



(Translation)



December 3, 2015

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: Norihiko Ueoka
General Manager of Public
Relations Department
(Tel: +81 3 3572 5111)

Notice of Administrative Changes and Transfer of Personnel

Shiseido Co., Ltd. (hereinafter, “the Company”) hereby announces that effective January 2016, it will implement partial organizational reforms and personnel transfers as detailed below in line with the launch of full-scale operations under the organizational matrix consisting of brand business and regional business.

1. Administrative Changes

(1) Shiseido Co., Ltd.

- As the global headquarters, the Company will strengthen the strategic planning and control functions required for global operation, including brand and other businesses, innovation and corporate functions, to enhance global expansion capability.
- In principle, current functions related to local regions, as well as the related personnel, will be transferred to the regional headquarters that have close access to market and consumers. Along with this change, the Global Business Strategy Department and Asia Pacific Regional Operations Department, which are responsible for providing a contact window to each region, will be dissolved.
- In order to resolve the challenges faced in the Chinese market quickly, a China Business Innovation Project Office will be newly established.
- An Intellectual Property Department will be newly established for the management of patents, utility models, designs and trademarks and the utilization of intellectual property, as well as to implement intellectual property management for overseas affiliates.
- The management control functions existing in multiple departments will be reorganized into a new Corporate Planning Department with the aim of improving the quality of global management administration and implementing speedy decision making.
- In order to consolidate global common IT frameworks and strengthen the hub function of



supporting and connecting each region, as well as to spur innovation including digital marketing, the Strategic Information System Planning Department will be renamed the Global ICT (Information & Communication Technology) Department.

- In order to enhance the global capability of the legal and corporate governance function, the current Legal Section of the General Affairs Department will be independently positioned as the Legal and Governance Department and the Executive Section of the General Affairs Department will be repositioned as the Executive and External Relations Department.
- In order to strengthen global capability in terms of risk management, the present Compliance Section of the Corporate Social Responsibility Department will be independently positioned as the Compliance Department.
- The present CSR Department will be reorganized into the newly established Sustainability Strategy Department with the aim of formulating and promoting sustainability strategy including business domains.
- In an effort to develop globally available “Beauty Information,” “Beauty Technologies” and “Beauty Consultant Cultivation Programs,” a Beauty Creation Department will be newly established by reorganizing and consolidating the beauty consultancy planning function and Shiseido Beauty Creation Research Center.
- To edit and disseminate corporate information internally and externally, and to reflect reactions and expectations from stakeholders back to the management team, a Corporate Communications Division will be newly established by consolidating the communications functions targeting all stakeholders.

(2) Shiseido Japan Co., Ltd.

- The current Prestige Brands Division will be reorganized and split into a Cosmetics Specialty Store Division specializing in cosmetics stores focusing mainly on the “BENEFIQUE” brand and a Prestige Division responsible for “clé de Peau BEAUTÉ” and “SHISEIDO,” which are available via the prestige channel such as department stores in Japan.
- With the aim of reinforcing the supports to brand marketing, the current Digital Business Division will be repositioned and renamed the Direct Marketing Department.
- In order to reinforce proposal-based sales activities and overall sales organization functions to retail groups, the Regional Sales Administration Department and Brand Strategy Department will be merged to form a Trade Marketing Department.
- Organization management and strategy planning functions of the Business Planning Department will be reinforced.
- Corporate functions for Japan business will be transferred from Shiseido Co., Ltd. to Shiseido Japan, and a Finance and Administration Department, Human Resources Department, Business System Department, Compliance Department, CSR Department and Consumer Information Center will be newly established for Shiseido Japan.
- In pursuit of organizations that will enable direct delivery of feedback from customers and shop



floors and brand marketing strategies to be shared with shops in a straightforward manner, Chubu Branch and Kinki Branch will be reorganized into the Cosmetics Specialty Store Division and the Cosmetics Brands Division.

2. Personnel Changes

(1) Shiseido Co., Ltd.

