

(Translation)

September 30, 2020

Dear Sirs and Madams,

Name of Company: Shiseido Company, Limited  
 Name of Representative: Masahiko Uotani  
 President and CEO  
 (Representative Director)  
 (Code No. 4911; The First Section of the Tokyo Stock Exchange)  
 Contact: Harumoto Kitagawa  
 Vice President  
 Investor Relations Department  
 (Tel: +81 3 3572 5111)

Changes among Corporate Officers of Shiseido Company, Limited  
 and Personnel Change in Shiseido Group

1. Shiseido Company, Limited

The Company hereby announces the following changes of corporate officers effective on October 1, 2020.

Name	New Title	Current Title
Masahiko Uotani	President & CEO Japan Region CEO*1	President & CEO Japan Region CEO
Norio Tadakawa	Executive Corporate Officer Japan Region Chief Operating Officer*2	Executive Corporate Officer Chief Supply Network Officer
Akihiro Miura	Corporate Officer Acting Chief Supply Network Officer	Corporate Officer Supply Network Strategy, Supply Network Fundamental Development, Logistics, Production

\*1 Representative Director, Chairman and CEO, Shiseido Japan Co., Ltd.

\*2 Representative Director, President and COO, Shiseido Japan Co., Ltd.

2. Shiseido Asia Pacific Pte. Ltd.

The following personnel change in Shiseido Group becomes effective on October 1, 2020.

Name	New Title	Current Title
Nicole Tan	Asia Pacific Region CEO President, Shiseido Asia Pacific Pte. Ltd.	Newly hired