



(Translation)

September 2, 2019

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
Vice President
Investor Relations Department
(Tel: +81 3 3572 5111)

Notice of Administrative Changes and Transfer of Personnel

Shiseido Company, Limited hereby announces that it will implement partial organizational reforms and a personnel transfer as detailed below, effective September 16, 2019.

Note

1. Partial Organizational Reforms

Aiming at swifter management planning and implementation of Shiseido Group, a “Business Transformation Department” will be newly established under the Group CFO to globally integrate and harmonize core management functions and systems of Group HQ and Regional Headquarters, such as financial and management accounting, production planning, sales and distribution, material management and human resource management.

2. Transfer of Personnel

Name	New Title	Former Title
Francois Keet	Vice President, Business Transformation Department	Newly hired

-End of News Release-