Name	New Title	Former Title
Atsushi Sato	Department Director, Internal Audit Department	President, Shiseido Europe S.A. and President, Shiseido International Europe S.A.S.
Hitoshi Okamoto	Department Director, Corporate Strategy Department	President, Shiseido (Canada) Inc.
Gen Nawa	Department Director, Compliance Department Department Director, Compliance Department, Shiseido Japan Co., Ltd.	Section Leader, Compliance Section, CSR Department
Tamaki Shimamoto	Department Director, Sustainability Strategy Department	General Manager, Osaka Factory
Yoshie Takeuchi	Department Director, Beauty Creation Department	SHISEIDO Brand Unit, Global Prestige Brands Division, Global Business Division
Kentaro Adachi	Department Director, Intellectual Property Department	Cosmetics R&D Center
Jun Oda	Department Director, Business Strategy Department, Global Prestige Brands Division	Business Strategy Department, Global Prestige Brands Division President, InterAct Co., Ltd.
Roxana Daver	Brand Director, clé de Peau BEAUTÉ Brand Unit, Global Prestige Brands Division	Senior Vice President, Global Business Development and Coordination
Yasushi Matsuzawa	Department Director, Corporate Planning Department	Finance Department
Masaki Dozono	Department Director, Finance Department	General Manager, Regional Sales Administration Department, Shiseido Japan Co., Ltd.
Shin Osumi	Department Director, Supply Chain Management Department	Section Leader, Sales and Operation Planning Section, Supply Chain Management Department

SHISEIDO

Name	New Title	Former Title
Yasunori Morita	Factory Director, Osaka Factory	General Manager, Supply Chain Management Department
Haruki Machida	Factory Director, Kuki Factory	Deputy General Manager, Kuki Factory
Isao Tomita	Department Director, Legal and Governance Department	General Manager, General Affairs Department
Katsuyuki Shimono	Department Director, Executive and External Relations Department	Section Leader, Executive Section, General Affairs Department

(2) Shiseido Japan Co., Ltd.

Name	New Title	Former Title
Yuki Honda	Department Director, Human Resources Department	Section Leader, Business Partner Section, Human Resources Department, Shiseido Co., Ltd.
Yasuhiko Sasama	Department Director, Direct Marketing Department	General Manager, Digital Business Division
Takehisa Morishita	Department Director, Finance and Administration Department	General Manager, Finance Department, Shiseido Co., Ltd.
Akihiro Miura	Department Director, Business System Department	Section Leader, Business System Section, Strategic Information System Planning Department, Shiseido Co., Ltd.
Akiko Uno	Department Director, Consumer Information Center	Customer Information Center, Shiseido Co., Ltd.
Satomi Iyoda	Department Director, CSR Department	General Manger, Customer Information Center, Shiseido Co., Ltd.
Kotaro Kimura	Marketing Director, Marketing Department, Prestige Brands Division	Section Leader, Prestige Brands Staff Section, Prestige Brands Division
Yukari Suzuki	Marketing Director, Marketing Department, Cosmetics Specialty Store Division	General Manager, Marketing Department, Prestige Brands Division
Daisuke Teranishi	Marketing Director, Marketing Department, Cosmetics Brands Division	General Manager, Business Planning Department
Takeshi Yoshida	Department Director, Business Planning Department	General Manager, Internal Audit Department, Shiseido Co., Ltd.



Name	New Title	Former Title
Kazunobu Takiguchi	Area Marketing Director, Hokkaido (Sapporo) Sales Branch	General Manager, Account Service 2 Department, Cosmetics Brands Division
Eiji Inoue	Area Marketing Director, Tohoku(Miyagi) Sales Branch	General Manager, Osaka Office, Kinki (Osaka) Branch
Yasushi Taira	Area Marketing Director, Shutoken (Tokyo) Sales Branch Sales Department, Cosmetics Specialty Store Division	General Manager, Tokyo Office, Shutoken (Tokyo) Branch
Tomonori Sato	Area Marketing Director, Chubu (Aichi) Sales Branch Sales Department, Cosmetics Specialty Store Division	Executive Manager, Tohoku (Miyagi) Branch
Keiji Maehara	Area Marketing Director, Kinki (Osaka) Sales Branch Sales Department, Cosmetics Specialty Store Division	Executive Manager, Chubu (Aichi) Branch
Atsushi Morikawa	General Manager, Chubu (Aichi) Sales Department, Cosmetics Brands Division	Executive Manager, Hokkaido (Sapporo) Branch
Hideshi Hatsushika	General Manager, Kinki (Osaka) Sales Department, Cosmetics Brands Division	Executive Manager, Kinki (Osaka) Branch

(3) Other Affiliates

Name	New Title	Former Title
Kiyomi Hyozawa	President, Shiseido Professional Co., Ltd.	General Manager, Sales Department, Shiseido Professional Co., Ltd.
Kuninori Ueno	Managing Director, Shiseido Malaysia Sdn. Bhd.	Managing Director, Shiseido Malaysia Sdn. Bhd. and Managing Director, Shiseido Singapore Co., (Pte.) Ltd.
Kuni Sasaki	Business Strategy Department, Global Prestige Brands Division and President, InterAct Co., Ltd.	Global Business Strategy Department