

Notice of Administrative Changes and Transfer of Personnel

Shiseido Company, Limited hereby announces that it will implement partial organizational reforms and personnel transfers as detailed below, effective January 1, 2018.

Note

1. Partial Organizational Reforms

- Dissolve Business Strategy Department of Global Prestige Brands Division, which operates across the division, and transfer its functions to respective Brand Units in order to accelerate business growth with the focus on brands and realize speedy execution of brand strategies.
- Restructure the three departments of SHISEIDO Brand Unit – Brand Development Department, Skincare Development Department, and Marketing & Communication Department – into Brand Development Department, Marketing Department, and Communications & CX Department in a bid to establish an operational structure capable of developing brand marketing strategies based on consumer insights and build the business foundation to deliver further growth with a focus on brands.
- Reorganize the functions of clé de peau BEAUTÉ Brand Unit into Business Planning & Operations Department and Product Development Department in pursuance of an organization that ensures proper execution of the brand's mid- to long-term strategy.
- Reorganize the functions of Quality Assessment Center and rename it to Safety & Analytics Research Center in order to improve the speed and efficiency of quality assessment, establish a structure suitable for quality assessment of diverse product development, and centralize the basic research functions for new value development into Advanced Research Center.
- Dissolve Technical Strategy Department, which develops strategies across R&D and supply chain management domains, and transfer its recruiting and training functions to Shiseido Japan Company Limited Human Resources Department, GIC Integrated Operations Department and Supply Network Strategy Department in a bid to further enhance planning and strategy development capabilities in R&D and supply chain management. In addition, transfer the product development function for SHISEIDO and clé de peau BEAUTÉ brands to the newly established Value Creation Process Transformation Department, which is directly controlled by Chief Brand Officer, brand SHISEIDO.
- Rename Supply Chain Division to Supply Network Division and newly establish Supply Network Strategy Department, which will promote fundamental reforms and strategic planning in the areas of supply network and quality control, in order to promote drastic changes and evolution in the supply chain. Furthermore, newly set up Global S&OP*¹ Planning Department, responsible for driving and executing the transformation of the global S&OP system from both short- and mid- to long-term perspectives. In

addition, integrate Production Department, which handles domestic/overseas production operations, and Technology & Engineering Center, which covers value development and establishment of new production/distribution facilities, into the newly established Production Technology Department. Meanwhile, rename SCM Department to Supply Network Operations Department and newly set up Japan Business Support Department, which will promote cooperation with business departments within the Japan Business.

*¹ Sales and Operation Planning

- Rename Compliance Department to Risk Management Department in a bid to clarify its mission of risk prevention and reinforce the capabilities of handling quality and information security-related issues of the recent years.
- Restructure Advertising & Design Department into Creative Division, consisting of two units and a supporting function, in order to establish an organization that addresses management issues and delivers creative works of unprecedented excellence: Creative Development Unit to handle management/marketing tasks, Design Excellence Unit to pursue and improve creativity and design quality in each domain, and the function to manage accounting and casting operations across the units.
- Divide Global ICT*² Department into ICT Strategy & Platform Department and Global System Department with the intention of introducing a global standard system which presents a large-scale investment for the Shiseido Group, upgrading the ICT platform and improving flexibility and response speed. ICT Strategy & Platform Department will be responsible for the design and execution of the global ICT strategy and infrastructure upgrade, information security and communication systems as well as digital ICT platforms, such as EC and CRM, while Global System Department will play the role of planning and launching global standard systems and support system operation/development for business execution.

*² Information & Communication Technology

- Restructure Beauty Creation Department and rename it to Beauty Creation Center. Transfer certain functions of Beauty Creation Department into Corporate Culture Department, Corporate Strategy Department and Shiseido Japan Company Limited Beauty Consultation Planning Department with the aim of focused dissemination of the value created by Shiseido's high-level beauty professionals such as hair & makeup artists and beauty specialists.
- Dissolve Corporate Communications Division and newly establish Global Communications Department under the direct control of Shiseido Group CEO in order to enhance PR activities inside/outside the company and around the world in line with the Group-wide business strategy, and leverage their contribution to the accomplishment of VISION 2020. Global Communications Department will support corporate communication and regional/global corporate communication activities and promote technology communication, internal communication and digital media communication.
- Given the full-scale operation of the regional headquarters in China, dissolve China Business Innovation Project Office, which has been supporting China business innovation overall, and transfer the function of China marketing support to Corporate Strategy Department.

