

Directors and Audit & Supervisory Board Members (As of June 25, 2022)

Directors



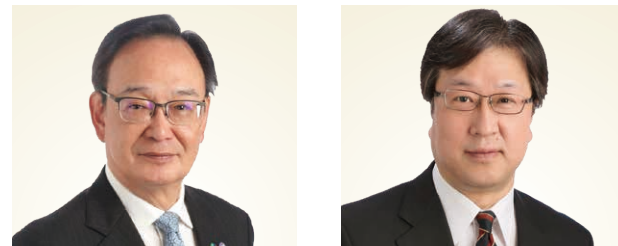
President & CEO, Representative Director **Kazuyuki Shimada**
 Representative Director, Senior Managing Director **Tomochika Yamaguchi**
 Executive Managing Director **Akihiro Yanagisawa**
 Executive Managing Director **Yasushi Sumida**

Directors



Executive Managing Director **Shinro Fujita**

Audit & Supervisory Board Members



Audit & Supervisory Board Member **Seiichiro Takahashi**
 Audit & Supervisory Board Member **Naoya Maruo**

Outside Directors



Outside Director (Independent Officer) **Mitsuaki Nakakubo**
 April 1995 Registered as an attorney (under Daini Tokyo Bar Association) (Current registration)
 April 2001 Partner of Asahi Law Offices (Current position)
 April 2008 Member, Regular Meeting, Daini Tokyo Bar Association
 June 2017 Outside Company Auditor of Nippon Kodo Holdings Corporation (Current position)
 June 2019 Outside Director of the Company (Current position)
 March 2021 Outside Director of Nikkiso Co., Ltd. (Current position)

Outside Director (Independent Officer) **Keiichiro Hashimoto**
 April 1974 Entered The Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.)
 June 2001 General Manager of Global Business Division of The Bank of Tokyo-Mitsubishi, Ltd. (currently MUFG Bank, Ltd.)
 June 2003 Representative Member of the Board, Vice President and CFO of MITSUBISHI MOTORS CORPORATION
 June 2005 Senior Executive Vice President of SEGA SAMMY HOLDINGS INC.
 June 2010 Chairman and President of Metropolitan Expressway CO., Ltd.
 May 2014 Vice President and COO of Shioya Tochi Co., Ltd.
 June 2015 Audit & Supervisory Board Member of HIGASHI-NIPPON BANK, Ltd.
 April 2016 Outside Audit & Supervisory Board Member of Concordia Financial Group, Ltd. (Current position)
 April 2019 Vice Chairman & President of Japan Association of Corporate Executives
 June 2020 Outside Director of the Company (Current position)
 April 2021 Representative Director of General Incorporated Association T Art Life Village (Current position)
 June 2021 Outside Director of Maeda Road Construction Co., Ltd. (Current position)
 October 2021 Outside Director of INFRONEER Holdings Inc. (Current position)

Outside Director (Independent Officer) **Akira Matsumoto**
 April 1994 Entered Sumitomo Bank (currently Sumitomo Mitsui Banking Corporation)
 October 1999 Entered KPMG Century Audit Corporation (currently KPMG AZSA LLC.)
 April 2003 President and Representative Director of MIT Corporate Advisory Services CO., LTD. (Current position)
 May 2003 Registered as a certified public accountant
 June 2020 Outside Auditor of DESCENTE LTD. (Current position)
 June 2020 Outside Director of the Company (Current position)

Outside Director **Junko Tsuboi**
 April 1985 Entered Kirin Brewery Company, Limited (currently Kirin Holdings Company, Limited)
 March 2005 General Manager of Corporate Communications Dept. of Kirin Beverage Company, Limited
 March 2010 President and Representative Director of YOKOHAMA RED BRICK WAREHOUSE Co., Ltd.
 March 2012 General Manager of CSR Management Dept. and General Manager of Corporate Communications Dept. of Kirin Holdings Company, Limited
 January 2013 General Manager of Corporate Brand Management Dept. of CSV Div. of Kirin Company, Limited
 March 2014 Executive Officer, General Manager of Corporate Brand Management Dept. of CSV Div. of Kirin Company, Limited
 April 2016 Executive Officer, General Manager of Corporate Brand Management Dept. of Kirin Company, Limited
 March 2019 Senior Executive Officer and General Manager of Corporate Brand Management Dept. of Kirin Holdings Company, Limited
 June 2020 Outside Director of the Company (Current position)
 March 2022 Senior Executive Officer of Kirin Holdings Company, Limited (Current position)

