



September 5, 2016

(Translation)

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 Administrative Change and Change in the Responsibilities of Corporate Officer

Shiseido Company, Limited hereby announces that it will implement partial organizational reform and change in the responsibilities of Corporate Officer as detailed below effective October 1, 2016.

1. Partial Organizational Reform

The company newly establishes Regional Business Steering Department in the Global Professional Business, aiming to enhance business promotion in each region.

2. Change in the Responsibilities of Corporate Officer

Name	New Title	Current Title
Katharina Höhne	Corporate Officer Senior Vice President, Global Professional Business Department Director, Regional Business Steering Department	Corporate Officer Senior Vice President, Global Professional Business