



November 2, 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 Change of Representative Director

Notice is hereby given that Shiseido Company, Limited (the "Company") will change its Representative Director as described below:

1. Name and Title of Retiring Representative Director

Name: Toru Sakai

Current Title: Representative Director, Corporate Executive Officer

2. Reasons for the Change

The Company has an internal regulation about the upper limit of corporate officers' tenure which stipulate four-year limit in principle. In accordance with this internal regulation, Toru Sakai has decided to resign from office as Corporate Executive Officer and Representative Director.

3. Effective date

Toru Sakai is to be a Director effective on January 1, 2017 and to resign from his office at the closing of the 117th General Meeting of Shareholders scheduled to be held in the late March 2017. He will become an Advisor to the Company at the close of its 117th Ordinary General Meeting of Shareholders.