



(Translation)

November 10, 2025

Name of Company: Shiseido Company, Limited
Name of Representative: Kentaro Fujiwara
President and CEO
Representative Corporate Executive Officer
(Code No. 4911; The Prime Market of the Tokyo Stock Exchange)
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Changes among the Corporate Executive Officers, Chief Officers, Division Officers and New Leadership Structure for Americas Region

Shiseido Company, Limited (“the Company”) has announced that it will implement changes among the Corporate Executive Officers, Chief Officers, Division Officers and New Leadership Structure for Americas Region, effective January 1, 2026.

The Company is working on the Action Plan 2025-2026 with the aim of achieving sustainable growth and building a resilient business structure. Moving forward, it will begin initiatives to achieve 2030 Medium-term Strategy. To ensure the successful implementation of these plans, the Company will establish a new executive structure composed of the following two types of officers, enabling faster and higher-quality decision-making and execution.

- Chief Officer (CO): Drives the group’s overall operation in addition to their own area of responsibility
- Division Officer (DO): Leads specific business and functional areas

1. New Corporate Executive Officers (as of January 1, 2026)

Name	New Title
Mizuki Hashimoto	Corporate Executive Officer
Yosuke Tojo	Corporate Executive Officer

2. Resigning Corporate Executive Officers (as of December 31, 2025)

Name	Current Title
Yoshiaki Okabe	Corporate Executive Officer
Norio Tadakawa *	Corporate Executive Officer
Toshinobu Umetsu *	Corporate Executive Officer

* Mr. Tadakawa and Mr. Umetsu will continue to hold the position of Officer after January 1, 2026.

3. Corporate Executive Officers (as of January 1, 2026)

Name	Title
Kentaro Fujiwara	Representative Corporate Executive Officer
Ayako Hirofuji	Representative Corporate Executive Officer
Mizuki Hashimoto	Corporate Executive Officer
Yosuke Tojo	Corporate Executive Officer

4. New Officers (as of January 1, 2026)

Name	New Title	Current Title
Makoto Toyoda	Chief Information Technology Officer (CO)	Deputy Chief Information Technology Officer
Hidefumi Araki	Global Brand & Product Innovation Officer (DO)	Chief Innovation Officer, China Innovation Center, Shiseido China Co., Ltd.
Naomi Kawanishi	Global Brand President -Clé de Peau Beauté Global Brand Unit (DO)	Deputy Chief Brand Officer -Clé de Peau Beauté

5. Resigning Executive Officers (as of December 31, 2025)

Name	Current Title
Tomoko Ikeda	Chief Brand & Product Innovation Officer
Angelica Munson	Chief Digital Officer
Yoshiaki Okabe	Chief Marketing & Innovation Officer
So George Sugitomo	Chief Creative Officer
Atsunori Takano	Chief Information Technology Officer
Shinji Wada	Chief People Officer

6. Officers (as of January 1, 2026) Ordered by position and last name

Name	New Title	Current Title
Kentaro Fujiwara	President and Chief Executive Officer (CO)	President and Chief Executive Officer
Ayako Hirofuji	Chief Financial Officer (CO)	Chief Financial Officer Chief DE&I Officer
Mizuki Hashimoto	Chief Brand Officer (CO)	Chief Brand Officer - Clé de Peau Beauté, THE GINZA, BAUM
Yosuke Tojo	Chief Innovation Officer Global Technology Officer (CO)	Chief Technology Officer
Maria Chiclana	Chief Legal Officer Global General Counsel (CO)	Chief Legal Officer Global General Counsel
Koji Nakata	CEO, Japan Region (CO)	CEO, Japan Region
Antonios Spiliotopoulos	Chief Supply Network Officer (CO)	Chief Supply Network Officer
Norio Tadakawa	Chief Quality Officer (CO)	Chief Business Transformation Officer Chief Corporate Communication Officer Chief Quality Officer

Makoto Toyoda	Chief Information Technology Officer (CO)	Deputy Chief Information Technology Officer
Toshinobu Umetsu	CEO, China & Travel Retail Region (CO)	CEO, China & Travel Retail Region
Hidefumi Araki	Global Brand & Product Innovation Officer (DO)	Chief Innovation Officer, China Innovation Center, Shiseido China Co., Ltd.
Yuko Kato	Corporate Secretary Deputy Chief Legal Officer (DO)	Chief Corporate Governance Officer Corporate Secretary
Naomi Kawanishi	Global Brand President - Clé de Peau Beauté (DO)	Deputy Chief Brand Officer - Clé de Peau Beauté
Echo Lo	Global Brand President - brand SHISEIDO (DO)	Chief Brand Officer - brand SHISEIDO
Chiaki Tomita	Global Brand President - Global Premium Brand (DO)	Chief Brand Officer - Global Premium Brands Assistant Chief DE&I Officer

7. New Leadership Structure for Americas Region (as of January 1, 2026)

Alberto Noe, Interim CEO, Americas Region will assume CEO, Americas Region effective January 1, 2026. He will continue in his role as CEO, EMEA Region.

Name	New Title	Current Title
Alberto Noe	CEO, Americas Region CEO, EMEA Region	Interim CEO, Americas Region CEO, EMEA Region

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