SHISEIDO

(Translation)

November 27, 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)

Proposed Changes Among Shiseido's Executives

Effective January 1, 2015, Shiseido Co., Ltd. will transfer designated personnel as follows.

Name	New Title	Former Title
Shigeru Takano	President & Director, Shiseido China Co., Ltd.	General Manager of Asia Pacific Sales Department and General Manager of Masstige Business Development Unit, International Business Division
Tatsuya Nagai	General Manager of Asia Pacific Sales Department and General Manager of Masstige Business Development Unit, International Business Division	Senior Manager, Asia Pacific Sales Department and Masstige Business Development Unit, International Business Division
Toshihiko Okabe	General Manager of China Business Planning Department, China Business Division	Deputy General Manager, China Business Planning Department, China Business Division
Shigeto Ohtsuki	Special Advisor(*)	Corporate Officer Responsible for Human Resources and Corporate Culture Reforms [General Manager of Human Resources Department]

*The term of Special Advisor will expire as of March31, 2015.

-End of News Release-