(Translation)

November 10, 2026

Name of Company: Shiseido Company, Limited
Name of Representative: Kentaro Fujiwara
Representative Corporate Executive Officer
President and CEO

(Code No. 4911; The Prime Market of the Tokyo Stock Exchange)
Contact: Yuki Oshima
Vice President
Investor Relations Department
(Tel: +81 3 3572 5111)

Management Structure of Corporate Executive Officers and Officers

Shiseido Company, Limited ("the Company") today announced that it has determined the management structure of its Corporate Executive Officers and Officers, effective January 1, 2027.

1. Corporate Executive Officers (as of January 1, 2027)

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

2. New Officers (as of January 1, 2027)

Name	New Title	Current Title
Tsutomu Suzuki	Chief Supply Network Officer (CO)*	Deputy Chief Supply Network Officer
Atsushi Yasuda	Chief Quality Officer (CO)	Vice President, Global Business Engagement Department

*Hereafter: (CO) Chief Officer, (DO) Division Officer

3. Resigning Officers (as of December 31, 2026)

Name	Current Title
Maria Chiclana	Chief Legal Officer, Global General Counsel (CO)
Antonios Spiliotopoulos	Chief Supply Network Officer (CO)
Norio Tadakawa	Chief Quality Officer (CO)

4. Officers as of January 1, 2027 (Ordered by position and last name)

Name	New Title	Current Title
Kentaro Fujiwara	President and Chief Executive Officer (CO)	President and Chief Executive Officer (CO)
Ayako Hirofuji	Chief Financial Officer (CO)	Chief Financial Officer (CO)
Mizuki Hashimoto	Chief Brand Officer (CO)	Chief Brand Officer (CO)
Yosuke Tojo	Chief Innovation Officer Global Technology Officer (CO)	Chief Innovation Officer Global Technology Officer (CO)
Yuko Kato	Chief Legal Officer Global General Counsel Corporate Secretary (CO)	Corporate Secretary Deputy Chief Legal Officer (DO)
Koji Nakata	CEO, Japan Region (CO)	CEO, Japan Region (CO)
Tsutomu Suzuki	Chief Supply Network Officer (CO)	Deputy Chief Supply Network Officer
Makoto Toyoda	Chief Digital Officer (CO)	Chief Digital Officer (CO)
Toshinobu Umetsu	CEO, China & Travel Retail Region (CO)	CEO, China & Travel Retail Region (CO)
Atsushi Yasuda	Chief Quality Officer (CO)	Vice President, Global Business Engagement Department
Hidefumi Araki	Global Brand & Product Innovation Officer (DO)	Global Brand & Product Innovation Officer (DO)
Naomi Kawanishi	Global Brand President - Clé de Peau Beauté (DO)	Global Brand President - Clé de Peau Beauté (DO)
Echo Lo	Global Brand President - brand SHISEIDO (DO)	Global Brand President - brand SHISEIDO (DO)
Chiaki Tomita	Global Brand President - Global Premium Brands (DO)	Global Brand President - Global Premium Brands (DO)

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