(Translation)

September 19, 2014

Dear Sirs and Madams,

Name of Company: Shiseido Company, Limited

Name of Representative: Masahiko Uotani
President & CEO
(Representative Director)

(Code No. 4911; The First Section of the Tokyo Stock Exchange)

Contact: Yukihiro Saito
General Manager of Public Relations Department
(Tel: +81 3 3572 5111)

Shiseido Appoints Corporate Advisor, Chief Strategy Officer as Part of Marketing Reform Efforts

Shiseido Co., Ltd. announces the appointment of Ralph Ahrbeck as Corporate Advisor, Chief Strategy Officer, effective October 1. The newly created position will oversee general management strategy and is in line with recent efforts to initiate marketing reforms to transform Shiseido into a global marketing company.

As a global brand building specialist, Mr. Ahrbeck brings extensive international experience to the role with proven successes in refocusing efforts for long-term sustainable growth and innovation. Following his role as European Financial Director at Kraft Foods, Mr. Ahrbeck held positions as Representative Director and Executive Vice President at Ajinomoto General Foods, European Head at Roche Consumer Health and International Business Development Director at Alliance Boots. He currently provides consulting to a wide range of global firms as a management consultant.

<Ralph Ahrbeck Biography>

July 16, 1957	Born in Canada
1986	Joined Kraft Foods in Brussels
1990	European Financial Director at Kraft General Foods
1992	Executive Managing Director at Ajinomoto General Foods
1995	Representative Director and Executive Vice President at Ajinomoto General Foods
1999	European Head at Roche Consumer Health
2004	International Business Development Director at Alliance Boots
2005 to present	Founder/Representative Director of Novus Lifescience

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