



(Translation)

December 6, 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)
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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, 2023.

1. Partial Organizational Reforms

(1) Reorganization of the R&D organizational functions

(A) New establishment of the Safety & Analytics Research Center

With respect to safety, the Safety & Analytics Research Center will be established, integrating the functions of related divisions within the Brand Value R&D Institute for the purpose of strengthening assurance and analysis functions across businesses and global response functions, as well as for the long-term development of specialized personnel.

(B) New establishment of the R&D Sustainability & Communication Department

The R&D Sustainability & Communication Department will be established within the Brand Value R&D Institute to accelerate the development of technologies related to manufacturing that contributes to a sustainable society and the implementation of circular models, as well as to strengthen the communication function in the R&D field which is one of the Company's strengths.

(C) Dissolution of the R&D Integrated Operations Department

The functions of the R&D Integrated Operations Department will be reallocated within the R&D Division for the purpose of further streamlining and delivering results. Accordingly, the R&D Integrated Operations Department will be dissolved.

(2) Reorganization of the supply network functions

(A) New establishment of the Global Planning Department

The Global Planning Department will be established with the aim of strengthening the foundation of the supply chain planning process on a global level. Within the supply network, the Global Planning Department will be responsible for developing strategies related to global supply chain planning, as well as for improving organizational capabilities, including progress management, performance evaluation, and personnel development through working closely with regional planning teams during the

implementation phase.

(B) New Establishment of the HQ Supply Chain Department

The HQ Supply Chain Department will be established, integrating the functions of the Global Brands Operation Department and the JAPAN Industrial Planning Department, such as demand planning, inventory planning, production planning, and procurement and inter-base logistics. The HQ Supply Chain Department will manage the global supply chain for Japan-based brands to further optimize the levels of product supply service and inventory.

(C) In line with these changes, the JAPAN Industrial Planning Department and the Global Brands Operation Department will be dissolved.

(3) Reorganization of the functions in the SHISEIDO Global Brand Unit

Reorganize the functions with a view to further strategic business development of the Global Brand SHISEIDO.

(A) New establishment of the Product Development Department

The Product Development Department will be established by separating the product development function of the Marketing Department into an independent department for the purpose of strengthening innovation development capabilities through working more closely with the R&D Division.

(B) New establishment of the Marketing & Communication Development Department

In response to the increasingly complex media environment surrounding consumers, the Marketing & Communication Development Department will be established, merging the Marketing Department and the Communication Excellence Department to develop and strengthen more effective brand strategies and communication plans.

(C) New establishment of the Brand Strategy & Business Development Department.

The Brand Strategy & Business Development Department will be established to develop flexible regional strategies that meet the diverse needs in each region, as well as to continuously accelerate business growth by providing stronger support in market development at each regional HQ.

(D) In line with these changes, the Marketing Department, the Commercial Excellence Department, and the Communication Excellence Department will be dissolved.

2. Transfers of Personnel

Name *1	New Title	Current Title
Tomoko Tagami	Executive Officer Chief Corporate Communication Officer Vice President, Global Communications Department	Newly Hired
Yosuke Tojo	Executive Officer Chief Technology Officer Vice President, R&D Strategy Department, MIRAI Technology Institute	Vice President, R&D Strategy Department, MIRAI Technology Institute

Lo Ying	Vice President, Corporate Strategy Department, Corporate Transformation Acceleration Division Vice President, Brand Strategy & Business Development Department, SHISEIDO Global Brand Unit	Vice President, Corporate Strategy Department, Corporate Transformation Acceleration Division
Kiyotaka Yanagiuchi	Deputy Head, Inner Beauty Business Division Vice President, Business Planning Department, Inner Beauty Business Division Vice President, Brand Marketing Department, Inner Beauty Business Division	Vice President, Account Service 2 Department, Premium Brands Division
Shiho Nagasaka	Vice President, Marketing & Communication Development Department, SHISEIDO Global Brand Unit	Vice President, Marketing Department, SHISEIDO Global Brand Unit
Chihiro Torigoe	Vice President, Executive & External Relations Department	Manager, People Transformation Group, People Planning Department, People Division
Hirofumi Kera	Vice President, Beauty Creation Center	Shiseido Top Hair and Makeup Artist, School SABFA Group, Beauty Creation Center
Masato Kitagaki	Vice President, Safety & Analytics Research Center, Brand Value R&D Institute	Director, Quality and Safety assurance Department, Quality Management Department
Koichi Nakamura	Vice President, Development Acceleration Center, Brand Value R&D Institute	Vice President, R&D Strategy and Operation, Shiseido Americas Innovation Center, SAC
Shihori Oyama	Vice President, R&D Sustainability & Communication Department, Brand Value R&D Institute	Director, Sustainable Technology Acceleration and R&D Communication Department, Brand Value R&D Institute
Mizue Miyamoto	Vice President, HQ Supply Chain Department	Vice President, Global Brands Operation Department
Atsushi Yasuda	Vice President, Global Planning Procurement Department Vice President, Global Planning Department	Vice President, HQ Planning Procurement Department Vice President, JAPAN Industrial Planning Department

*1 Executive officers in the same position are listed in alphabetical order by last name

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