Outside Audit & Supervisory Board Members



Outside Audit & Supervisory Board Member (Independent Officer) **Tsuneyoshi Seki**
 March 1991 Registered as a certified public accountant
 August 1995 Joined Deloitte Touche Tohmatsu (now Deloitte Touche Tohmatsu LLC)
 June 2003 Partner in Deloitte Touche Tohmatsu (now Deloitte Touche Tohmatsu LLC)
 July 2014 Head of Tsuneyoshi Seki Certified Public Accountant Office (Current position)
 August 2014 Representative Director and President of Knowledge and Solution Consulting (Current position)
 June 2016 Outside Audit & Supervisory Board Member of the Company (Current position)
 March 2021 Partner in Accounting Corporation TENYU (Current position)

Outside Audit & Supervisory Board Member (Independent Officer) **Hideki Minamikawa**
 April 1974 Joined Japan's Environment Agency (currently Ministry of the Environment)
 January 2011 Administrative Vice-Minister of the Environment
 July 2013 Advisor, Japan's Ministry of the Environment
 June 2014 President of the Japan Environmental Sanitation Center (Current position)
 June 2017 Outside Audit & Supervisory Board Member of the Company (Current position)
 August 2018 Chief External Director of RENOVA, Inc. (Current position)

Outside Audit & Supervisory Board Member (Independent Officer) **Miyuki Nakagawa**
 April 1990 Public Prosecutor, Tokyo District Public Prosecutors Office
 April 2008 Counsellor, Judicial System Department of Minister's Secretariat, Ministry of Justice
 January 2011 Counsellor, Cabinet Secretariat, Assistant Chief Cabinet Secretary Office
 April 2013 Public Prosecutor, Tokyo High Public Prosecutors Office
 April 2019 Professor at Chuo Law School, Chuo University (Current position)
 April 2019 Registered as an attorney
 May 2019 Representative of Kosui Law Office (Current position)
 June 2019 Outside Director of NITTO KOGYO CORPORATION (Current position)
 June 2021 Outside Director of Nissan Chemical Corporation (Current position)
 June 2021 Outside Audit & Supervisory Board Member of the Company (Current position)
 June 2022 Outside Audit & Supervisory Board Member of Shinsei Bank, Ltd. (Current position)

Executive Officers

Senior Executive Officer **Kazumasa Wakayama**
 Senior Executive Officer **Yuna Akashi**
 Senior Executive Officer **Yoshihisa Hosaka**
 Senior Executive Officer **Gen Inomata**
 Senior Executive Officer **Junji Nagasaka**
 Senior Executive Officer **Nobuyuki Uematsu**
 Senior Executive Officer **Akiko Matsugaya**
 Executive Officer **Koichi Matsumoto**
 Executive Officer **Hiroaki Hori**
 Executive Officer **Tomoko Saito**
 Executive Officer **Jun Saito**
 Executive Officer **Kengo Muraoka**
 Executive Officer **Makoto Doumoto**
 Executive Officer **Yuhei Komine**
 Executive Officer **Maho Yamamoto**

Developing the Next Generation of Managers

The Company is taking steps to put in place a systematic program aimed at developing the next generation of managers. The Professional Manager Development (PMD) training program is designed to selectively provide middle and senior managers with the knowledge and leadership skills they need to succeed at each level of the organization, as well as the motivation to engage in self-improvement.

In addition, we have invited a lecturer from Hitotsubashi University and are working steadily toward the launch of FANCL Management School in a bid to cultivate the knowledge and

perspective necessary for management from FY Mar/2023. Through this initiative, participants will acquire management literacy across a wide range of fields including management strategy development, organizational change, corporate accounting, marketing, and consumer behavior theory. Looking ahead, we will also implement the Women's Leadership Program as a conduit for establishing various positive steps forward including the establishment of a networking forum among female managers and lectures by current female executives to further encourage women to take an active role in the Company.

Next Generation Manager Development Curriculum

<p>PMD (Middle)</p> <p>Target group: Group managers</p> <ul style="list-style-type: none"> Develop the management perspective essential for general managers Help realize organizational and self-improvement through daily management activities 	<p>PMD (Senior)</p> <p>Target group: Division managers</p> <ul style="list-style-type: none"> Develop leaders who can achieve results while considering the need for overall optimization from the perspective of the head of the organization help solve one's own problems through coaching 	<p>FANCL Management School</p> <p>Target group: Division managers</p> <ul style="list-style-type: none"> Help acquire management literacy, to develop a broad perspective, and to cultivate the ability to think about management issues on one's own
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