



(Translation)



February 12, 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: Yukihiro Saito
General Manager of Public
Relations Department
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Shiseido Announces Changes Among Corporate Officers

The appointment of Corporate Officers as of April 1, 2015 is indicated below. Changes among Directors and Audit & Supervisory Board Members, and detailed responsibilities of Corporate Officers will be announced in March.

1. Promotion of Corporate Officers (Effective April 1, 2015)

Name	Former Title	New Title
Youichi Shimatani	Corporate Officer Responsible for the area of Research & Development	Corporate Executive Officer Responsible for the area of Research & Development

2. New Corporate Officers (Effective April 1, 2015)

Name	Former Title	New Title
Ralph Ahrbeck	Corporate Advisor	Corporate Executive Officer Responsible for Corporate Strategy, and China Business
Jun Aoki	Corporate Advisor, General Manager of Human Resources Department	Corporate Officer Responsible for the area of Human Resources
Naoki Murakami	Executive Manager of Shutoken Branch, Shiseido Sales Co., Ltd. (Tokyo)	Corporate Officer Responsible for the area of Prestige, Japan Business
Yoshiaki Okabe	General Manager of International Marketing Department	Corporate Officer Responsible for the Global Brand SHISEIDO, Global Business
Mikiko Soejima	General Manager of Beauty Consultation Planning Department	Corporate Officer Responsible for the area of Beauty, Japan Business
Shigeru Takano	President & Director, Shiseido China Co., Ltd.	Corporate Officer Responsible for Shiseido China Co., Ltd.

3. Retiring Corporate Officers (Effective March 31, 2015)

Name	Former Title
Carsten Fischer	Corporate Senior Executive Officer Responsible for Strategic Project, assisting CEO *Stepping down as Director as of March 31, 2015.
Yu Okazawa	Corporate Executive Officer Chief Officer of China Business Division General Manager of Marketing Development Department, China Business Division ※Director's terms of office will continue until the 115 th Ordinary General Meeting of Shareholders scheduled at the end of June.
Ryuichi Yabuki	Corporate Executive Officer Responsible for Sales of Domestic Cosmetics Business
Hiroshi Maruyama	Corporate Officer Responsible for International Business Strategy and Marketing

4. Corporate Officers (Effective as of April 1, 2015)

Name	Former Title	New Title
Masahiko Uotani	President & CEO Responsible for Global Business (International Business, China Business and Professional Business)	President & CEO Responsible for Global Business
Tsunehiko Iwai	Corporate Executive Officer Responsible for Research & Development, Production, and Technical Affairs	Corporate Executive Officer Responsible for the area of Technology Innovation
Toru Sakai	Corporate Executive Officer Responsible for Domestic Cosmetics Business and Healthcare Business	Corporate Executive Officer Responsible for Japan Business, and Healthcare Business
Ralph Ahrbeck	Corporate Advisor	Corporate Executive Officer Responsible for Corporate Strategy, and China Business
Chikako Sekine	Corporate Executive Officer Responsible for the area of Beauty	Corporate Executive Officer Responsible for the area of Beauty (Global & Japan) & Consumer Information

Name	Former Title	New Title
Youichi Shimatani	Corporate Officer Responsible for the area of Research & Development	Corporate Executive Officer Responsible for the area of Research & Development
Jun Aoki	Corporate Advisor General Manager of Human Resources Department	Corporate Officer Responsible for the area of Human Resources
Jean-Philippe Charrier	Corporate Officer Responsible for Asian Strategy	Corporate Officer Responsible for Asia Pacific Business, and Professional Business
Takahiro Hayashi	Corporate Officer Responsible for Corporate Culture, Advertising Creation, and Public Relations	Corporate Officer Responsible for the area of Creative & Corporate Culture
Masaya Hosaka	Corporate Officer Responsible for Technical Planning, Quality Management, Pharmaceutical Affairs, and Frontier Science Business	Corporate Officer Responsible for the areas of Technology, Quality Management, and Frontier Science Business
Kiyoshi Ishimoto	Corporate Officer Responsible for Production, Purchasing and Logistics	Corporate Officer Responsible for the area of SCM
Norio Iwasaki	Corporate Officer Responsible for Domestic Cosmetics Business (Business Strategies and New Business Model)	Corporate Officer Responsible for the area of Personal Care, Japan Business
Naoki Murakami	Executive Manager of Shutoken Branch, Shiseido Sales Co., Ltd. (Tokyo)	Corporate Officer Responsible for the area of Prestige, Japan Business
Yoshiaki Okabe	General Manager of International Marketing Department	Corporate Officer Responsible for the Global Brand SHISEIDO, Global Business
Kazuhisa Shibata	Corporate Officer Responsible for General Affairs, and CSR Affairs	Corporate Officer Responsible for the area of General Affairs & CSR
Mikiko Soejima	General Manager of Beauty Consultation Planning Department	Corporate Officer Responsible for the area of Beauty, Japan Business
Shigekazu Sugiyama	Corporate Officer Responsible for Marketing of Domestic Cosmetics Business Division, and clé de peau BEAUTÉ Global Unit	Corporate Officer Responsible for the area of Cosmetics, Japan Business

Name	Former Title	New Title
Norio Tadakawa	Corporate Officer Responsible for Finance, Investor Relations, Information System Planning and Internal Control	Corporate Officer Responsible for the area of Finance & Information System Planning & Internal Control
Shigeru Takano	President & Director, Shiseido China Co., Ltd.	Corporate Officer Responsible for Shiseido China Co., Ltd.

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