



(Translation)



November 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)

**Shiseido Appoints Jun Aoki as a Corporate Advisor,
Chief Human Resource Officer**

Shiseido Co., Ltd. will invite Jun Aoki, who is the former Head of International Human Resources at BNP Paribas Cardif, as Corporate Advisor (CHO: Chief Human Resource Officer) effective November 16, 2014.

After actively working as a qualified architect of the first class in Maki and Associates, Mr. Aoki joined McKinsey Japan (Tokyo Office) as an Associate Consultant. He was mainly involved with formulation of business strategies, and he also worked in the pharmaceutical industry and healthcare segment.

After this, he was appointed the CEO of BNP Paribas Cardif Japan and contributed to the establishment of the bancassurance business (sales of insurance products via financial institution windows) in Japan. In 2011, he was appointed the Head of International HR at BNP Paribas Cardif and devoted himself to the acquisition, development, and maintenance of human resources necessary to deploy the business throughout the world. He has been involved with the establishment of human resources systems and formulation of human resources strategies in 36 countries throughout the world.

Mr. Aoki will be in charge of the design/establishment support of the global human resources system and the formulation/execution of group human resources strategies and human resources systems as the CHO in the initiatives toward the reform into a global marketing company, which is led by President Uotani.



<Jun Aoki Biography>

April 30, 1957: Born in Tokyo, Japan

1980: Graduated from School of Engineering in the University of Tokyo and joined Maki and Associates

1991: Associate Consultant at McKinsey Japan

1993: Engagement Manager at McKinsey Japan

1995: Senior Engagement Manager at McKinsey Japan

1999: CEO of BNP Paribas Cardif Japan

2011: Head of International Human Resources at BNP Paribas Cardif (in France)

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