(Translation)

November 25, 2019

Dear Sirs and Madams,

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

Changes among Corporate Officers

We hereby announce the following changes of executives effective on January 1, 2020.

1. Retiring Corporate Officers (December 31, 2019)

Name	Current Title
Jean-Philippe Charrier	Corporate Officer
Katharina Höhne	Corporate Officer
Mitsuru Kameyama	Corporate Officer

2. Promotion of Corporate Officers (Effective January 1, 2020)

Name	New Title	Current Title
Kentaro Fujiwara	Executive Corporate Officer	Corporate Officer
Yukari Suzuki	Executive Corporate Officer	Corporate Officer

3. New Corporate Officers (Effective January 1, 2020)

Name	New Title	Current Title
Hiromi Anno	Corporate Officer	Vice President, Global Communications Department
Mika Inoue	Corporate Officer	Senior Vice President, R&D Vice President, Cosmetics Technical Information Development Center, Global Innovation Center
Akihiro Miura	Corporate Officer	Vice President, Supply Network Strategy Department
Minoru Nakamura	Corporate Officer	Deputy Chief People Officer
Atsunori Takano	Corporate Officer	Vice President, Global ICT Department

Toshinobu Umetsu	Corporate Officer	Chief Strategy Officer Vice President, Corporate Strategy Department

4. Corporate Officer with extended term (Effective January 1, 2020)

Name	Current Title	Note
Jun Aoki	Executive Corporate Officer	Term extension of 1st year beyond the age of 62*

* Mr. Aoki is in charge of social value creation and facility management in addition to personnel affairs. With regard to social value creation, for which a division was newly established in 2019, it is strongly required to continue to formulate strategies and actions and to promote the establishment of a promotional system.
Regarding facility management, it is necessary to continue to let Mr. Aoki lead the project as a project owner. Consequently, after deliberating and confirming the necessity and appropriateness at the Nominations Advisory Committee, the Board of Directors resolved that Mr. Aoki would be reappointed for one year beyond the maximum age of service of Executive Corporate Officer.

5. Corporate Officers (Effective January 1, 2020)

Name	New Title	Current Title
Masahiko Uotani	President & CEO	President & CEO
Yoichi Shimatani	Executive Vice President Chief Innovation Officer Assisting the CEO in general corporate management	Executive Vice President Chief Innovation Officer Assisting the CEO in general corporate management
Jun Aoki	Executive Corporate Officer Chief Social Value Creation Officer Assisting the CEO in general corporate management Social Value Creation, Facility Management, Global Professional Business	Executive Corporate Officer Chief People Officer Chief Social Value Creation Officer Assisting the CEO in general corporate management Human Resources, Social Value Creation, Facility Management
Kentaro Fujiwara	Executive Corporate Officer China Region Chief Executive Officer	Corporate Officer China Region Chief Executive Officer
Shigekazu Sugiyama	Executive Corporate Officer Japan Region Chief Executive Officer	Executive Corporate Officer Japan Region Chief Executive Officer
Yukari Suzuki	Executive Corporate Officer Chief Brand Officer, Clé de Peau Beauté, IPSA, THE GINZA	Corporate Officer Chief Brand Officer, Clé de Peau Beauté, Global Prestige Brands Clé de Peau Beauté Brand

Norio Tadakawa	Executive Corporate Officer Chief Supply Network Officer Supply Network Strategy, Supply Network Fundamental Development, Logistics, Production, Purchasing, Global Brands S&OP, Demand & Supply Planning, Factories	Executive Corporate Officer Chief Supply Network Officer Supply Network Strategy, Supply & Purchasing, Global Initiative, Demand & Supply Planning, Logistics, Production, Factories, Nasu Factory Establishment
Hiromi Anno	Corporate Officer Chief Public Relations Officer Global Public Relations	Vice President, Global Communications Department
Michael Coombs	Corporate Officer Chief Financial Officer Strategic Finance, Financial Accounting, Investor Relations, Business Transformation	Corporate Officer Chief Finance Officer Strategic Finance, Financial Accounting, Investor Relations, Business Development
Kiyomi Horii	Corporate Officer Chief Beauty Strategy Officer	Corporate Officer Chief Beauty Strategy Officer
Mika Inoue	Corporate Officer Chief Regulatory Officer GIC Transformation Leader Intellectual Property, GIC Integrated Operations, Regulatory Strategy, Cosmetics Technical Information Innovation	Senior Vice President, R&D Vice President, Cosmetics Technical Information Development Center, Global Innovation Center
Akihiro Miura	Corporate Officer Supply Network Strategy, Supply Network Fundamental Development, Logistics, Production	Vice President, Supply Network Strategy Department
Minoru Nakamura	Corporate Officer Chief People Officer Chief Wellness Officer Human Resources	Deputy Chief People Officer
Yoshiaki Okabe	Corporate Officer Chief Brand Officer, brand SHISEIDO	Corporate Officer Chief Brand Officer, brand SHISEIDO, Global Prestige Brands SHISEIDO Brand
Yoshihiro Shiojima	Corporate Officer Chief Quality Officer Quality Management, Executive & External Relations	Corporate Officer Chief Quality Officer Quality Management, Regulatory Strategy, Executive & External Relations

Atsunori Takano	Corporate Officer Chief Information Technology Officer Global ICT, Information Security	Vice President, Global ICT Department
Toshinobu Umetsu	Corporate Officer Chief Strategy Officer Corporate Strategy, Consumer & Market Intelligence, Business Development	Chief Strategy Officer Vice President, Corporate Strategy Department
Naomi Yamamoto	Corporate Officer Chief Creative Officer Creative, Beauty Creation, Social Value Creation	Corporate Officer Chief Creative Officer Creative, Beauty Creation, Social Value Creation
Terufumi Yorita	Corporate Officer Chief Legal Officer Legal & Governance, Risk Management	Corporate Officer Chief Legal Officer Legal & Governance, Risk Management
Katsunori Yoshida	Corporate Officer Chief Product Innovation Officer Incubation, Packaging Innovation, Cosmetics R&I, Process Engineering Innovation	Corporate Officer Chief Product Development Officer Cosmetics R&D, Package Development, Process Engineering Development

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