should establish appropriate internal control and risk management systems.</p> <p>Also, the board should appropriately deal with any conflict of interests that may arise between the company and its related parties, including the management and controlling shareholders.</p>
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•See below

Supplementary Principle 4.3.1	<p>The board should ensure that the appointment and dismissal of the senior management are based on highly transparent and fair procedures via an appropriate evaluation of the company's business results.</p>
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•Proposals regarding appointment and dismissal of Directors to be submitted to general meetings of shareholders are decided by the resolution of the Nominating Committee which is composed of four (4) independent External Directors.

•The matters such as appointment and dismissal of the Representative Corporate Executive Officers and Corporate Executive Officers, areas for which Corporate Executive Officers take responsibility, appointment and dismissal of the CEO, as well as matters regarding the succession of the CEO etc. are determined by the Board of Directors after deliberation by the Nominating Committee.

•Candidates for the CEO are selected from a wide range of possible candidates, both inside and outside the Company, with the perspective of their ability to realize our corporate philosophy and strategy. From this selection stage, they are deliberated by the Nominating Committee. In the event that a qualified person is appointed through the above process but unavoidable circumstances arise in which he or she is unable to fulfill his or her duties and responsibilities, the said CEO will be dismissed by a resolution of the Board of Directors after careful consideration by the Nominating Committee. Whether the CEO is fulfilling his or her duties and responsibilities is reviewed and confirmed by the Nominating Committee.

Supplementary Principle 4.3.2	<p>Because the appointment/dismissal of the CEO is the most important strategic decision for a company, the board should appoint a qualified CEO through objective, timely, and</p>
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	transparent procedures, deploying sufficient time and resources.
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•The selection of succession candidates for the CEO and the development of the succession plan are carried out by the Nominating Committee with the cooperation of the incumbent CEO.

•The CEO and the Nominating Committee formulate the succession plan based on the Company's business environment from a medium-to-long-term perspective upon sufficient discussions on various viewpoints such as the qualifications for a CEO, policies for the selection of a successor, and his or her development policies. The progress of the formulated succession plan is regularly reported to the Nominating Committee, which monitors its status of implementation. Regarding selection of specific successor for the CEO, the Nominating Committee receives full reports from the CEO on the specific nomination for successor candidates from various perspectives. The Nominating Committee members themselves meet and exchange opinions with candidates, evaluate them from an independent perspective taking into consideration of the Company's business challenges. Furthermore, as the Company finalizes the selection of the CEO's successor, the Nominating Committee deliberates fully on matters such as the final candidate and their selection process and report the result of the deliberations to the Board of Directors. The final decision of selection is made by the resolution of the Board of Directors.

•The current CEO assumed office in January 2025. The Nominating Committee began discussions on the succession plan for the next CEO in 2025, taking the lead in formulating the succession profile that outlines the skills and experience required of the next CEO, selecting candidates from both inside and outside the Company, conducting assessments by external experts, and deliberating on development policies. The Committee has been conducting thorough and high-quality reviews and discussions on these matters and reporting and making proposals to the Board of Directors. In parallel with the regular CEO succession plan, the Nominating Committee has also been considering an emergency CEO succession plan to prepare for unforeseen circumstances involving the current CEO and has reported the results to the Board of Directors. Going forward, the Committee will continue to conduct systematic and high-quality discussions to ensure the optimal choice is made from among all internal and external candidates.

<https://corp.shiseido.com/en/ir/governance/basic concept.html>

Supplementary Principle 4.3.3	The board should establish objective, timely, and transparent procedures such that a CEO is dismissed when it is determined, via an appropriate evaluation of the company's business results, that the CEO is not adequately fulfilling the CEO's responsibilities.
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•In the event that a qualified person is appointed through the above process but

unavoidable circumstances arise in which he or she is unable to fulfill his or her duties and responsibilities, the said CEO will be dismissed by a resolution of the Board of Directors after careful consideration by the Nominating Committee.

•Whether the CEO is fulfilling his or her duties and responsibilities is reviewed and confirmed by the Nominating Committee.

