

(Translation)

May 17, 2021

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)

Personnel Change in Shiseido Group

Shiseido Company, Limited hereby announces that it will implement the following personnel changes in the Shiseido Group, effective July 1, 2021.

1. Shiseido Company, Limited

Name	New Title	Current Title
Masahiko Uotani	Representative Director Executive Officer* ¹ President and CEO	Representative Director Executive Officer* ¹ President and CEO Japan Region CEO
Norio Tadakawa	Director Executive Officer* ¹ Japan Region CEO* ²	Director Executive Officer* ¹ Japan Region Chief Operating Officer

*1 To hold the concurrent title of Corporate Officer

*2 From July 1, Masahiko Uotani, who has served as Representative Director, Chair and CEO of Shiseido Japan Co., Ltd., shall assume the title of Director and Chair of Shiseido Japan Co., Ltd. and Norio Tadakawa, who has served as Representative Director, President and COO of Shiseido Japan Co., Ltd., shall assume the title of Representative Director, President and CEO of Shiseido Japan Co., Ltd.

2. Shiseido Americas Corporation

Name	New Title	Current Title
Ron Gee	Americas Region CEO President, Shiseido Americas Corporation	Americas Region Interim CEO, CFO President, Shiseido Americas Corporation