



(Translation)



December 3, 2015

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: Norihiko Ueoka  
 General Manager of Public  
 Relations Department  
 (Tel: +81 3 3572 5111)

**Notice of Business Execution Systems of Shiseido Co., Ltd.  
 and the Shiseido Group**

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

Changes in Directors and Audit and Supervisory Board Members will be announced in late December.

1. Shiseido Co., Ltd.

Corporate Officers

Name	New Responsibility	Current Responsibility
Masahiko Uotani	President and CEO Chairman of the Board of Directors Responsible for Corporate Strategy, Corporate Communications, Internal Audit, Global Cosmetics and Personal Care Brands	President and CEO Chairman of the Board of Directors Responsible for Global Business, Corporate Communication
Tsunehiko Iwai	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	Corporate Executive Officer Chief Technology and Innovation Officer , Chief Technical Strategy Officer, Chief Quality Officer Responsible for Research and Development, Supply Chain, Technical Strategy, Technology Innovation, Quality Management, Regulatory Affairs and Frontier Science Business

# SHISEIDO

Name	New Responsibility	Current Responsibility
Toru Sakai	Corporate Executive Officer President, Shiseido Japan Co., Ltd. Responsible for Japan Region	Corporate Executive Officer President, Shiseido Japan Co., Ltd. Responsible for Japan Business, and Healthcare Business, Digital Business
Yoichi Shimatani	Corporate Executive Officer Chief Research and Development Officer	Corporate Executive Officer Chief Research and Development Officer
Ralph Ahrbeck	Corporate Officer Assisting CEO Responsible for Global Projects	Corporate Executive Officer Responsible for Corporate Strategy
Jun Aoki	Corporate Officer Chief People Officer Department Director, Human Resources Department Responsible for China Business Innovation Project, Executive and External Relations	Corporate Officer Chief People Officer and General Manager of Human Resources Department
Jean-Philippe Charrier	Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. and Managing Director, Shiseido Singapore Co., (Pte.) Ltd. Responsible for Asia Pacific Region	Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. Responsible for Asia Pacific Business
Kentaro Fujiwara	Corporate Officer President, Shiseido China Co., Ltd.	President, Shiseido China Co., Ltd.
Takahiro Hayashi	Corporate Officer Chief Creative Officer Responsible for Advertising and Design, Corporate Culture	Corporate Officer Chief Creative Officer Responsible for Advertising and Design, Corporate Culture
Katharina Höhne	Corporate Officer Senior Vice President, Global Professional Business	Senior Vice President Global Professional Business, Global Business Division
Masaya Hosaka	Corporate Officer Assisting Chief Technology and Innovation Officer	Corporate Officer Assisting Chief Technology and Innovation Officer
Mitsuru Kameyama	Corporate Officer Chief Information Officer Department Director, Global Information and Communication Technology Department	General Manager , Strategic Information System Planning Department



Name	New Responsibility	Current Responsibility
Yasushi Kushida	Corporate Officer Chief Supply Chain Officer	General Manager, Kuki Factory
Yoshiaki Okabe	Corporate Officer Brand Director, SHISEIDO Brand Unit Global Prestige Brands	Corporate Officer Brand Director, Global Prestige Brands, SHISEIDO Brand Unit, Global Business Division
Yoshihiro Shiojima	Corporate Officer Chief Legal and Governance Officer Responsible for Compliance, Sustainability Strategy	General Manager , CSR Department
Mikiko Soejima	Corporate Officer Chief Beauty Officer Chief Beauty Officer, Shiseido Japan Co., Ltd. Responsible for Beauty Creation, Consumer Information, Japan Region	Corporate Officer Responsible for Beauty, Japan Business
Shigekazu Sugiyama	Corporate Officer Senior Vice President, Cosmetics Brands, Shiseido Japan Co., Ltd.	Corporate Officer Responsible for Cosmetics Brands, Japan Business
Norio Tadakawa	Corporate Officer Chief Finance Officer Responsible for Finance, Corporate Planning	Corporate Officer Chief Finance Officer Responsible for Finance, Information System and Internal Control
Mari Tamura	Corporate Officer Senior Vice President, Global Prestige Brands	Corporate Officer Senior Vice President, Global Prestige Brands, Global Business Division

## 2. Shiseido Japan Co., Ltd.

### Corporate Officers

Name	Title
Toru Sakai	Representative Director President Responsible for Business Planning, Finance and Administration, Human Resources, Sales Branches
Shigekazu Sugiyama	Director Corporate Executive Officer Senior Vice President, Cosmetics Brands and President, Shiseido FITIT Co., Ltd.

# SHISEIDO

Name	Title
Norio Iwasaki	Director Corporate Officer Senior Vice President, Personal Care Brands and President, FT Shiseido Co., Ltd.
Naoki Murakami	Director Corporate Officer Senior Vice President, Cosmetics Specialty Store and President, Axe Co., Ltd.
Kazushige Akao	Corporate Officer Senior Vice President, Trade Marketing and Department Director, Trade Marketing Department
Atsushi Hiyama	Corporate Officer Vice President, Business Strategy, Cosmetics Brands
Hirokazu Isozaki	Corporate Officer Vice President, Sales
Daisuke Otobe	Corporate Officer Chief Marketing Officer
Kazuhiisa Shibata	Corporate Officer Chief Administration Officer
Mikiko Soejima	Corporate Officer Chief Beauty Officer Responsible for Consumer Information Center
Shigeru Takano	Corporate Officer Chief Information Officer Vice President, Healthcare Business
Shigekazu Takatsu	Corporate Officer Vice President, Account Service 2, Cosmetics Brands
Satoshi Tanaka	Corporate Officer Vice President, Sales, Cosmetics Specialty Store
Takuma Touya	Corporate Officer Senior Vice President, Prestige Brands and President, Shiseido International Inc.

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