

Press Release

## Shiseido to Terminate Global Distribution Agreements with Burberry Aiming at Selection and Concentration of Business Operations

Shiseido Company, Limited (Shiseido) has decided to terminate distribution agreements (including in Japan) with Burberry (headquartered in London, UK). The agreements were signed through Shiseido's subsidiary; the EMEA regional headquarters (Paris, France) and saw Shiseido distribute Burberry beauty products including fragrance.

This termination decision is in line with Shiseido's mid- to long-term management strategy, "VISION 2020", which promotes restructuring of its brand portfolio through implementation of selection and concentration policies to improve business productivity and profitability. Going forward, Shiseido Group will place emphasis on nurturing the existing fragrance brands including Dolce&Gabbana and narciso rodriguez. Furthermore, Shiseido as a company with comprehensive operation, from manufacturing to marketing, will utilize its corporate capabilities and aim at such business models as long-term licensing or brand acquisition in order to further expand the fragrance business.