

December 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
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Investor Relations Department
Corporate Communication Division
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Notice of Business Execution Systems of Shiseido Company, Limited

We hereby announce the detailed responsibilities of Corporate Officers of Shiseido Company, Limited effective January 1, 2017.

Corporate Officers

Name	New Responsibility	Current Responsibility
Masahiko Uotani	Representative Director, President and CEO Japan Region, China Region, Asia Pacific Region, Americas Region, Europe, Middle East and Africa Region, Travel Retail Direct reporting organizations (Corporate Strategy, Innovation Design Lab.)	Representative Director, President and CEO Corporate Strategy, Business Development, Corporate Communications, Internal Audit, Global Cosmetics and Personal Care Brands

<p>Tsunehiko Iwai</p>	<p>Representative Director, Executive Vice President Assisting CEO Chief Technology and Innovation Officer Legal and Governance, Compliance, Sustainability Strategy, Executive and External Relations Direct reporting organizations (Corporate Communications, Corporate Culture, Internal Audit) Innovation for Value Creation Project</p>	<p>Representative Director, Executive Vice President Chief Technology and Innovation Officer Research and Development, Supply Chain Management, Technical Strategy Legal and Governance, Compliance, Sustainability Strategy</p>
<p>Jun Aoki</p>	<p>Director, Corporate Executive Officer Chief People Officer Chief Creative Officer Department Director, Human Resources Advertising and Design China Business Innovation Project</p>	<p>Corporate Officer Chief People Officer Department Director, Human Resources China Business Innovation Project, Executive and External Relations</p>
<p>Yoichi Shimatani</p>	<p>Corporate Executive Officer Chief Research and Development Officer R&D Administration, Cosmetics R&D, Cosmetics Value Development, Intellectual Property, Basic Research, Life Science Research, Quality Assessment</p>	<p>Corporate Executive Officer Chief Research and Development Officer R&D Administration, Cosmetics R&D, Cosmetics Value Development, Intellectual Property, Basic Research, Life Science Research, Quality Assessment</p>
<p>Shigekazu Sugiyama</p>	<p>Corporate Executive Officer Representative Director, President, Shiseido Japan Co., Ltd. Responsible for Japan Region</p>	<p>Corporate Officer Senior Vice President, Cosmetics Brands, Shiseido Japan Co., Ltd. Representative Director, President, Shiseido FITIT Co., Ltd.</p>
<p>Jean-Philippe Charrier</p>	<p>Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. Responsible for Asia Pacific Region</p>	<p>Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. Responsible for Asia Pacific Region</p>
<p>Kentaro Fujiwara</p>	<p>Corporate Officer President, Shiseido China Co., Ltd. Responsible for China Region</p>	<p>Corporate Officer President, Shiseido China Co., Ltd.</p>

Katharina Höhne	Corporate Officer Senior Vice President, Global Professional Business Department Director, Regional Business Steering	Corporate Officer Senior Vice President, Global Professional Business Department Director, Regional Business Steering
Masaya Hosaka	Corporate Officer Chief Technical Strategy Officer Chief Quality Officer Technical Strategy, Regulatory Strategy, Quality Management, Frontier Science Business	Corporate Officer Chief Technical Strategy Officer Chief Quality Officer Technical Strategy, Regulatory Strategy, Quality Management, Frontier Science Business
Mitsuru Kameyama	Corporate Officer Chief Information Officer Global ICT※ ※Information and Communication Technology	Corporate Officer Chief Information Officer Global ICT Department Director, Global ICT Department
Yasushi Kushida	Corporate Officer Chief Supply Chain Officer SCM, Production, Technology and Engineering, Purchasing, Kakegawa Factory, Osaka Factory, Kuki Factory	Corporate Officer Chief Supply Chain Officer SCM, Production, Technology and Engineering, Purchasing, Kakegawa Factory, Osaka Factory, Kuki Factory
Yoshiaki Okabe	Corporate Officer Brand Director, SHISEIDO Brand Unit, Global Prestige Brands	Corporate Officer Brand Director, SHISEIDO Brand Unit, Global Prestige Brands
Yoshihiro Shiojima	Corporate Officer Chief Legal and Governance Officer Compliance, Sustainability Strategy, Executive and External Relations	Corporate Officer Chief Legal and Governance Officer Compliance, Sustainability Strategy
Mikiko Soejima	Corporate Officer Chief Beauty Officer Beauty Creation	Corporate Officer Chief Beauty Officer
	Chief Beauty Officer, Beauty Consultant Representative, Beauty Consultation Planning, Consumer Information, Shiseido Japan Co., Ltd.	Chief Beauty Officer, Beauty Creation, Consumer Information, Shiseido Japan Co., Ltd.



Norio Tadakawa	Corporate Officer Chief Finance Officer (CFO) Finance, Financial Management, Investor Relations, Business Development	Corporate Officer Chief Finance Officer (CFO) Finance, Financial Management
Mari Tamura	Corporate Officer Senior Vice President, Global Prestige Brands	Corporate Officer Senior Vice President, Global Prestige Brands

Subject to approval at the 117th Ordinary General Meeting of Shareholders scheduled to be held in late March 2017

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