

SHISEIDO GROUP EMEA APPOINTMENTS:

Mr. Daniel GUILLERMIN appointed Chief Sustainability Officer.

Mr. Hervé RONSIN appointed General Manager, EMEA Operations and President of Shiseido International France.

Paris, May 26, 2016 –

Selected in March 2016 for the fifth consecutive year among 2016 World's Most Ethical Companies*, Shiseido Group wishes today more than ever to affirm best practices in business in corporate ethics and corporate social responsibility, while ensuring profitable, sustainable growth.

This strategic willpower has a central place in Mr. Masahiko UOTANI's Vision 2020, Shiseido Group President and CEO.

Mr. Louis DESAZARS as Shiseido Group EMEA CEO has decided to particularly support this ethical and environmental ambition on the EMEA region.

Mr. Daniel GUILLERMIN appointed Chief Sustainability Officer.

In this context, Mr. Louis DESAZARS announces the creation of a new direction that will be in charge of Sustainability and appoints Daniel Guillermin as Shiseido Group EMEA Chief Sustainability Officer, starting July 1st, 2016.

Mr. Daniel GUILLERMIN came out as an obvious leader for having contributed to a solid sustainable policy during his 15 years as President of Shiseido International France (SIF).

He will be responsible for leading and developing a strong and visible commitment to Sustainability in the region and address major management challenges by taking a leadership role concerning social, societal and environmental issues.

He will report directly to Mr. Louis DESAZARS, President and CEO of Shiseido Group EMEA and directly to Shiseido Group in Tokyo.

Since 1993, Mr. Daniel GUILLERMIN has served successively as General Manager then President of Shiseido International France where he managed the production units based in Gien and Ormes, in France's Loiret region, which produce the Beaute Prestige International brands as well as Shiseido. An Arts & Métiers engineer by training, Daniel joined SIF after 15 years of experience designing and directing production sites for Spie-Batignolles, Bolloré Technologie (1989-1993) and Yves Rocher (1982-1989). He was President for the Loiret CCI from 2013 to 2015 and is Vice President of the Cosmetic Valley since 2005.

Mr. Hervé RONSIN appointed General Manager, EMEA Operations and President of Shiseido International France.

To succeed to Mr. Daniel GUILLERMIN at Shiseido International France Presidency, Mr. Louis DESAZARS has chosen to appoint Mr. Hervé RONSIN as General Manager EMEA Operations, starting July 1st, 2016.

Mr. Hervé RONSIN worked for years with Mr. Daniel GUILLERMIN contributing to the development of the Group and for the Shiseido brand in Europe. This appointment fall within the context naturally.

Hervé joined Shiseido Group in 1997. He was most recently the VP in charge of Packaging Development, Procurement and Supply-chain.

Those two major appointments are aligned with M. Louis DESAZARS's deploy strategy for Shiseido and Beauté Prestige International in EMEA. His global strategy and vision will be shared by autumn 2016.