

Press Release

## Changes among Corporate Officers

The Company hereby announces the following changes of corporate officers effective on January 1, 2020 including some changes in the corporate officers announced on November 25, 2019.

Name	New Title	Current Title
Masahiko Uotani	President & CEO	President & CEO
	Japan Region Chief Executive Officer	
Yoichi Shimatani	Executive Vice President	Executive Vice President
	Chief Innovation Officer	Chief Innovation Officer
	Assisting the CEO in general corporate	Assisting the CEO in general corporate
	management	management
Jun Aoki	Executive Corporate Officer	Executive Corporate Officer
	Chief Social Value Creation Officer	Chief People Officer
	Assisting the CEO in general corporate	Chief Social Value Creation Officer
	management	Assisting the CEO in general corporate
	Social Value Creation, Facility	management
	Management, Global Professional	Human Resources, Social Value
	Business	Creation, Facility Management
Kentaro Fujiwara	Executive Corporate Officer	Corporate Officer
	China Region Chief Executive Officer	China Region Chief Executive Officer
Shigekazu Sugiyama	Executive Corporate Officer	Executive Corporate Officer
	Assisting the Japan CEO	Japan Region Chief Executive Officer
Yukari Suzuki	Executive Corporate Officer	Corporate Officer
	Chief Brand Officer, Clé de Peau	Chief Brand Officer, Clé de Peau
	Beauté, IPSA, THE GINZA	Beauté, Global Prestige Brands
		Clé de Peau Beauté Brand
Norio Tadakawa	Executive Corporate Officer	Executive Corporate Officer
	Chief Supply Network Officer	Chief Supply Network Officer
	Supply Network Strategy, Supply	Supply Network Strategy, Supply &
	Network Fundamental Development,	Purchasing, Global Initiative, Demand &
	Logistics, Production, Purchasing,	Supply Planning, Logistics, Production,
	Global Brands S&OP, Demand &	Factories, Nasu Factory Establishment
	Supply Planning, Factories	
Hiromi Anno	Corporate Officer	Vice President, Global Communications
	Chief Public Relations Officer	Department
	Global Public Relations	

Michael Coombs	Corporate Officer	Corporate Officer
	Chief Financial Officer	Chief Finance Officer
	Strategic Finance, Financial Accounting,	Strategic Finance, Financial Accounting,
	Investor Relations, Business	Investor Relations, Business
	Transformation	Development
Kiyomi Horii	Corporate Officer	Corporate Officer
	Chief Beauty Strategy Officer	Chief Beauty Strategy Officer
Mika Inoue	Corporate Officer	Senior Vice President, R&D
	Chief Regulatory Officer	Vice President, Cosmetics Technical
	GIC Transformation Leader	Information Development Center,
	Intellectual Property, GIC Integrated	Global Innovation Center
	Operations, Regulatory Strategy,	
	Cosmetics Technical Information	
	Innovation	
Akihiro Miura	Corporate Officer	Vice President, Supply Network
	Supply Network Strategy, Supply	Strategy Department
	Network Fundamental Development,	
	Logistics, Production	
Minoru Nakamura	Corporate Officer	Deputy Chief People Officer
	Chief People Officer	
	Chief Wellness Officer	
	Human Resources	
Yoshiaki Okabe	Corporate Officer	Corporate Officer
	Chief Brand Officer, brand SHISEIDO	Chief Brand Officer, brand SHISEIDO,
		Global Prestige Brands
		SHISEIDO Brand
Yoshihiro Shiojima	Corporate Officer	Corporate Officer
	Chief Quality Officer	Chief Quality Officer
	Quality Management, Executive &	Quality Management, Regulatory
	External Relations	Strategy, Executive & External Relations
Atsunori Takano	Corporate Officer	Vice President, Global ICT Department
	Chief Information Technology Officer	•
	Global ICT, Information Security	
Toshinobu Umetsu	Corporate Officer	Chief Strategy Officer
	Chief Strategy Officer	Vice President, Corporate Strategy
	Corporate Strategy, Consumer & Market	Department
	Intelligence, Business Development	-
Naomi Yamamoto	Corporate Officer	Corporate Officer
	Chief Creative Officer	Chief Creative Officer
	Creative, Beauty Creation, Social Value	Creative, Beauty Creation, Social Value
	Creation	Creation
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Terufumi Yorita	Corporate Officer	Corporate Officer
	Chief Legal Officer	Chief Legal Officer
	Legal & Governance, Risk Management	Legal & Governance, Risk Management
Katsunori Yoshida	Corporate Officer	Corporate Officer
	Chief Product Innovation Officer	Chief Product Development Officer
	Incubation, Packaging Innovation,	Cosmetics R&D, Package Development,
	Cosmetics R&I, Process Engineering	Process Engineering Development
	Innovation	

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