



(Translation)

March 3, 2011

Dear Sirs,

Name of the Company: Shiseido Company, Limited
Name of the Representative: Shinzo Maeda
President & CEO
(Representative Director)
(Code No. 4911; The First Section of the Tokyo Stock Exchange)
Further inquiries: Yukihiro Saito
General Manager of Public
Relations Department
(Tel: 03 - 3572 - 5111)

Shiseido Co., Ltd. to Make Administrative Changes and Transfer Personnel

Effective April 1, 2011, Shiseido Co., Ltd. will implement certain administrative changes and transfer designated personnel as follows.

1. Administrative Changes

- (1) The Digital Business Development Department will be newly established under the Domestic Cosmetics Business Division with the aim of expanding points of contact with new consumers.
- (2) The SBU (Strategic Brand Unit) Administration Department, which is under the umbrella of the Domestic Cosmetics Business Division, will change its name to the SBU Business Administration Department.
- (3) The Professional Global Marketing Department will be newly established under the Professional Business Operations Division with the aim of strengthening brand marketing in Asian markets centered on China, which is expected to realize expanded growth in the future.

- (4) The Consumer Information Center will be newly established as a department of the Head Office by transferring the functions of Shiseido Business Solutions Co., Ltd. (hereinafter, “SBS”) and the Consumer Information Center.
- (5) The Regulatory Affairs Department will be newly established, thereby transferring the pre-launch evaluation functions of quasi-drugs and cosmetics and management functions of quality-related seminars, which are handled by the SBS’s Technical Support Department, as well as pharmaceuticals-related functions (pharmaceutical affairs, indication and trademark-related functions).
- (6) The Beauty Solution Development Center will change its name to the Beauty Creation Research Center.

2. Personnel Changes Among Executives

(1) Shiseido Co., Ltd.

Name	New Title	Former Title
Hiroshi Kubo	General Manager of Logistics Department	President, Shiseido Business Solutions Co., Ltd.
Rika Takahashi	General Manager of Regulatory Affairs Department and General Manager of Technical Support Office	General Manager of Global Planning Office, Technical & Production Planning Department
Emiko Takasu	Director & Vice President, Shiseido China Research Center	General Manager of Beauty Solution Development Center and General Manager of Beauty Creation Laboratory
Toshihiro Tanaka	General Manager of Beauty Creation Research Center	General Manager of Planning & Administration Group, Beauty Solution Development Center
Yoshihiro Shiojima	General Manager of Corporate Social Responsibility Department	Chief Officer of Frontier Science Business Division
Masaaki Hachinoe	Chief Officer of Frontier Science Business Division	President, Shiseido Irica Technology Inc.
Satomi Iyoda	General Manager of Consumer Information Center	General Manager of Consumer Information Center, Shiseido Business Solutions Co., Ltd.
Jean-Philippe Charrier	General Manager of Professional Global Marketing Department, Professional Business Operations Division	General Manager of Asia Business Administration Department, Professional Business Operations Division

Name	New Title	Former Title
Yasuhiko Sasama	General Manager of Digital Business Development Department	General Manager of Marketing Strategy Group, Cosmetics Business Planning Department
Haruya Ootaki	General Manager of SBU Business Administration Department	General Manager of SBU Administration Department
Masahiko Oogame	General Manager of Marketing Development Department, China Business Division	Director & Vice President, Shiseido China Co., Ltd.
Atsushi Shimomura	Brand Manager of Promotional Brand Marketing Unit	President, AYURA Laboratories Inc.
Norio Iwasaki	General Manager of Sales Administration Department	Deputy General Manager, Sales Administration Department
Atsushi Hiyama	General Manager of Cosmetics Business Planning Department; President, Orbit, Inc.; President Shiseido FITIT Co., Ltd.; President, Shiseido International Inc. and President, AXE Co., Ltd.	General Manager of Distribution Strategy Department
Makoto Kataoka	General Manager of Distribution Strategy Department	General Manager of Sales Group, Wholesalers, Distribution Strategy Department

(2) Subsidiaries and Affiliates

Name	New Title	Former Title
Masaki Uemura	President, Shiseido Irica Technology Inc.	General Manager of General Affairs Group, Research Administration Department
Takahiro Hayashi	President, Shiseido Parlour Co., Ltd.	President, d'ici là Co., Ltd.
Mikiko Soejima	President, d'ici là Co., Ltd.	General Manager of Product Planning Department, d'ici là Co., Ltd.
Nobuyuki Takai	President, Shiseido (N.Z.) Ltd. and President, Shiseido (Australia) Pty., Ltd.	President, Shiseido Professional Co., Ltd.
Nobuo Nabika	President, AYURA Laboratories Inc.	Brand Manager of Promotional Brand Marketing Unit
Yasuhiro Hisada	President, Shiseido Astech Co., Ltd.	General Manager of Planning Group, Shiseido Business Solutions Co., Ltd.

Name	New Title	Former Title
Akira Kato	President, Shiseido Beauty Salon Co., Ltd.	General Manager of Business Administration Department, Shiseido Beauty Salon Co., Ltd.
Takashi Uehara	President, Shiseido Amenity Goods Co., Ltd.	General Manager of Distribution Department, Shiseido Amenity Goods Co., Ltd.

The changes in directors for subsidiaries and affiliates are subject to approval at their respective General Meeting of Shareholders and subsequently by the Board of Directors.

-End of News Release-