



(Translation)

November 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)

Notice of Administrative Changes and Transfer of Personnel

Shiseido Company, Limited hereby announces that it will implement partial organizational reforms and personnel transfers as detailed below, effective January 1, 2021.

Note

1. Partial Organizational Reforms

1.1 Integration of R&D functions

To integrate R&D functions, newly establish Brand Value R&D Institute which will oversee product development and MIRAI Technology Institute which will take charge of medium-to-long term seed development as well as new business value development.

(1) Establishment of Brand Value R&D Institute

- Newly establish Global Brands R&D Center, Shiseido Japan Brands R&D Center, and Development Acceleration Center in Brand Value R&D Institute. Along with this change, dissolve Cosmetics R&I Center, Cosmetics Technical Information Innovation Center, Packaging Innovation Center and Regulatory Strategy Department.
- Dissolve Safety & Analytics Research Center and transfer its functions to Brand Value R&D Institute, MIRAI Technology Institute and Quality Management Department.

(2) Establishment of MIRAI Technology Institute

- Newly establish Business Core Technology Center and Frontier Business R&D Center in MIRAI Technology Institute. Dissolve Advanced Research Center, Incubation Center, Process Engineering Innovation Center and FS Innovation Center accordingly.
- Rename R&I Strategy Department to R&D Strategy Department and GIC Integrated Operations Department to R&D Integrated Operations Department and place them in MIRAI Technology Institute together with Intellectual Property Department.



1.2 Establishment of Digital Transformation Office

Newly establish Digital Transformation Office with the aim of accelerating global business transformation through digital.

1.3 Other Organizational Changes

(1) Establishment of Inner Beauty Business Development Department

Newly establish Inner Beauty Business Development Department in Corporate Transformation Acceleration Division in order to lead new business development in skin beauty fields.

(2) Establishment of Product Development Management Department

Newly establish Product Development Management Department for the purpose of executing global management at optimum quality, cost and supply for product development.

(3) Change of Department Title

Rename Global Brands S&OP Department to Global Brands Operation Department and Logistics Department to Global Logistics Department to strengthen global brand operations.

2. Transfers of Personnel

Name	New Title	Current Title
Toshinobu Umetsu	Executive Officer* ¹ Chief Strategy Officer Vice President, Inner Beauty Business Development Department	Corporate Officer Chief Strategy Officer
Kiminori Kimura	Vice President, Global ICT Department	Director, HQ ICT Department, Global ICT Department
Takashi Hashizume	Vice President, Product Development Management Department	Director, Value Creation Process Transformation Department
Yuko Kato	Vice President, Legal and Governance Department	Group Manager, Governance Group, Legal and Governance Department
Shiho Nagasaka	Vice President, Marketing Department, SHISEIDO Global Brand Unit	Director, Brand Extension Category, Marketing Department, SHISEIDO Global Brand Unit
Eriko Kawai	Vice President, Global Brands R&D Center, Brand Value R&D Institute	Group Manager, Prestige Brands Technical Information Innovation Group, Cosmetics Technical Information Innovation Center, Global Innovation Center
Takashi Matsui	Vice President, Shiseido Japan Brands R&D Center, Brand Value R&D Institute	Assistant Vice President, Cosmetics R&I Center, Global Innovation Center
Hideki Shimizu	Vice President, Development Acceleration Center, Brand Value R&D Institute	Group Manager, Sun Care Product Innovation Group, Cosmetics R&I Center, Global Innovation Center

Hidefumi Araki	Vice President, R&D Strategy Department, MIRAI Technology Institute	Vice President, R&I Strategy Department, Global Innovation Center Vice President, Incubation Center, Global Innovation Center
Tetsuyuki Kushiro	Vice President, R&D Integrated Operations Department, MIRAI Technology Institute	Group Manager, S/PARK Project, Global Innovation Center
Kiyoshi Sato	Vice President, Business Core Technology Center, MIRAI Technology Institute	Vice President, Advanced Research Center, Global Innovation Center
Tomohiko Kimura	Vice President, Intellectual Property Department, MIRAI Technology Institute	Vice President, Packaging Innovation Center, Global Innovation Center
Hideki Takahashi	Vice President, Frontier Business R&D Center, MIRAI Technology Institute	Vice President, R&D New Frontier Innovation, Shiseido Americas Innovation Center, SAC
Atsushi Yasuda	Vice President, DS・OP・Purchasing Department * ² Vice President, Demand & Supply Planning Department	Vice President, Demand & Supply Planning Department
Mizue Miyamoto	Vice President, Global Brands Operation Department	Vice President, Global Brands S&OP Department
Masashi Sato	Vice President, Global Logistics Department	Vice President, Logistics Department
Daiji Sugata	Vice President, Purchasing Department	Director, Operations Management Department, Osaka Factory

*¹ To hold the concurrent title of Corporate Officer

*² DS・OP: Demand and Supply Planning・Global Brand Operation

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