



(Translation)

September 5, 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 Corporate Officers**

The following changes will become effective on October 1, 2014.

Name	Former Title	New Title
Yu Okazawa	Corporate Executive Officer Responsible for Asian Strategy [Chief Officer of China Business Division]	Corporate Executive Officer Responsible for Asian Strategy [Chief Officer of China Business Division and General Manager of Marketing Development Department, China Business Division]
Hiroshi Maruyama	Corporate Officer Responsible for International Business Strategy and Marketing [General Manager of International Business Planning Department, International Business Division]	Corporate Officer Responsible for International Business Strategy and Marketing
Shigekazu Sugiyama	Corporate Officer Responsible for Marketing of Domestic Cosmetics Business and Clé de Peau BEAUTÉ Global Unit [General Manager of Strategic Marketing Department, Domestic Cosmetics Business Division]	Corporate Officer Japan Chief Marketing Officer Responsible for Marketing of Domestic Cosmetics Business and Clé de Peau BEAUTÉ Global Unit

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