Supplementary Principle 4.3.4	The establishment of effective internal control and proactive enterprise risk management systems has the potential to support sound risk-taking. The board should appropriately establish such systems on an enterprise basis and oversee the operational status, besides utilizing the internal audit department.
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•The Company has set up a committee to oversee compliance and risk management and coordinate with organizations established to perform the compliance and risk management functions in the respective regional headquarters located in the major regions across the globe. This committee shall be responsible for improving corporate quality by increasing the Group’s legitimate and fair corporate activities and managing risk. Major management risks and incidents shall be reported to the Board of Directors through the Representative Corporate Executive Officers, along with the proposal for response to them and its progress.

•The Company deploys a person in charge of promoting legitimate and fair corporate activities of the Group and risk management at each Group company and business site, plans and promotes regular training and educational activities on corporate ethics, and responds to incidents and manages risks. The department in charge of risk management shares information regularly with the persons in charge deployed within each Group company and business site.

•Internal audits conducted by the Internal Audit Department include audits of the Company’s risk management system and its operational status. The results of the audits are reported regularly to the Audit Committee and the Board of Directors, alongside monthly to the Representative Corporate Executive Officer and CEO and Representative Corporate Executive Officer and CFO and bi-weekly to the full-time Audit Committee members.

Principle 4.4	<i>Kansayaku</i> and the <i>kansayaku</i> board should bear in mind their fiduciary responsibilities to shareholders and make decisions from an independent and objective standpoint when executing their roles and responsibilities including the audit of the performance of directors’ duties, appointment and dismissal of <i>kansayaku</i> and external auditors, and the determination of auditor remuneration. Although so-called “defensive functions,” such as business and accounting audits, are part of the roles and responsibilities expected of <i>kansayaku</i> and the <i>kansayaku</i> board, in order to fully
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	perform their duties, it would not be appropriate for <i>kansayaku</i> and the <i>kansayaku</i> board to interpret the scope of their function too narrowly, and they should positively and proactively exercise their rights and express their views at board meetings and to the management.
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•See below

Supplementary Principle 4.4.1	Given that not less than half of the <i>kansayaku</i> board must be composed of outside <i>kansayaku</i> and that at least one full-time <i>kansayaku</i> must be appointed in accordance with the Companies Act, the <i>kansayaku</i> board should, from the perspective of fully executing its roles and responsibilities, increase its effectiveness through an organizational combination of the independence of the former and the information gathering power of the latter. In addition, <i>kansayaku</i> or the <i>kansayaku</i> board should secure cooperation with outside directors so that such directors can strengthen their capacity to collect information without having their independence jeopardized.
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•The Audit Committee plays a vital role in fulfilling the oversight functions of the Board of Directors. Its fundamental policy is to conduct audits that contribute to “sound and sustainable growth” and “the enhancement of medium- to long-term corporate value” of the Shiseido Group by establishing “a high-quality corporate governance system that earns the trust of our various stakeholders.”

The status of audit activities is as follows.

①Attendance at Board of Directors meetings and other important meetings and committees

•Audit Committee Members utilize their extensive experience and expertise in their respective fields to offer independent advice, recommendations, and opinions and review the execution of duties.

•Global Strategy Committee, Global Risk Management & Compliance Committee, HQ & SJ Compliance Committee, etc.

②Meetings with Representative Corporate Executive Officers

•Exchange opinions on important management issues and share issues based on annual audit activities. Twice a year

③Interviews and on-site visits with Corporate Executive Officers, Executive Officers, department heads, and office managers, among others

• Exchange opinions on the management and business environment—55 times domestically, 38 times overseas (fiscal year 2025)

④Confirm status of internal audit

•Audit Committee: 6 times (fiscal year 2025)

·Full-time Audit Committee members: weekly

Principle 4.5	With due attention to their fiduciary responsibilities to shareholders, the directors, <i>kansayaku</i> and the management of companies should secure the appropriate cooperation with stakeholders and act in the interest of the company and the common interests of its shareholders.
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·The Shiseido Code of Conduct and Ethics define the actions that must be taken and shared by each and every employee of the Shiseido Group. It sets out not only abiding by the laws of each country and region, internal rules and regulations of the Shiseido Group, but also the action standards for business conduct with the highest ethical principles. Also, the Company defines what corporate actions should be taken in relation to stakeholders (employees, consumers, business partners, shareholders, and society and the Earth).

