

Notice of Changes among Corporate Officers

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

Name	New Title	Former Title
Tsunehiko Iwai	Representative Director Executive Vice President Chief Technology and Innovation Officer Responsible for Research and Development, Supply Chain, Technical Strategy, Legal and Governance, Compliance, Sustainability Strategy	Representative Director 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
Masaya Hosaka	Corporate Officer Chief Technical Strategy Officer, Chief Quality Officer Responsible for Technical Strategy, Regulatory Strategy, Quality Management, Frontier Science Business	Corporate Officer Assisting Chief Technology and Innovation Officer