



Angelica Munson	Executive Officer Chief Digital Officer	Executive Officer Chief Digital Officer
Kenichi Saito	Executive Officer Chief Quality Officer	General Manager, Kakegawa Factory
Antonios Spiliotopoulos	Executive Officer Chief Supply Network Officer	Executive Officer Chief Supply Network Officer
Atsunori Takano	Executive Officer Chief Information Technology Officer	Executive Officer* ¹ Chief Information Technology Officer
Toshinobu Umetsu	Executive Officer Chief Strategy Officer	Executive Officer* ¹ Chief Strategy Officer
Naomi Yamamoto	Executive Officer Chief Creative Officer	Executive Officer* ¹ Chief Creative Officer
Takayuki Yokota	Executive Officer Chief Financial Officer	Executive Officer* ¹ Chief Financial Officer
Ryota Yukisada	Executive Officer Chief Brand Officer brand SHISEIDO	Executive Officer* ¹ Chief Brand Officer brand SHISEIDO

*¹ To hold the concurrent title of Corporate Officer

*² Due to the complete transition to the Executive Officer System, the notation of the position has changed.

(2) Retiring Executive Officers (Effective December 31, 2021)

Name	Current Title
Jun Aoki	Executive Officer* ¹
Kiyomi Horii	Executive Officer* ¹
Akihiro Miura	Executive Officer* ¹
Minoru Nakamura	Executive Officer* ¹
Katsunori Yoshida	Executive Officer* ¹

*¹ To hold the concurrent title of Corporate Officer

(3) New Executive Officers (Effective January 1, 2022)

Name	New Title
Mizuki Hashimoto	Executive Officer
Kenichi Saito	Executive Officer

—End of News Release—