<https://corp.shiseido.com/en/company/standards/>

Principle 4.6	In order to ensure effective, independent and objective oversight of the management by the board, companies should consider utilizing directors who are neither involved in business execution nor have close ties with the management.
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· We held extensive discussions with regard to an ideal corporate governance structure, including the composition and operation of the Board of Directors. As a result, to ensure sufficient and effective oversight functions of Board of Directors over the Shiseido Group overall, the Company transitioned to a Company with Three Statutory Committees by resolution of general meeting of shareholders,

·Under this corporate governance structure, the majority of the Board of Directors is composed of independent External Directors. The Board focuses on determining basic management policies and management strategies while overseeing their execution. This reinforces the oversight function the Board and accelerates the overall business execution of the Company in a rapidly changing environment. Also, the Nominating Committee and the Compensation Committee are composed solely of independent External Directors. They make fair, transparent, and objective decisions on appointment of Directors and remuneration of Directors and Corporate Executive Officers that contribute to the successful implementation of our business strategies. Furthermore, the function of the internal audit department has been strengthened. The Audit Committee, composed of independent External Directors and full-time members who are non-executive Directors conducts effective audits through the internal audit department.

Principle 4.7	Companies should make effective use of independent directors, taking into consideration the expectations listed below with respect
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	<p>to their roles and responsibilities:</p> <ul style="list-style-type: none"> i) Provision of advice on business policies and business improvement based on their knowledge and experience with the aim to promote sustainable corporate growth and increase corporate value over the mid-to long-term; ii) Monitoring of the management through important decision-making at the board including the appointment and dismissal of the senior management; iii) Monitoring of conflicts of interest between the company and the management or controlling shareholders; and iv) Appropriately representing the views of minority shareholders and other stakeholders in the boardroom from a standpoint independent of the management and controlling shareholders.
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•In cases when the Board of Directors resolves management policies, such as medium-to-long-term strategies, or makes decisions on other important matters, independent External Directors utilize their respective experience and knowledge to present opinions, ask questions and provide advice from an independent standpoint. The Board accords the utmost respect to these opinions upon making decisions.

<p>Principle 4.8</p>	<p>Independent directors should fulfill their roles and responsibilities with the aim of contributing to sustainable growth of companies and increasing corporate value over the mid-to long-term. Companies listed on the Prime Market should therefore appoint at least one-third of their directors as independent directors (two directors if listed on other markets) that sufficiently have such qualities. Irrespective of the above, if a company listed on the Prime Market believes it needs to appoint the majority of directors (at least one-third of directors if listed on other markets) as independent directors based on a broad consideration of factors such as the industry, company size, business characteristics, organizational structure and circumstances surrounding the company, it should appoint a sufficient number of independent directors.</p>
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• The Company sets the ratio of its independent External Directors from the perspective of ensuring the effectiveness of oversight function that, in principle, the majority of the Board of Directors shall be composed of independent External Directors. Out of twelve(12) Directors, eight(8)(67%) are independent External Directors.

•In selecting independent External Directors, high priority is given to independence. Our basic principle is that candidates are required to meet the Company’s “Criteria for Independence of External Directors” as well as possess highly independent thinking.

Supplementary Principle 4.8.1	In order to actively contribute to discussions at the board, independent directors should endeavor to exchange information and develop a shared awareness among themselves from an independent and objective standpoint. Regular meetings consisting solely of independent directors (executive sessions) would be one way of achieving this.
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•The Company provides independent External Directors with opportunities where only independent External Directors discuss and share understanding on topics that require objectivity and transparency. In addition, we strive to share company information among independent External Directors by allowing them to optionally attend audit result reporting meetings from accounting auditors, in addition to the audit committee members.