- Integrate Innovation Design Lab. into Corporate Strategy Department with the aim to accelerate growth through new businesses, enhance the commercialization of innovations and promote business development in new business domains.

2. Transfer of Personnel

(1) Shiseido Company, Limited

Name	New Title	Former Title
Toshinobu Umetsu	Department Director, Corporate Strategy Department	Deputy Department Director, Corporate Strategy Department
Hiromi Anno	Department Director, Global Communications Department	Group Manager, Media Relations Group, Public Relations Department, Corporate Communications Division
Harumoto Kitagawa	Department Director, Investor Relations Department	Group Manager, Investor Relations Group, Investor Relations Department
Emiko Ashida	Department Director, Human Resources Department	Deputy Department Director, Human Resources Department
Yoshihiro Shiojima	Corporate Officer Department Director, Legal & Governance Department* *No other changes from the notice announced on October 24, 2017	Corporate Officer Legal & Governance, Compliance, Sustainability Strategy, Executive & External Relations, Quality Management
Gen Nawa	Department Director, Risk Management Department* *Concurrently serving Department Director, Risk Management Department in Shiseido Japan Co., Ltd.	Department Director, Compliance Department
Mitsuru Kameyama	Corporate Officer Department Director, ICT Strategy & Platform Department* *No other changes from the notice announced on October 24, 2017	Corporate Officer, Global Information & Communication Technology
Takahiro Nishizumi	Department Director, Global System Department	Department Director, Production Department

Mika Inoue	Vice President, Global Innovation Center, R&D Center Director, Cosmetics Value Development Center, Global Innovation Center	Center Director, Cosmetics Value Development Center, Global Innovation Center
Katsunori Yoshida	Center Director, Cosmetics R&D Center, Global Innovation Center	Executive Vice President, Americas Innovation Center, Shiseido Americas Corporation
Hidefumi Araki	Department Director, R&D Strategy Department, Global Innovation Center	Group Manager, R&D Strategy Group, R&D Strategy Department, Global Innovation Center
Masami Chiku	Center Director, Safety & Analytics Research Center, Global Innovation Center	Center Director, Quality Assessment Center, Global Innovation Center
Yasunori Morita	Vice President, Supply Network	Department Director, SC Projects Management Department
Akihiro Miura	Department Director, Supply Network Strategy Department	Department Director, Global ICT Department
Katsumi Oomae	Department Director, Production Technology Department	Center Director, Technology & Engineering Center Department Manager, Package Development Department, Cosmetics R&D Center, Global Innovation Center
Shin Osumi	Department Director, Supply Network Operations Department	Department Director, SCM Department
Daisuke Teranishi	Department Director, Japan Business Support Department	Marketing Director, Cosmetics Brands Division
Kenichi Saito	Factory Director, Kuki Factory	General Director, Shiseido Vietnam Inc.
Mizuki Hashimoto	Department Director, Business Planning & Operations Department, cle de peau BEAUTE Brand Unit, Global Prestige Brands Division	Group Manager, Strategy Group and, Operational Marketing Group, cle de peau BEAUTE Brand Unit, Global Prestige Brands Division

Hiroko Nakagawa	Department Director, Product Development Department, cle de peau BEAUTE Brand Unit, Global Prestige Brands Division	Group Manager, Skincare Development Group, cle de peau BEAUTE Brand Unit, Global Prestige Brands Division
Hitoshi Okamoto	Department Director, Brand Development Department, Shiseido Brand Unit, Global Prestige Brands Division	Department Director, Brand Development Department, Shiseido Brand Unit, Global Prestige Brands Division
Shin Hasebe	Department Director, Marketing Department, Shiseido Brand Unit, Global Prestige Brands Division Department Director, Skincare COE Department, Global Prestige Brands Division	Department Director, Skincare COE Department, Global Prestige Brands Division
Kyungjin Park	Department Director, Communications & CX Department, Shiseido Brand Unit, Global Prestige Brands Division	Digital Strategy Director, Global Prestige Brands Division

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