



(Translation)

November 10, 2022

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

Notice of a New Management Structure and the Change of Representative Directors

Shiseido Company, Limited hereby announces that it has decided to implement a new management structure and a change in its Representative Directors at the Board of Directors meeting held today on November 10, as detailed below.

1. Details of the new management structure (January 1, 2023)

Name	New Title	Current Title
Masahiko Uotani	Representative Director Chairman and CEO	Representative Director President and CEO
Kentaro Fujiwara	President and COO	Senior Executive Officer China Region CEO

Kentaro Fujiwara will be selected as Representative Director at the meeting of the Board of Directors following approval of the resolution to elect him as Director at the General Meeting of Shareholders to be held in March 2023.

CEO: Chief Executive Officer COO: Chief Operating Officer

2. Details of the change of Representative Directors

- 2.1. Name and Title of Retiring Representative Director
(as of the date of General Meeting of Shareholders to be held in March 2023)
Name: Yukari Suzuki
Current Title: Representative Director, Senior Executive Officer
New Title: Director, Senior Executive Officer
- 2.2. Name and Title of Newly Appointed Representative Director
(as of the date of General Meeting of Shareholders to be held in March 2023)
Name: Kentaro Fujiwara
Current Title: Senior Executive Officer, China Region CEO
New Title: Representative Director, President and COO
- 2.3. Reasons for the Change
To implement changes in our management structure

2.4. Biography of the newly appointed Representative Director

Name: Kentaro Fujiwara
Date of birth: December 21, 1966
Education: 1991 Graduated from Kagawa University Graduate School of Agriculture
Department of Agricultural Chemistry

Career:

1991 Joined Shiseido Co., Ltd.
1994 Expatriated to Germany
1995 Europe Business Department, International Business Division
1999 Sales Operations Manager, Shiseido Europe S.A. (Expatriated in Paris)
2004 Director, Europe Distribution Center, Shiseido Europe S.A.
2005 Corporate Planning Department, Shiseido Co., Ltd.
2006 International Business Department
2011 Director, President, Shiseido Korea Co., Ltd.
2013 Director, President, Shiseido Professional Korea Co., Ltd.
2015 Vice President, Corporate Strategy Department and Group Leader, Digital Strategy
2016 Corporate Officer, Shiseido Co., Ltd. and
Chairman of the Board, President, Shiseido China Co., Ltd.
2018 China Region CEO, Corporate Officer, Shiseido Co., Ltd.
2020 China Region CEO, Senior Executive Officer, Shiseido Co., Ltd.

<Number of shares owned> 1,000

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