• Furthermore, the Company provides opportunities for independent External Directors to visit business sites, promoting a better understanding of the on-site operations.

Supplementary Principle 4.8.2	Independent directors should endeavor to establish a framework for communicating with the management and for cooperating with <i>kansayaku</i> or the <i>kansayaku</i> board by, for example, appointing the lead independent director from among themselves.
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•The chair of the Board of Directors, as well as the chairs of the Nominating Committee, Audit Committee and Compensation Committees, are all independent External Directors. The independent External Director who serves as the chair of the Board coordinates and communicates with the management team, including the President and CEO, while the chairs of each committee play a role in facilitating collaboration among the committees. The chairperson of the Board and the chairs of the committees work together to facilitate smooth corporation opportunities for informal discussions to ensure smooth cooperation, including setting up informal discussion opportunities. Additionally, in the nominating committee and compensation committee, discussions regarding the appointment and dismissal of Directors and Corporate Executive Officers, as well as executive compensation, are conducted under the leadership of the independent External Director who serves as the chair.

Supplementary Principle 4.8.3	Companies that have a controlling shareholder should either appoint at least one-third of their directors (the majority of directors if listed on the Prime Market) as independent directors who are independent of the controlling shareholder or establish a special committee composed of independent persons including
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	independent director(s) to deliberate and review material transactions or actions that conflict with the interests of the controlling shareholder and minority shareholders.
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•The Company does not have a controlling shareholder.

Principle 4.9	Boards should establish and disclose independence standards aimed at securing effective independence of independent directors, taking into consideration the independence criteria set by securities exchanges. The board should endeavor to select independent director candidates who are expected to contribute to frank, active and constructive discussions at board meetings.
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•The Company establishes its own rules of “Criteria for Independence of the External Directors,” taking into account laws and regulations and listing rules, etc. including those of foreign countries for the purpose of making objective assessment on the independence of the External Directors.

<https://corp.shiseido.com/en/ir/governance/pdf/system01.pdf>

•In connection with selecting candidates for the independent External Directors, the Company places emphasis on a high degree of independence of the candidate from the viewpoint of strengthening corporate governance and accordingly, the Company makes judgment on whether or not the candidate has a high degree of independence in accordance with the Criteria.

Principle 4.10	In adopting the most appropriate organizational structure (as stipulated by the Companies Act) that is suitable for a company’s specific characteristics, companies should employ optional approaches, as necessary, to further enhance governance functions.
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•See below

Supplementary Principle 4.10.1	If the organizational structure of a company is either Company with <i>Kansayaku</i> Board or Company with Supervisory Committee and independent directors do not compose a majority of the board, in order to strengthen the independence, objectivity and accountability of board functions on the matters of nomination (including succession plan) and remuneration of the senior management and directors, the company should seek appropriate involvement and advice from the committees, including from the perspective of gender and other diversity and skills, in the examination of such important matters as nominations and
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	<p>remuneration by establishing an independent nomination committee and remuneration committee under the board, to which such committees make significant contributions.</p> <p>In particular, companies listed on the Prime Market should basically have the majority of the members of each committee be independent directors, and should disclose the mandates and roles of the committees, as well as the policy regarding the independence of the composition.</p>
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• The majority of the Board of Directors is composed of independent External Directors.

• The Company transitioned to a company with three statutory committees in 2024. The Nominating Committee and the Compensation Committee are composed solely of independent External Directors. They make fair, transparent, and objective decisions on appointment of Directors and remuneration of Directors and Corporate Executive Officers that contribute to the successful implementation of our business strategies. Furthermore, the function of the internal audit department is strengthened. The Audit Committee, composed of independent external directors and full-time members who are non-executive Directors conducts effective audits through the internal audit department.

