SHISEIDO

(Translation)

July 21, 2015

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: Norihiko Ueoka
General Manager of Public Relations Department
(Tel: +81 3 3572 5111)


# Appointment of Shiseido Group's Executive

Effective September 1, 2015, Shiseido Co., Ltd. will appoint designated persbonnel as follows.

| Name | New Title |
|---|---|
| Roxana Daver | Senior Vice President, Global Business Development and Coordination |

＜Ms. Roxana Daver Professional Career＞

1990 L'Oréal Group, Luxury Products Division

2001 The Estée Lauder Companies Inc. Brand General Manager, Aveda Japan, Tokyo

2005 The Estée Lauder Companies Inc. Vice President Asia Marketing Planning & Japan Brand General Manager, Aveda, Tokyo

2009 The Estée Lauder Companies Inc. Vice President and General Manager, Aveda Asia Pacific

2012 Daver Massion Associates

2013 The Estée Lauder Companies Inc. Vice President and General Manager Osiao Asia Pacific

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