(Translation)

March 14, 2013

Name of Company: Shiseido Company, Limited
Name of Representative: Hisayuki Suekawa
President & CEO
(Representative Director)
(Code No. 4911; The First Section of the Tokyo Stock Exchange)
Contact: 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, 2013, Shiseido Co., Ltd. will implement certain administrative changes and transfer designated personnel as follows.

1. Administrative Changes

(1) In order to enhance initiatives to devise and accelerate the promotion of environmental strategies as well as create synergies in tandem with company-wide CSR activities, the Environmental Planning Department will be integrated into the Corporate Social Responsibility Department and the Environmental Planning Group will be newly established within the Corporate Social Responsibility Department.

(2) In order to establish a system that facilitates management of the Shiseido Group's overall supply chain, certain functions of the Logistics Department, the International Logistics Department and the Production Department will be unified, and restructuring will be carried out and the department name changed to the Supply Chain Management Department.

(3) In the area of research and development, among the research functions handled by the Skincare Product Research & Development Center, Make-up and Hair Care & Styling Products Research & Development Center, Human Materials Research & Development Center and the Innovative Science Research & Development Center, those research functions (beauty equipment and dermatology) that are highly relevant to the development of cosmetics products will be integrated. Accordingly, restructuring will be carried out along with changing the department name to the Cosmetics Research & Development Center and Cosmetics Basic Research Center.

(4) In the area of research and development, research functions aimed at developing new domains and food research function will be integrated into the Innovative Science Research & Development Center.

(5) In the area of research and development, research promotion functions, including patent affairs, will be consolidated into the Research Administration Department.

SHISEIDO

2. Personnel Changes among Executives

(1) Shiseido Co., Ltd.

Name	Former Title	New Title
Norio Tadakawa	General Manager of Corporate Planning & Development Group, Corporate Planning Department	General Manager of Corporate Planning Department and General Manager of Corporate Planning & Development Group
Atsushi Shimomura	Brand Manager of Promotional Brand Marketing Unit, Domestic Cosmetics Business Division	General Manager of International Marketing Department and General Manager of Beauty Consultation Planning Group, International Business Division
Shinji Etori	Brand Manager of Self-selection Skincare and Makeup Brand Marketing Unit, Domestic Cosmetics Business Division	Brand Manager of Self-selection Skincare and Makeup Brand Marketing Unit and Brand Manager of Promotional Brand Marketing Unit, Domestic Cosmetics Business Division
Fusako Znaiden	General Manager of Brand Strategy Planning Department, Domestic Cosmetics Business Division	General Manager of Brand Strategy Planning Department and Brand Manager of Relational Brand Marketing Unit, Domestic Cosmetics Business Division
Takashi Minami	General Manager of Technology & Engineering Center	General Manager of Kakegawa Factory
Katsumi Omae	General Manager of Technical Department, Kamakura Factory	General Manager of Technology & Engineering Center
Katsuhide Ito	General Manager of Purchasing Department	General Manager of Quality Management Department
Akio Kikuchi	Technical Representative in Europe, Technical & Production Planning Department and Executive Vice President, Shiseido International France S.A.S.	General Manager of Purchasing Department
Yasunari Nakama	General Manager of Human Materials Research & Development Center	General Manager of Cosmetics Basic Research Center
Fumiaki Matsuzaki	General Manager of Skincare Product Research & Development Center	General Manager of Cosmetics Research & Development Center

Name	Former Title	New Title
Ouji Ifuku	General Manager of Innovative Science Research & Development Center and Group Leader, Open Innovation Group, Innovative Science Research & Development Center	General Manager of Innovative Science Research & Development Center
Yasunori Morita	General Manager of Logistics Department and General Manager of International Logistics Department	General Manager of Supply Chain Management Department
Mitsuru Kameyama	General Manager of Strategic Information System Planning Department	General Manager of Strategic Information System Planning Department and President, Shiseido Information Network Co., Ltd.
Jean-Philippe Charrier	General Manager of Professional Global Marketing Department, Professional Business Operations Division	Chief Officer of Professional Business Operations Division and General Manager of Professional Global Marketing Department, Professional Business Operations Division

(2) Subsidiaries and Affiliates

Name	Former Title	New Title
Hitoshi Okamoto	Group Leader, Marketing Planning Group (II), International Marketing Department, International Business Division	President, Shiseido (Canada) Inc.

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-