<https://corp.shiseido.com/en/ir/governance/system.html>

Principle 4.11	<p>The board should be well balanced in knowledge, experience and skills in order to fulfill its roles and responsibilities, and it should be constituted in a manner to achieve both diversity, including gender, international experience, work experience and age, and appropriate size. In addition, persons with appropriate experience and skills as well as necessary knowledge on finance, accounting, and the law should be appointed as <i>kansayaku</i>. In particular, at least one person who has sufficient expertise on finance and accounting should be appointed as <i>kansayaku</i>.</p> <p>The board should endeavor to improve its function by analyzing and evaluating effectiveness of the board as a whole.</p>
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• See below

Supplementary Principle 4.11.1	<p>The board should identify the skills, etc. that it should have in light of its managing strategies, and have a view on the appropriate balance between knowledge, experience and skills of the board as a whole, and also on diversity and appropriate board size. Consistent with its view, the board should establish policies and procedures for nominating directors and disclose them along with the combination of skills, etc. that each director</p>
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	possesses in an appropriate form according to the business environment and business characteristics, etc., such as what is known as a "skills matrix." When doing so, independent director(s) with management experience in other companies should be included.
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•The Company believes that its Board of Directors should be composed of Directors with various viewpoints and backgrounds as well as diverse and sophisticated skills, required for effective oversight of the execution of business and important decision making. When selecting candidates, we place importance on ensuring diversity, taking into account not only gender equality, but also other attributes such as age, nationality, race, personality, and insights and experiences in various fields related to management.

•The Company discloses the skills and expertise required of its directors in the form of a matrix. The independent External Director who serves as the chair of the Board of Directors has experience as a top executive at another company, and more than half of the independent External Directors have experience in corporate management.

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=110

(Page 110)

•The Company has set a certain maximum term of office for independent External Directors in order to reflect their independent views to our management. Moreover, we ensure fruitful discussions at the meetings of the Board of Directors as Corporate Executive Officers, Chief Officers and Division Officers in charge of relevant domains join the meetings depending on the agenda and provide necessary explanations.

Supplementary Principle 4.11.2	Outside directors, outside <i>kansayaku</i> , and other directors and <i>kansayaku</i> should devote sufficient time and effort required to appropriately fulfill their respective roles and responsibilities. Therefore, where directors and <i>kansayaku</i> also serve as directors, <i>kansayaku</i> or the management at other companies, such positions should be limited to a reasonable number and disclosed each year.
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•The Company has set forth criteria for "important concurrent positions" assumed by its independent External Directors and describes the status of such concurrent positions in the Business Report accompanying the Notice of Convocation of the Ordinary General Meeting of Shareholders based thereon. Candidates of Directors are selected upon confirmation that their multiple concurrent positions, if any, will not impede their performance of duties assumed in the Company.

Criteria for Important Concurrent Positions:

<https://corp.shiseido.com/en/ir/governance/pdf/system02.pdf>

Disclosure on Actual Status of Concurrent Positions Held:

https://corp.shiseido.com/en/ir/shareholder/2026/pdf/shm_0003.pdf#page=49

Supplementary Principle 4.11.3	Each year the board should analyze and evaluate its effectiveness as a whole, taking into consideration the relevant matters, including the self-evaluations of each director. A summary of the results should be disclosed.
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•The Company evaluates the effectiveness of its Board of Directors on a regular basis to identify issues and required improvements. Questionnaires and interviews for all Directors are conducted every year to evaluate and analyze the activities of the Board of Directors, the Nominating Committee, the Compensation Committee and the Audit Committee, as well as the support system by the secretariat. The results are collected and analyzed by the secretariat of the Board of Directors.

https://corp.shiseido.com/en/ir/governance/bod_activities.html

•Additionally, the Audit Committee undertakes an evaluation of the effectiveness to maintain and enhance the effectiveness of the Audit Committee. After reviewing its annual audit activities based on the following evaluation criteria and conducting deliberations within the Audit Committee.

