



January 30, 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 (Tel: +81 3 3572 5111)

Proposed Changes Among Shiseido's Executives

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

Name	New Title	Former Title
Masahiko Uotani	Representative Director	Representative Director
	President & CEO	President & CEO
	Responsible for Global Business	Responsible for Human Resources and
	(International Business, China	Corporate Culture Reforms
	Business and Professional Business)	
	[Chief Officer of International Business	
	Division]	
Carsten Fischer	Representative Director	Representative Director
	Corporate Senior Executive Officer	Corporate Senior Executive Officer
	Responsible for Strategic Project,	Responsible for Global Business
	assisting CEO	(International Business, China
		Business and Professional Business)
		[Chief Officer of International Business
		Division]
Jun Aoki	Corporate Advisor	Corporate Advisor
	Responsible for Human Resources and	CHO(Chief Human Resource Officer)
	Corporate Culture Reforms	General Manager of Human Resources
	CHO(Chief Human Resource Officer)	Department
	General Manager of Human Resources	
	Department	