

Changes among Board of Directors and Audit & Supervisory Board and the Executive Officers

Shiseido Company, Limited (hereafter, “the Company”) has nominated the candidates for Directors and Audit & Supervisory Board Members to be voted upon at the 123rd Ordinary General Meeting of Shareholders scheduled to be held in March 2023 (hereafter, “the General Meeting of Shareholders”) and decided following changes of executive officers effective on January 1, 2023.

Note

Directors and Audit & Supervisory Board Members

The Company has nominated the candidates for Directors and Audit & Supervisory Board Members to be voted upon at the General Meeting of Shareholders scheduled to be held in March 2023. The persons listed below will be appointed as Directors and Audit & Supervisory Board Members if the proposal is approved.

1. New Representative Director

Name	Title after the General Meeting of Shareholders	Current Title
Kentaro Fujiwara	Representative Director* ¹ President and COO* ²	Senior Executive Officer China Region Chief Executive Officer

*¹ Representative Directors will be selected upon at the meeting of Board of Directors to be held after the General Meeting of Shareholders

*² COO Chief Operating Officer

2. Retiring Representative Director

Name	Title after the General Meeting of Shareholders	Current Title
Yukari Suzuki	Director Senior Executive Officer	Representative Director Senior Executive Officer

3. New Directors

Name	Title after the General Meeting of Shareholders	Current Title
Kentaro Fujiwara	Director President and COO	Senior Executive Officer China Region CEO
Yoshihiko Hatanaka	External Director	From outside the company (Refer to supplementary material below)

4. New Audit & Supervisory Board Member

Name	Title after the General Meeting of Shareholders	Current Title
Hiromi Anno	Full-time Audit & Supervisory Board Member	Executive Officer

5. Retiring Audit & Supervisory Board Member

Name	Current Title
Akiko Uno	Full-time Audit & Supervisory Board Member

6. Directors and Audit & Supervisory Board Members

Name	Title after the General Meeting of Shareholders
Masahiko Uotani	Representative Director* ¹ Chairman and CEO
Kentaro Fujiwara	Representative Director (New) * ¹ President and COO
Yukari Suzuki	Director Senior Executive Officer
Norio Tadakawa	Director Senior Executive Officer
Takayuki Yokota	Director
Kanoko Oishi	External Director
Shinsaku Iwahara	External Director
Charles D. Lake II	External Director
Mariko Tokuno	External Director
Yoshihiko Hatanaka	External Director (New)

*¹Representative Directors will be selected upon at the meeting of Board of Directors to be held after the General Meeting of Shareholders.

Name	Title after the General Meeting of Shareholders
Takeshi Yoshida	Full-time Audit & Supervisory Board Member* ²
Hiromi Anno	Full-time Audit & Supervisory Board Member (New)* ²
Hiroshi Ozu	External Audit & Supervisory Board Member
Yasuko Gotoh	External Audit & Supervisory Board Member* ³
Ritsuko Nonomiya	External Audit & Supervisory Board Member

*² Full-time Audit & Supervisory Board Members will be selected upon at the meeting of the Audit & Supervisory Board to be held after the General Meeting of Shareholders.

*³ As the term of office of Yasuko Gotoh, one of the current Audit & Supervisory Board Members, will expire at the end of the General Meeting of Shareholders, the Company will propose her as a candidate for reappointment as Audit & Supervisory Board Member at the General Meeting of Shareholders.

Executive Officers

The Company hereby announces the following changes of Executive officers effective on January 1, 2023.