<https://corp.shiseido.com/en/ir/governance/audit.html>

Principle 4.12	The board should endeavor to foster a climate where free, open and constructive discussions and exchanges of views take place, including the raising of concerns by outside directors.
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•See below

Supplementary Principle 4.12.1	<p>The board should ensure the following in relation to the operation of board meetings and should attempt to make deliberations active:</p> <ul style="list-style-type: none">i) Materials for board meetings are distributed sufficiently in advance of the meeting date;ii) In addition to board materials and as necessary, sufficient information is provided to directors by the company (where appropriate, the information should be organized and/or analyzed to promote easy understanding);iii) The schedule of board meetings for the current year and anticipated agenda items are determined in advance;iv) The number of agenda items and the frequency of board meetings are set appropriately; and
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	iv) Sufficient time for deliberations.
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·Materials for the Board of Directors’ meetings are distributed in advance, and pre-briefings are provided to independent External Directors. In the pre-briefing any questions raised by the Directors are addressed by the Board secretariat, and if necessary, shared with the management and proposers/reporters to ensure that sufficient explanations are provided during the Board meeting.

· We strive to provide materials for the Board of Directors that are well-organized around key issues. During the Board meeting, proposers and reporters are expected to explain the materials concisely, followed by a question-and-answer session to ensure that sufficient information necessary for deliberation is provided.

·The Representative Corporate Executive Officers communicate to the Directors of the Company by email or other means whenever necessary to provide follow-up information after Board meetings or important and emergency information.

·The next year’s schedule for Board meetings is decided in advance upon coordination with Directors and related internal divisions. The annual agenda are planned in advance through discussions among the chair of the Board, President and CEO, and the Board secretariat.

·Following the transition to a company with three statutory committees in 2024 and considering the results of the effectiveness evaluation of the Board of Directors, we are reviewing the annual number of Board meetings as well as the matters to be deliberated and decided by the Board. This ensures that sufficient time is allocated for deliberation on important matters such as medium-to-long-term strategy, sustainability management and internal control.

Principle 4.13	In order to fulfill their roles and responsibilities, directors and <i>kansayaku</i> should proactively collect information, and as necessary, request the company to provide them with additional information. Also, companies should establish a support structure for directors and <i>kansayaku</i> , including providing sufficient staff. The board and the <i>kansayaku</i> board should verify whether information requested by directors and <i>kansayaku</i> is provided smoothly.
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·See below

Supplementary Principle 4.13.1	Directors, including outside directors, should request the company to provide them with additional information, where deemed necessary from the perspective of contributing to transparent, fair, timely and decisive decision-making. In addition, <i>kansayaku</i> , including outside <i>kansayaku</i> , should collect
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	information appropriately, including the use of their statutory investigation power.
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·Materials for Board of Directors' meetings are shared with all Directors in advance, and a system has been established to enable timely exchanges via email or other means when there are questions or points of clarifications from them.

·In addition to the attendance of the Board of Directors, the full-time members of Audit Committee are secured with opportunities to attend important meetings related to business execution, such as Global Strategy Committee as well as Global Risk Management & Compliance Committee as observers, and reports and information are provided to the Audit Committee members through these meetings. Moreover, when requested by the Audit Committee members, materials and information on these meetings are provided.

·As part of the internal whistle-blowing system, a separate and direct email route to the Audit Committee has been established. This channel enables the Audit Committee to directly receive reports concerning events that may damage the corporate value of the Shiseido Group and that involve Directors, Corporate Executive Officers, and/or Officers of Shiseido Co., Ltd.

In addition, information on the email route is provided to employees in Japan through training for new hires and training on harassment for all employees.

Supplementary Principle 4.13.2	Directors and <i>kansayaku</i> should consider consulting with external specialists at company expense, where they deem it necessary.
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·The Compensation Committee, composed solely of independent external directors, invites external experts to provide advice on the design of executive compensation and other related matters. Furthermore, we will continue invite external experts as needed to facilitate opportunities for discussion and information gathering with External Directors.

