



(Translation)

November 16, 2017

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: Tetsuaki Shiraiwa  
Department Director  
Investor Relations Department  
(Tel: +81 3 3572 5111)

### Appointment of Shiseido Group's Executive

Shiseido Company, Limited (hereinafter, "the Company") hereby announces the appointment of Franck Marilly as President & CEO of Shiseido Group EMEA, the Company's regional headquarters for Europe, Middle East and Africa, effective January 1, 2018.

Franck Marilly will have a primary responsibility of overseeing and expanding the Company's business activities within the EMEA region, including the development of fragrance brands and prestige cosmetics brands. In addition, he will be responsible for leading brand holders of global fragrance brands to further reinforce the fragrance business. He is expected to enhance organizational capabilities within the region, accelerate business transformation, and raise profitability in the fiscal years 2018 through 2020, the second phase of VISION 2020, Shiseido Group's mid- to long-term business strategy.

Name	New Title
Franck Marilly	President & CEO, Shiseido Group EMEA

\* Reporting directly to Masahiko Uotani, President & Group CEO, Shiseido Group

#### Franck Marilly: Career Summary

1994-2001: Managing Director Europe (Spain, Portugal, France), Unilever

2001-2008: Managing Director Italy and France, CHANEL

2008-2010: Senior Vice President Fashion USA, CHANEL

2010-2017: Managing Director Europe Fragrance & Beauty, CHANEL

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