1. Promoted Executive Officer

Name	New Title
Kentaro Fujiwara	President and COO

2. New Executive Officer

Name	New Title
Yosuke Tojo	Chief Technology Officer

3. Retiring Executive Officer

Name	Current Title
Hiromi Anno	Chief Public Relations Officer

4. Executive Officers

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

Name	New Title	Current Title
Masahiko Uotani	Chairman and CEO	President and CEO
Kentaro Fujiwara (Promoted)	President and COO	Senior Executive Officer China Region Chief Executive Officer
Yoshiaki Okabe	Senior Executive Officer Chief Innovation Officer Chief Brand Innovation Officer	Senior Executive Officer Chief Brand Innovation Officer Chief Technology Officer
Yukari Suzuki	Senior Executive Officer Chief D&I Officer	Senior Executive Officer Chief Marketing Officer Chief D&I Officer
Norio Tadakawa	Senior Executive Officer Japan Region Chief Executive Officer	Senior Executive Officer Japan Region Chief Executive Officer
Maria Chiclana	Chief Legal Officer Global General Counsel	Chief Legal Officer Global General Counsel
Mizuki Hashimoto	Chief Brand Officer Clé de Peau Beauté	Chief Brand Officer Clé de Peau Beauté
Angelica Munson	Chief Digital Officer	Chief Digital Officer
Koichi Noda	Chief People Officer	Chief People Officer
Kenichi Saito	Chief Quality Officer	Chief Quality Officer
Antonios Spiliotopoulos	Chief Supply Network Officer	Chief Supply Network Officer
Atsunori Takano	Chief Information Technology Officer	Chief Information Technology Officer

Yosuke Tojo (New)	Chief Technology Officer	MIRAI Technology Institute Vice President, R&D Strategy Department
Toshinobu Umetsu	China Region Chief Executive Officer	Chief Strategy Officer
Naomi Yamamoto	Chief Creative Officer	Chief Creative Officer
Takayuki Yokota	Chief Financial Officer	Chief Financial Officer
Ryota Yukisada	Chief Brand Officer brand SHISEIDO	Chief Brand Officer brand SHISEIDO

Supplementary Material

Nomination of Yoshihiko Hatanaka as Candidate for New External Director

1. Reason for Nomination

- The Company deems external directors to be one of the cornerstones of corporate governance, and expects that these directors will fulfill the function of monitoring its business operations from a standpoint that is independent of the Company, thereby playing an important role for the maximization of corporate and shareholder value. Based on this recognition, the Company believes that it is important for external directors to demonstrate their great ability from diverse viewpoints as members of the Board of Directors, capitalizing on their abundant experience.
- Mr. Hatanaka has diversified and broad insight into corporate management based on his extensive experience and achievements as a top executive of a globally operating listed company, as well as experience as a CEO of overseas subsidiaries and a head of corporate planning and finance. We have selected him as a candidate for new external director because we believe that he will be able to further improve the effectiveness of the Board of Directors by providing advice and opinions on our business from the perspectives of an executive of global company and supervising business execution of the Company.
- Based on the Company's Criteria for Independence of External Directors and Audit & Supervisory Board Members, the relationships between the organizations that Mr. Hatanaka serves and Shiseido Group were surveyed, and it was confirmed that he maintains a high level of independence from Shiseido Group.

2. Biography

Date of birth: April 20, 1957

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| Apr.1980 | Joined Fujisawa Pharmaceutical Co., Ltd. (currently Astellas Pharma Inc.) |
| Jun. 2005 | Corporate Executive, Vice President, Corporate Planning, Corporate Strategy Division, Astellas Pharma Inc. |
| Apr.2006 | Corporate Executive, Astellas Pharma Inc. and President & CEO, Astellas US LLC and President & CEO, Astellas Pharma US, Inc. |
| Jun.2008 | Senior Corporate Executive, Astellas Pharma Inc. and President & CEO, Astellas US LLC and President & CEO, Astellas Pharma US, Inc. |
| Apr.2009 | Senior Corporate Executive, Chief Strategy Officer and Chief Financial Officer (CSTO & CFO), Astellas Pharma Inc. |
| Jun.2011 | Representative Director, President and CEO, Astellas Pharma Inc. |
| Apr.2018 | Representative Director, Chairman of the Board, Astellas Pharma Inc. |
| Jun.2019 | External Director, Sony Corporation (currently Sony Group Corporation) [incumbent] |

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