Supplementary Principle 4.13.3	Companies should ensure coordination between the internal audit department, directors and <i>kansayaku</i> by establishing a system in which the internal audit department appropriately reports directly to the board and the <i>kansayaku</i> board in order for them to fulfill their functions. In addition, companies should take measures to adequately provide necessary information to outside directors and outside <i>kansayaku</i> . One example would be the appointment of an individual who is responsible for communicating and handling requests within the company such that the requests for information about the company by outside
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	directors and outside <i>kansayaku</i> are appropriately processed.
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·In accordance with the Internal Audit Department Operations Manual (including the “Internal Audit Rules”), the Company evaluated the status of design and operation of internal controls in the Shiseido Group, from the perspectives of operational effectiveness and efficiency, reliability of reporting, and compliance with applicable laws, regulations, and internal regulations, as well as safeguarding company assets. It also promotes organizational audit in collaboration with the Audit Committee, evaluates the adequacy and effectiveness of risk management and provides advice and recommendations for improvement.

· The results of the audits are reported regularly to the Audit Committee and the Board of Directors, alongside monthly to the Representative Corporate Executive Officer and CEO and Representative Corporate Executive Officer and CFO and bi-weekly to the full-time Audit Committee members.

Principle 4.14	New and incumbent directors and <i>kansayaku</i> should deepen their understanding of their roles and responsibilities as a critical governance body at a company, and should endeavor to acquire and update necessary knowledge and skills. Accordingly, companies should provide and arrange training opportunities suitable to each director and <i>kansayaku</i> along with financial support for associated expenses. The board should verify whether such opportunities and support are appropriately provided.
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·See below

Supplementary Principle 4.14.1	Directors and <i>kansayaku</i> , including outside directors and outside <i>kansayaku</i> , should be given the opportunity when assuming their position to acquire necessary knowledge on the company’s business, finances, organization and other matters, and fully understand the roles and responsibilities, including legal liabilities, expected of them. Incumbent directors should also be given a continuing opportunity to renew and update such knowledge as necessary.
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·The Company provides new Directors with training regarding legal and statutory authorities and obligations, etc. In addition, when a new independent External Director come on board, the Company provides training regarding the industry it operates in, its history, business overview, strategy and material risks, etc.

Furthermore, to promote the independent External Directors' understanding of the Company, opportunities are provided for in-depth discussions on annual business strategies and business management issues outside formal Board of Directors meetings.

Supplementary Principle 4.14.2	Companies should disclose their training policy for directors and <i>kansayaku</i> .
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•The Company believes that in addition to appointing personnel having credentials required to serve as Directors, Corporate Executive Officers, Chief Officers, or Division Officers. it is important to provide them with necessary training and information.

•The Company provides new Directors with training regarding legal and statutory authorities and obligations, etc. In addition, the Company provides new independent External Directors with training regarding the industry it operates in, its history, business overview, strategy, material risks etc. (approximately once a year for each subject).

Section 5

Section 5: Dialogue with Shareholders	
General Principle 5	In order to contribute to sustainable growth and the increase of corporate value over the mid-to long-term, companies should engage in constructive dialogue with shareholders even outside the general shareholder meeting. During such dialogue, senior management and directors, including outside directors, should listen to the views of shareholders and pay due attention to their interests and concerns, clearly explain business policies to shareholders in an understandable manner so as to gain their support, and work for developing a balanced understanding of the positions of shareholders and other stakeholders and acting accordingly.

•See below

Principle 5.1	Companies should, positively and to the extent reasonable, respond to the requests from shareholders to engage in dialogue (management meetings) so as to support sustainable growth and increase corporate value over the mid-to long-term. The board should establish, approve and disclose policies concerning the measures and organizational structures aimed at promoting constructive dialogue with shareholders.
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•The Company fully recognizes that timely and appropriate disclosure of corporate

information to investors forms the basis of a sound securities market. We make constant efforts to improve our internal systems and maintain investors' point of view to ensure prompt, accurate, and fair disclosure of corporate information to all investors at the same time. Through these efforts, we aim to provide timely and appropriate corporate information to investors and have published a policy on information disclosure.

<https://corp.shiseido.com/en/ir/policy/>

Supplementary Principle 5.1.1	Taking the requests and interests of shareholders into consideration, to the extent reasonable, the senior management, directors, including outside directors, and <i>kansayaku</i> , should have a basic position to engage in dialogue (management meetings) with shareholders.
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- The CEO and CFO of the Company actively engage in dialogue with shareholders and express their thoughts as senior management on the Company's initiatives.
- External Directors are also provided with opportunities to express their independent opinions on the governance of the Company, such as conferences hosted by securities companies, dialogue events (big/small) with investors, the integrated report, etc.

