



(Translation)

March 14, 2013

Dear Sirs and Madams,

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)

Proposed Changes among Directors, Audit & Supervisory Board Members and Corporate Officers

The unofficial appointment of Directors and Audit & Supervisory Board Members as well as changes in Corporate Officers as of April 1, 2013 are indicated below.

1. Directors

(1) Retiring Director (Effective on March 31, 2013)

Name	Former Title	New Title
Hisayuki Suekawa	Representative Director President & CEO	Senior Advisor

*Stepping down due to resignation

(2) New Directors (Changes to become official subject to approval at the 113th Ordinary General Meeting of Shareholders scheduled to be held at the end of June 2013)

Name	Former Title	New Title
Yu Okazawa	Corporate Executive Officer [Chief Officer of China Business Division and General Manager of Asia Pacific Sales Department, International Business Division] Responsible for Asian Breakthrough Strategy	Director Corporate Executive Officer [Chief Officer of China Business Division and General Manager of Asia Pacific Sales Department, International Business Division] Responsible for Asian Breakthrough Strategy



Name	Former Title	New Title
Toru Sakai	Corporate Officer [General Manager of Corporate Planning Department]	Director Corporate Executive Officer Responsible for Domestic Cosmetics Business (Business Strategies)

2. Audit & Supervisory Board Member

Transfer of Appointed Audit & Supervisory Board Member is not planned.

3. Corporate Officers

(1) Retiring Corporate Officers (Effective on March 31, 2013)

Name	Former Title
Hisayuki Suekawa	President & CEO
Michiko Achilles	Corporate Officer Responsible for Public Relations, Consumer Information, Environmental Affairs, Corporate Culture Reforms and CSR
Kozo Hanada	Corporate Officer [Chief Officer of Professional Business Operations Division]
Asa Kimura	Corporate Officer Responsible for Cosmetics Research & Development and Software Development
Mitsuo Takashige	Corporate Officer Responsible for Corporate Planning and General Affairs (Legal Affairs and Executive Affairs)



(2) Promotion of Corporate Officer (Effective on April 1, 2013)

Name	Former Title	New Title
Toru Sakai	Corporate Officer [General Manager of Corporate Planning Department]	Corporate Executive Officer Responsible for Domestic Cosmetics Business (Business Strategies)

(3) New Corporate Officers (Effective on April 1, 2013)

Name	Former Title	New Title
Shinzo Maeda	Chairman	Chairman and President & CEO
Takahiro Hayashi	President, Shiseido Parlour Co., Ltd.	Corporate Officer Responsible for General Affairs (Legal Affairs and Executive Affairs) and Public Relations [President, Shiseido Parlour Co., Ltd.]
Hiroshi Maruyama	General Manager of International Marketing Department and General Manager of Beauty Consultation Planning Group, International Business Division	Corporate Officer Responsible for International Business Planning and International Marketing

(4) Changes in Corporate Officers (Effective on April 1, 2013)

Name	Former Title	New Title
Tsunehiko Iwai	Corporate Officer Responsible for Technical Planning, Quality Management and Frontier Science Business	Corporate Officer Responsible for Technical Planning, Quality Management, Pharmaceutical Affairs, CSR, Environmental Affairs and Frontier Science Business
Shigeto Ohtsuki	Corporate Officer [General Manager of Human Resources Department]	Corporate Officer Responsible for Human Resources and Corporate Culture Reforms [General Manager of Human Resources Department]



Name	Former Title	New Title
Chikako Sekine	Corporate Officer Responsible for Beauty Creation [General Manager of Beauty Consultation Planning Department]	Corporate Officer Responsible for Beauty Creation and Consumer Information [General Manager of Beauty Consultation Planning Department]
Youichi Shimatani	Corporate Officer Responsible for Functional Food Research & Development, Innovative Science Research & Development, Research Administration and Technology Alliances	Corporate Officer Responsible for Research & Development (Cosmetics and Innovative Science)

4. Corporate Officers (Effective as of April 1, 2013)

President & CEO	Shinzo Maeda**
Corporate Senior Executive Officer	Carsten Fischer
Corporate Executive Officers	Masaru Miyagawa
	Yu Okazawa
	Toru Sakai*
	Tatsuomi Takamori
Corporate Officers	Takahiro Hayashi**
	Kiyoshi Ishimoto
	Tsunehiko Iwai
	Hiroshi Maruyama**
	Yoshinori Nishimura
	Shigeto Ohtsuki
	Chikako Sekine
	Youichi Shimatani
	Shigekazu Sugiyama
Ryuichi Yabuki	

*Promotion

**New Corporate Officer



5. Directors (Changes to become official subject to approval at the 113th Ordinary General Meeting of Shareholders and the Board Meeting scheduled to be held at the end of June 2013)

Representative Director Chairman and President & CEO	Shinzo Maeda
Representative Director Corporate Senior Executive Officer	Carsten Fischer
Directors Corporate Executive Officers	Tatsuomi Takamori
	Toru Sakai**
	Yu Okazawa**
Director Corporate Officer	Yoshinori Nishimura
External Directors	Shoichiro Iwata
	Taeko Nagai
	Tatsuo Uemura

**New Director

6. Audit & Supervisory Board Members (Changes to become official at the 113th Ordinary General Meeting of Shareholders scheduled to be held at the end of June 2013)

Audit & Supervisory Board Members	Yasuko Takayama
	Toshio Yoneyama
Audit & Supervisory Board Members (external)	Akio Harada
	Nobuo Otsuka
	Eiko Tsujiyama

*The term of service of Mr. Akio Harada will be completed as of the conclusion of the 113th Ordinary General Meeting of Shareholders scheduled at the end of June 2013. However, Mr. Harada will be reappointed subject to approval at this meeting.

-End of News Release-