SHISEIDO

(Translation)

October 16, 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 of The Shiseido Group's Executives

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

1. Shiseido Co., Ltd.

Name	New Title	Former Title
Ralph Ahrbeck	Corporate Executive Officer Chief Strategy Officer [Responsible for Corporate Strategy]	Corporate Executive Officer Chief Strategy Officer and President, China Region [Responsible for Corporate Strategy, and China Business]
Shigeru Takano	Corporate Officer Global Business Division	Corporate Officer President of Shiseido China Co., Ltd. [Responsible for Shiseido China Co., Ltd.]

2. Subsidiary

Name	New Title	Former Title
Kentaro Fujiwara	President of Shiseido China Co., Ltd.	General Manager of Corporate Strategy Department, Shiseido Co., Ltd.
Nobuhiro Hirasawa	Executive Vice President of Shiseido China Co., Ltd.	General Manager of Business Strategy Department, Global Prestige Brands Division and General Manager of Global Business Strategy Department, Global Business Division Shiseido Co., Ltd.

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