

Announcement of Organizational and Personnel Changes

Shiseido Company, Limited has announced that it will implement organizational changes and personnel transfers as detailed below, effective January 1, 2024.

1. Organizational Changes

(1) Establishment of the Value Creation Strategy Division

To realize the value-added business model outlined in the medium-term strategy "SHIFT 2025 and Beyond," a new division called the Value Creation Strategy Division, under the direct supervision of the Chief Marketing & Innovation Officer, will be established. In working towards Shiseido's vision of being a Personal Beauty Wellness Company, the new division will integrate all functions of CMI within HQ and Shiseido Japan to enhance the company's responsiveness to customer needs and the market.

(2) Renaming of the D&I Strategy Acceleration Department to the DE&I Strategy Acceleration Department

Shiseido positions diversity & inclusion (D&I) as an important business strategy to help create a more inclusive society where each individual feels free to be oneself. Diversity, equity & inclusion (DE&I) recognizes that there are unequal structures in society and that not everyone starts from the same starting line. It is an approach that considers the differences and situations of each individual and provides tools and resources to create an equal environment, aiming to create an organization that embraces diversity and inclusivity. The D&I Strategy Acceleration Department will be renamed to the DE&I Strategy Acceleration Department because Shiseido's current efforts and future direction align with that concept of DE&I.

(3) Establishment of the Corporate Governance Department

Shiseido will establish the Corporate Governance Department, which includes the combined functions of nomination and remuneration of corporate officers, for the purpose of conceiving an optimal corporate governance structure for the company, formulate strategies, and further evolve towards a system that brings about sustainable growth and increased long-term corporate value. With this change, the Legal & Governance Department will undergo functional reorganization and be renamed as the Legal Department.

(4) Establishment of the Global Brands Value Development Center and Global Product Value Development Center within the Brand Value Research Institute

With the aim of enhancing brand value through product creation, Shiseido will reorganize the organization of the Global Brands Development Center and SJ Brands Development Center and establish the "Global Brands Value Development Center" and "Global Product Value Development Center." This will strengthen the collaboration between brand value development and product value development and establish a sustainable and robust development structure.

2. Personnel Changes

(1) New Appointments

Name	New Title	Current Title
So George Sugitomo	Executive Officer Chief Creative Officer President, Shiseido Creative Co., Ltd.	Newly Hired

(2) Shiseido Co., Ltd.

Name	New Title	Current Title
Yuko Kato	Executive Officer Chief Corporate Governance Officer Vice President, Corporate Governance Department	Vice President, Legal & Governance Department
Lo Ying	Deputy Chief Brand Officer, SHISEIDO Global Brand Unit	Vice President, Brand Strategy & Business Development Department, SHISEIDO Global Brand Unit
Wang Yue	Vice President, ELIXIR Global Brand Unit, Global Premium Brand Unit	Director, Brand Development Department, ELIXIR Global Brand Unit, Global Premium Brand Unit
Kazushige Akao	Vice President, Inner Beauty Business Department	Corporate Officer, Chief Strategy Officer, Shiseido Japan Co., Ltd.
Chihiro Torigoe	Vice President, Executive & External Relations Department Assistant Chief DE&I Officer	Vice President, Executive & External Relations Department
Daisuke Tanno	Vice President, Legal Department	Legal Counsel, Shiseido Asia Pacific
Osamu Hirobe	Vice President, Information Security Department	Group Manager, Information Security Group, Information Security Department
Maki Yamamoto	Vice President, DE&I Strategy Acceleration Department	Group Manager, D&I Innovation Group, D&I Strategy Acceleration Department
Saori Kajiura	Vice President, Art & Heritage Management Department	Group Manager, Strategy Planning Group, Art & Heritage Management Department
Takahiro Iwabuchi	Vice President, Regulatory Strategy Department	Senior Vice President, Regulatory, Shiseido Americas Corporation
Hideki Takahashi	Vice President, R&D Strategy Department, MIRAI Technology Institute	Vice President, Frontier Business R&D Center, MIRAI Technology Institute
Hiroaki Kosugi	Vice President, Frontier Business R&D Center, MIRAI Technology Institute	Director, Ingestible Beauty Department, Frontier Business R&D Center, MIRAI Technology Institute
Mihoshi Yokoo	Vice President, R&D Sustainability & Communication Department, Brand Value R&D Institute	Group Manager, R&D Communication Group, R&D Sustainability & Communication Department, Brand Value R&D Institute

Shihori Oyama	Vice President, Global Brands Value Development Center, Brand Value R&D Institute	Vice President, R&D Sustainability & Communication Department, Brand Value R&D Institute
Yosuke Ikebe	Vice President, Global Product Value Development Center, Brand Value R&D Institute	Vice President, Shiseido Japan Brands R&D Center, Brand Value R&D Institute

(3) Affiliate Company

Name	New Title	Current Title
Hiroyuki Kawamura	President, KODOMOLOGY Co., Ltd.	Group Manager, Employee Relations Group, Human Resources Department, Shiseido Japan Co., Ltd. Special Vice President, KODOMOLOGY Co., Ltd.