

(Translation)

November 28, 2018

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: Harumoto Kitagawa  
Department Director  
Investor Relations Department  
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## 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, 2019.

### 1. Partial Organizational Reforms

#### (1) Acceleration of ESG Management

- Integrate and reorganize the functions of Sustainability Strategy Department and Corporate Culture Department and newly establish Social Value Creation Division with the intention to accelerate social value creation regarding environment, society and culture. Within the new division, set up Sustainable Environment Department, which handles environmental activities; Diversity & Inclusion Department, which takes charge of activities on women's empowerment, gender equality and appearance care; and Art & Heritage Department, which promotes corporate culture activities.

#### (2) Reinforcement of Research and Development domain

- Separate the package development function of current Cosmetics R&D Center and newly establish Packaging Development Center in order to enhance new package development to create new makeup activities and promote package development from the perspective of sustainability.
- Newly establish Process Engineering Development Center with the aim of creating product innovations and improving productivity through innovation of production technology.



(3) Reinforcement of Supply Network domain

- Rename Production Technology Department to Production Department and transfer its process value development function to Global Innovation Center.
- Integrate and reorganize the functions of Japan Business Support Department and Global Business Support Department and newly establish three departments: Demand & Supply Planning Department, which promotes appropriate supply-demand adjustment; Logistics Department, which takes charge of promoting sustainable and seamless logistics; and Global Initiative Department, which carries out global projects in partnership with each Regional HQ.

(4) Enhancement of ICT/Information Security domain

- Integrate ICT Strategy & Platform Department and Global System Department and newly set up Global ICT Department in pursuit of collaboration enhancement of key functions such as digital, business system and infrastructure, etc. and between projects implementing next-generation core systems.
- Dissolve Information Security Division and transfer its entire function to newly established Information Security Department in the Global ICT domain in a bid to promote systems responding to the latest security technology trends and strengthen corporate governance by centralizing the information security function.

(5) Other organizational reforms

- Transfer the facility management function of Accounting & Administration Department in Shiseido Japan Company, Limited to newly established Facility Management Department in Shiseido Company, Limited. Facility Management Department will also manage the promotion of work style reform.
- Dissolve Regional Business Steering Department in Global Professional Business Division in a bid to improve the marketing efficiency and expertise of Shiseido Professional Brand Unit while maintaining direct communication with local affiliates. Transfer the financial function of Regional Business Steering Department to Global Professional Business Division's Business Strategy Department and rename it to Finance & Operations Department. Furthermore, newly set up Strategy & Business Development Department with the intention to accelerate the fulfillment of strategies including digital engagement and business development.
- Rename Finance Department to Financial Accounting Department and Financial Management Department to Strategic Finance Department in order to clarify their missions.

## 2. Transfers of Personnel

Name	New Title	Former Title
Yoshiaki Okabe	Corporate Officer Chief Brand Officer, brand SHISEIDO, Global Prestige Brands Division Vice President, Communication & CX Department, SHISEIDO Brand Unit, Global Prestige Brands Division	Corporate Officer Chief Brand Officer, brand SHISEIDO, Global Prestige Brands Division
Ryota Yukisada	Assistant Chief Brand Officer, brand SHISEIDO, Global Prestige Brands Division	Marketing Director, Personal Care Marketing Department, FT Shiseido Co., Ltd.
Yuki Umeda	Vice President, Brand Development Department, SHISEIDO Brand Unit, Global Prestige Brands Division	Deputy Department Director, Brand Development Department, SHISEIDO Brand Unit, Global Prestige Brands Division
Chngyi Huang	Vice President, Marketing Department, SHISEIDO Brand Unit, Global Prestige Brands Division	Deputy Director, Marketing Department, SHISEIDO Brand Unit, Global Prestige Brands Division
Miyako Okamoto	Vice President, Beauty Creation Center	Group Manager, Senior Artist Group, Beauty Creation Center
Soichiro Saito	Chief Information Security Officer Vice President, Information Security Department	Department Director, Information Security Department
Hitoshi Okamoto	Vice President, Risk Management Department	Department Director, Brand Development Department, SHISEIDO Brand Unit, Global Prestige Brands Division
Katsunori Yoshida	Corporate Officer Chief Product Development Officer Vice President, Cosmetics R&D Center, Global Innovation Center Vice President, Process Engineering Development Center, Global Innovation Center	Center Director, Cosmetics R&D Center, Global Innovation Center

Tomohiko Kimura	Vice President, Packaging Development Center, Global Innovation Center	Group Manager, Point Makeup Product Development Group, Cosmetics R&D Center, Global Innovation Center
Hisaya Nabeshima	Vice President, Safety & Analytics Research Center, Global Innovation Center	Deputy Center Director, Cosmetics R&D Center, Global Innovation Center
Atsushi Yasuda	Vice President, Demand & Supply Planning Department	Department Director, Global Business Support Department
Masashi Sato	Vice President, Global Initiative Department Vice President, Logistics Department	Vice President, Supply Network
Katsumi Omae	Vice President, Production Department	Department Director, Production Technology Department
Kenichi Saito	General Manager, Kakegawa Factory	Factory Director, Kuki Factory
Hiroaki Tamura	General Manager, Osaka Factory	Department Director, Manufacturing Department
Hiroto Morozumi	General Manager, Kuki Factory	Factory Director, Osaka Factory
Masaki Dozono	Vice President, Financial Accounting Department	Department Director, Financial Department
Ayako Hirofuji	Vice President, Strategic Finance Department	Managing Director, PT Shiseido Cosmetics Indonesia
Kiyonari Nakano	Vice President, Finance & Operations Department, Global Professional Business Division	Group Manager, EMEA/US Business Group, Cooperate Planning Department
Hisako Shigaki	Vice President, Strategy & Business Development Department, Global Professional Business Division	Director, Project and Strategy Development, Global Professional Business Department
Katsuyuki Shimono	Vice President, Facility Management Department	Department Manager, Management Control Department, Accounting & Administration Department, Shiseido Japan Co., Ltd.



Norihiko Ueoka	Department Director, Art & Heritage Department, Social Value Creation Division	Department Director, CSR • Public Department, Shiseido Japan Co., Ltd.
Yuki Honda	Department Director, Diversity & Inclusion Department, Social Value Creation Division	Vice President, Human Resources Department, Shiseido Japan Co., Ltd.
Akiko Nakamura	Department Director, Sustainable Environment Department, Social Value Creation Division	Group Manager, Cross Border Marketing Strategy Group, Corporate Strategy Department

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