(Translation)

September 4, 2015

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

Changes Among Shiseido Group's Executives

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

Name	Former Title	New Title
Toru Sakai	Representative Director Corporate Executive Officer President, Japan Region [Responsible for Japan Business, Health Care Business and Digital Business]	Representative Director Corporate Executive Officer President, Shiseido Japan [Responsible for Japan Business, and Healthcare Business, Digital Business] President and Representative Director, Shiseido Japan Co., Ltd.
Norio Iwasaki	Corporate Officer Senior Vice President, Personal Care Brands, Japan Business Division [Responsible for Personal Care Brands, Japan Business]	Corporate Officer [Responsible for the area of Personal Care Brands, Japan Business] Senior Vice President, Personal Care Brands, Shiseido Japan Co., Ltd.
Naoki Murakami	Corporate Officer Senior Vice President, Prestige Brands, Japan Business Division [Responsible for Prestige Brands, Japan Business]	Corporate Officer [Responsible for the area of Prestige Brands, Japan Business] Senior Vice President, Prestige Brands, Shiseido Japan Co., Ltd.

Name	Former Title	New Title
Shigekazu Sugiyama	Corporate Officer Senior Vice President, Cosmetics Brands, Japan Business Division [Responsible for Cosmetics Brands, Japan Business]	Corporate Officer [Responsible for the area of Cosmetics Brands, Japan Business] Senior Vice President, Cosmetics Brands, Shiseido Japan Co., Ltd.

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