



(Translation)



March 5, 2012

Dear Sirs and Madams,

Name of the Company: Shiseido Company, Limited  
Name of the Representative: Hisayuki Suekawa  
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  
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## **Shiseido Co., Ltd. to Make Administrative Changes and Transfer Personnel**

Effective April 1, 2012, Shiseido Co., Ltd. will implement certain administrative changes and transfer designated personnel as follows.

### **1. Administrative Changes**

- (1) The Brand Strategy Planning Department will be newly established within the Domestic Cosmetics Business Division with the objectives of developing medium-term plans by category and implementing the coordination of overall brands.
- (2) In the Domestic Cosmetics Business Division, the Mass and Masstige Brand Marketing Unit will be restructured in order to strengthen its response for the self-selection domain, which has high growth potential, and the Self-selection Skincare and Makeup Brand Marketing Unit and the Haircare, Mens and Bodycare Brand Marketing Unit will be newly established.
- (3) The Business Development & Administration Department, which is established under the umbrella of the Domestic Cosmetics Business Division, will change its name to the Web Business Department.



- (4) In the China Business Division, a portion of functions handled by the China Business Planning Department will be modified to handle business management with a primary emphasis on developing strategies and managing the overall China business.
- (5) The psychological, behavioral and cognitive sciences of cosmetics, a function previously handled by the Make-up and Hair Care & Styling Products Research & Development Center in research and development departments, will be transferred to the Cosmetic Materials Research & Development Center. At the same time, the Cosmetic Materials Research & Development Center will change its name to the Human Materials Research & Development Center in line with strengthening the function of new cosmetics development without adhering to existing categories and products in the Cosmetic Materials Research & Development Center.
- (6) In the International Business Division, sales, marketing, public relations and point of contact functions previously handled by Shiseido Americas Corporation (SAC), as well as the International Business Planning Department's function of supporting SAC and the International Sales Department's function of handling sales in Europe will be integrated and newly established as the Europe and Americas Sales Department.

At the same time, the Asia Pacific sales function, which was handled by the International Sales Department, will be restructured and the department name will be changed to the Asia Pacific Sales Department with the aim of strengthening the Asia Pacific region.

## 2. Personnel Changes Among Executives

### (1) Shiseido Co., Ltd.

Name	Former Title	New Title
Mitsuru Kameyama	Strategic Information System Planning Department	General Manager of Strategic Information System Planning Department
Takashi Minami	General Manager of Make-up and Hair Care & Styling Products Research & Development Center	General Manager of Technology & Engineering Center
Wataru Tokue	General Manager of Skincare Information Development Group, Skincare Product Research & Development Center	General Manager of Make-up and Hair Care & Styling Products Research & Development Center



Name	Former Title	New Title
Daisuke Fujita	Manager, Kinki Branch Office, Shiseido Sales Co., Ltd.	General Manager of Sales Department, Specialty Stores, Domestic Cosmetics Business Division
Moriyo Sonoda	General Manager of Business Development & Administration Department, Domestic Cosmetics Business Division	General Manager of Web Business Department, Domestic Cosmetics Business Division
Atsushi Sato	General Manager of International Logistics Department, International Business Division	General Manager of Europe and Americas Sales Department, International Business Division; President, Shiseido Europe S.A. and President, Shiseido International Europe S.A.S.
Tsunehiro Terunuma	Deputy General Manager, Logistics Department	General Manager of International Logistics Department, International Business Division
Masato Ota	Deputy General Manager, China Business Planning Department, China Business Division	General Manager of Business Administration Department, China Business Division
Hiroshi Maruyama	General Manager of International Marketing Department, International Business Division	General Manager of International Marketing Department and General Manager of Beauty Consultation Planning Group, International Business Division
Fusako Znaiden	Brand Manager of Mass and Masstige Brand Marketing Unit, Domestic Cosmetics Business Division	General Manager of Brand Strategy Planning Department, Domestic Cosmetics Business Division
Shinji Etori	Deputy General Manager, Marketing Development Department, China Business Division	Brand Manager of Self-selection Skincare and Makeup Brand Marketing Unit, Domestic Cosmetics Business Division
Makoto Kataoka	General Manager of Distribution Strategy Department, Domestic Cosmetics Business Division	Brand Manager of Haircare, Mens and Bodycare Brand Marketing Unit, Domestic Cosmetics Business Division
Kozo Mochida	Executive Manager, Kanetsu Branch Office, Shiseido Sales Co., Ltd.	General Manager of Distribution Strategy Department, Domestic Cosmetics Business Division
Akihiko Omata	General Manager of Purchasing Department	General Manager of Research Administration Department



Name	Former Title	New Title
Katsuhide Ito	General Manager of Technical Department, Kuki Factory	General Manager of Purchasing Department
Yasunari Nakama	General Manager of Cosmetic Materials Research & Development Center	General Manager of Human Materials Research & Development Center
Yasushi Kushida	President, Shiseido Vietnam Inc. and General Manager of Vietnam Factory	General Manager of Kuki Factory
Masashi Kamata	President & Director, Shiseido China Co., Ltd.	Chief Area Managing Officer of China and President & Director, Shiseido China Co., Ltd.

## (2) Subsidiaries and Affiliates

Name	Former Title	New Title
Yukiya Tatsuhiko	General Manager of Administration Department, Kamakura Factory	President, Shiseido Vietnam Inc. and General Manager of Vietnam Factory
Kei Shuto	Sales Director, Shiseido Beauty Foods Co., Ltd.	President, Shiseido Beauty Foods Co., Ltd.
Yutaka Yamaguchi	Deputy General Manager, Strategic Information System Planning Department	President, Shiseido Information Network Co., Ltd.
Mutsumi Mizutome	Human Resources Department	President, Hanatsubaki Factory Co., Ltd.
Mizuki Hashimoto	International Sales Department, International Business Division	Managing Director, Shiseido Singapore Co., (Pte.) 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.

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