Supplementary Principle 5.1.2	<p>At minimum, policies for promoting constructive dialogue with shareholders should include the following:</p> <ul style="list-style-type: none"> i) Appointing a member of the management or a director who is responsible for overseeing and ensuring that constructive dialogue takes place, including the matters stated in items ii) to v) below; ii) Measures to ensure positive cooperation between internal departments such as investor relations, corporate planning, general affairs, corporate finance, accounting and legal affairs with the aim of supporting dialogue; iii) Measures to promote opportunities for dialogue aside from individual meetings (e.g., general investor meetings and other IR activities); iv) Measures to appropriately and effectively relay shareholder views and concerns learned through dialogue to the senior management and the board; and v) Measures to control insider information when engaging in dialogue.
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- We have established and disclosed our "Basic Policy on Information Disclosure and Dialogue with Shareholders and Investors." This policy outlines our basic principles

for information disclosure, standards, methods, and organizational structure, as well as measures for constructive dialogue with shareholders and investors and the management of insider information. Additionally, in response to the Tokyo Stock Exchange’s request for disclosure regarding “the status of dialogue with shareholders,” we have detailed the implementation of dialogue between management and shareholders in the previous fiscal year under “Status of Dialogue with Shareholders and Investors,” including an overview of the dialogue partners and topics, the number of meetings held, and our main representatives and departments involved.

<https://corp.shiseido.com/en/ir/policy/>

•The above URL includes related links on our corporate information site, and we have also set up related pages within our corporate information site for various briefings held for investors and shareholders, where we share the content of these briefings using videos and other materials as needed.

[General] <https://corp.shiseido.com/en/ir/library/event/>

[For Individual Investors (Japanese Only)]

<https://corp.shiseido.com/jp/ir/investors/briefing.html>

Supplementary Principle 5.1.3	Companies should endeavor to identify their shareholder ownership structure as necessary, and it is desirable for shareholders to cooperate as much as possible in this process.
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•Based on the shareholder register, which is updated every six months, the Company conducts a survey of institutional investors to identify the actual shareholders and uses it as a basis for shareholder dialogue.

Principle 5.2	When establishing and disclosing business strategies and business plans, companies should articulate their earnings plans and capital policies, and present targets for profitability and capital efficiency after accurately identifying the company’s cost of capital. Also, companies should provide explanations that are clear and logical to shareholders with respect to the allocation of management resources, such as reviewing their business portfolio and investments in fixed assets, R&D, and human capital, and specific measures that will be taken in order to achieve their plans and targets.
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•See below

•In our “2030 Medium-Term Strategy,” we have disclosed our ROIC and ROE targets for 2030 aimed at enhancing capital efficiency. Details can be found on our corporate website:

<https://corp.shiseido.com/en/ir/strategy/>

In addition, the actual results for fiscal 2025 and the targets for fiscal 2026 are

disclosed in the financial results presentation materials for the fiscal year ended December 31, 2025, which are also available on our corporate website.
<https://corp.shiseido.com/en/ir/library/tanshin/>

Supplementary Principle 5.2.1	In formulating and announcing business strategies, etc., companies should clearly present the basic policy regarding the business portfolio decided by the board and the status of the review of such portfolio.
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•The Company develops medium-to-long-term strategies based on discussions by its Board of Directors. This includes development of the business portfolio and sales strategies based on the analysis of recent global market trends, consumer purchasing behavior, and other factors. These are disclosed in an easy-to-understand visual form.
<https://corp.shiseido.com/en/ir/strategy/archives/mgt.html>

•These strategies undergo appropriate revisions based on quarterly financial results. The contents of the revisions and progress updates are disclosed in materials for quarterly results briefings and presented to a broad range of investors via our corporate website and other media.
<https://corp.shiseido.com/en/ir/library/tanshin/>

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