



(Translation)

June 3, 2016

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
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Notice of Administrative Changes and Transfer of Personnel

Shiseido Company, Limited hereby announces that it will implement partial organizational reforms and personnel transfers as detailed below effective July 1, 2016.

1. Partial organizational reforms in Shiseido Japan Company, Limited
 - With an aim of realizing joint integrated marketing with brands as pivots, sales organization reforms were conducted in the Chubu and Kinki areas in January 2016, and will be expanded to other areas. Specifically, Shiseido Japan will reform the current sales units into Sales Departments in Cosmetics Specialty Store Division in charge of specialty stores, and in Cosmetics Brands Division that takes care of retail companies.
 - Specialty Store business will be restructured and divided into 5 branches, namely Hokkaido Sales Branch, Tohoku Sales Branch, Kanetsu Sales Branch, Chu-Shikoku Sales Branch, and Kyushu Sales Branch that combines Kyushu and Okinawa Branches. In addition, Shiodome Sales Branch will be newly established to support retail sales over the telephone.
 - Cosmetics Brands Division will be comprised of Nishi-Nippon Sales Department that combines Hokkaido and Tohoku Departments, Kanto ▪ Koshinetsu Sales Department, Chu-Shikoku Sales Department and Kyushu ▪ Okinawa Sales Department.
 - With the reform of Sales Department and Planning Department in Cosmetics Specialty Store Division, the current Planning Department will be focusing on business management and business planning under the new name of Business Administration Department.
 - In order to enhance sales capabilities and communication of FT Shiseido Company, Limited the current Sales 1 and Sales 2 Departments will be integrated into Personal Care Sales Department and Higashi-Nippon Sales Department, and Nishi-Nippon Sales Department will be newly established.



2. Transfers of Personnel

(1) Shiseido Company, Limited Corporate Officers

Name	New Title	Current Title
Jean-Philippe Charrier	Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. Responsible for Asia Pacific Region	Corporate Officer President, Shiseido Asia Pacific Pte. Ltd. and Managing Director, Shiseido Singapore Co., (Pte.) Ltd. Responsible for Asia Pacific Region

(2) Shiseido Company, Limited Department Directors

Name	New Title	Current Title
Kazutaka Sada	Department Director, Regulatory Strategy Department	Group Manager, Regulatory Strategy Department
Kazuhisa Komamiya	Department Director, Purchasing Department	Department Manager, Production Material Purchasing Department, Purchasing Department
Shuzo Ishidate	Department Director, R&D Administration Department	Department Manager, General Affairs Department, R&D Administration Department

(3) Shiseido Japan Company, Limited

Name	New Title	Current Title
Shihoko Fujiwara	Area Marketing Director, Hokkaido Sales Branch, Sales Department, Cosmetics Specialty Store Division	Office Director, Yamagata Office, Tohoku Sales Branch
Eiji Inoue	Area Marketing Director, Tohoku Sales Branch, Sales Department, Cosmetics Specialty Store Division	Area Marketing Director, Tohoku Sales Branch
Hideaki Aoshima	Area Marketing Director, Kanetsu Sales Branch, Sales Department, Cosmetics Specialty Store Division	Office Director, Shutoken Sales Branch, Sales Department, Cosmetics Specialty Store Division
Kiyomi Horii	Area Marketing Director, Chu-Shikoku Sales Branch, Sales Department, Cosmetics Specialty Store Division	Area Marketing Director, Chu-Shikoku Sales Branch
Seiichi Orito	Area Marketing Director, Kyushu Sales Branch, Sales Department, Cosmetics Specialty Store Division	Area Marketing Director, Kyushu Sales Branch
Satoshi Toshiro	Area Marketing Director, Shiodome Sales Branch, Sales Department, Cosmetics Specialty Store Division	Manager, Planning Department, Cosmetics Specialty Store Division

Name	New Title	Current Title
Yoshikuni Asano	Department Director, Business Administration Department, Cosmetics Specialty Store Division	Department Director, Planning Department, Cosmetics Specialty Store Division
Hideki Miyazaki	General Manager, Account Service 1 Department, Cosmetics Brands Division	Department Manager, Business Operation Department, Business Planning Department
Kazunobu Takiguchi	General Manager, Kita-Nippon Sales Department, Cosmetics Brands Division	Area Marketing Director, Hokkaido Sales Branch
Hideki Watanabe	General Manager, Kanto・Koshinetsu Sales Department, Cosmetics Brands Division	Area Marketing Director, Kanetsu Sales Branch
Haruo Nomura	General Manager, Chu-Shikoku Sales Department, Cosmetics Brands Division	Office Director, Kinki Sales Department, Cosmetics Brands Division
Hajime Inayama	General Manager, Kyushu・Okinawa Sales Department, Cosmetics Brands Division	Office Director, Kinki Sales Department, Cosmetics Brands Division

(4) Other Subsidiaries and Affiliates

Name	New Title	Current Title
Shinji Tamaruya	President, Representative Director, Ettusais Co.,Ltd	General Manager, Account Service 1 Department, Cosmetics Brands Division, Shiseido Japan Co.,Ltd.
Takafumi Tanaka	Area Marketing Director, Personal Care Sales Department FT Shiseido Co., Ltd.	Chief Manager, Sales 2 Department FT Shiseido Co., Ltd.
Hirofumi Takakura	Department Manager, AP RHQ Corporate Planning Department, Shiseido Co., Ltd. and Managing Director, Shiseido Singapore Co., (Pte.) Ltd.	Department Manager, AP RHQ Corporate Planning Department, Shiseido Co., Ltd.

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