

(Translation)

April 1, 2016

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  
 Corporate Communication Division  
 (Tel: +81 3 3572 5111)

## Notice of Changes among Corporate Officers

We hereby announce the detailed responsibilities of Corporate Officers of Shiseido Co., Ltd. effective April 1, 2016.

Name	New Title	Former Title
Tsunehiko Iwai	Representative Director Executive Vice President Chief Technology and Innovation Officer Responsible for Research and Development, Supply Chain, Technical Strategy, Legal and Governance, Compliance, Sustainability Strategy	Representative Director Executive Vice President Chief Technology and Innovation Officer , Chief Technical Strategy Officer, Chief Quality Officer Responsible for Research and Development, Supply Chain, Technical Strategy, Regulatory Strategy, Quality Management, Frontier Science Business, Legal and Governance, Compliance, Sustainability Strategy
Masaya Hosaka	Corporate Officer Chief Technical Strategy Officer, Chief Quality Officer Responsible for Technical Strategy, Regulatory Strategy, Quality Management, Frontier Science Business	Corporate Officer Assisting Chief Technology and Innovation Officer