



(Translation)

September 2, 2011

Dear Sirs,

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

(Tel: 03 - 3572 - 5111)

### Notice of Personnel Changes of Corporate Officers

Effective October 1, 2011, Shiseido Co., Ltd. (the Company) implements change in personnel of Corporate Officer as follows.

#### Description

Name	New Title	Current Title
Carsten Fischer	Director, Corporate Senior Executive Officer  <Duty and Occupations in the Company> Responsible for Global Business (International Business, China Business and Professional Business), Responsible for Americas Chief Officer of International Business Division  <Important Positions of Subsidiaries concurrently held> Chairman & CEO of Shiseido Americas Corporation President of Shiseido America Incorporated President of Davlyn Industries Incorporated	Director, Corporate Senior Executive Officer  <Duty and Occupations in the Company> Responsible for Global Business (International Business, China Business and Professional Business), Responsible for Americas Chief Officer of International Business Division  <Important Positions of Subsidiaries concurrently held> Chairman & CEO of Shiseido Americas Corporation

Name	New Title	Current Title
Yu Okazawa	<p>Corporate Officer</p> <p>&lt;Duty and Occupations in the Company&gt;  General Manager of International Sales Department</p> <p>&lt;Important Positions of Subsidiaries concurrently held&gt;  President of Shiseido Europe S.A.S  President of Shiseido International Europe S.A  President of Taishi Trading Co., LTD.</p>	<p>Corporate Officer</p> <p>&lt;Duty and Occupations in the Company&gt;  General Manager of International Sales Department</p> <p>&lt;Important Positions of Subsidiaries concurrently held&gt;  President of Shiseido Europe S.A.S  President of Shiseido International Europe S.A  President of Shiseido Deutschland GmbH  President of Taishi Trading Co., LTD.</p>

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