

# Shiseido CSR

[Shiseido's Corporate Social Responsibility]

"Beautiful Society, Bright Future."

Shiseido is committed to pursuing a variety of CSR activities that earn the empathy of society.

\*CSR: Corporate Social Responsibility

Although the target period for the information included in this back number is mainly FY2012 (from April 1, 2012, to March 31, 2013), part of the information also includes contents prior to/after the said period.

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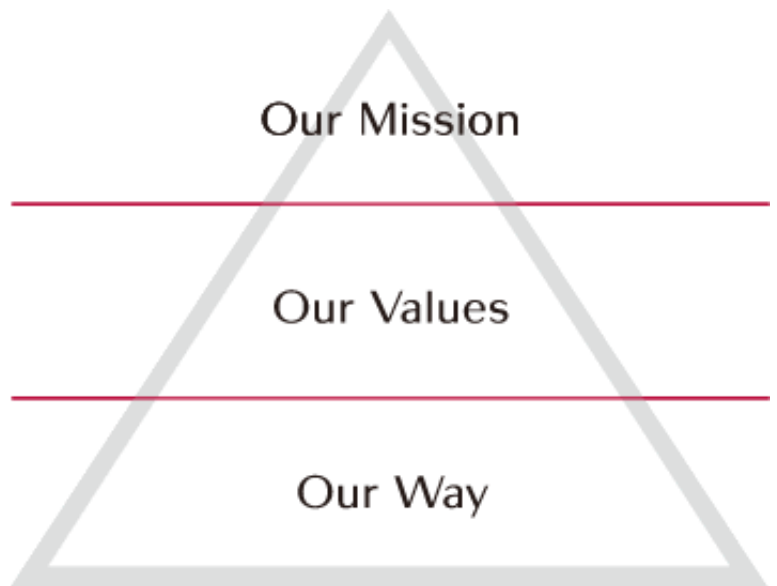
## What is Shiseido CSR?

Shiseido's overall image and domains of CSR activities based on the implementation of "Our Way."

### Basic Concept of Shiseido CSR

**We aim to realize a sustainable society through dialogue and cooperation with stakeholders while also promoting management that contributes to the creation of people's beauty and health by developing activities that address social issues and meet expectations.**

The Shiseido Group's corporate social responsibility (CSR) activities follow the basic concept of "Our Way", which denotes action standards that each and every employee should take toward stakeholders based on the Shiseido Group corporate philosophy "Our Mission, Values and Way."



### Initiatives Related to the United Nations Global Compact

In September 2004, Shiseido announced that it was joining the United Nations Global Compact, declaring that it would voluntarily work to solve problems and create an international framework for realizing a sustainable society.

As a specific example of our initiatives in this area, in March 2006 we adopted the "Shiseido Group Supplier Code of Conduct" (revised in December 2011), a series of standards governing Shiseido procurement activities, based on the Global Compact's ten principles. In this way, we have joined our business partners in making a commitment to society to pursue procurement activities based on high ethical standards.

In the area of human rights, we continue to pursue initiatives in the context of our own corporate activities. In addition, we joined the CEO Statement, an initiative launched by the Global Compact on the 60th anniversary of the Universal Declaration of Human Rights in December 2008, as part of our program of support for the Global Compact. The statement declares to the world, "We also reiterate our own commitment to respect and support human rights within our sphere of influence."



Human rights are universal and are an important business concern all over the globe."

In the area of environmental activities, we have announced our participation in Caring for Climate, a climate change initiative also being spearheaded by the Global Compact. In addition to striving to protect the environment in our own business activities, Shiseido is committed to offering support for, and actively participating in, international initiatives to address climate change.

Also, in September 2010, Shiseido signed to recognize "the Women's Empowerment Principles," a set of practical guidelines collaboratively developed by the United Nations Development Fund for Women (UNIFEM, part of UN Women) and the United Nations Global Compact for companies and private entities to promote women's empowerment.

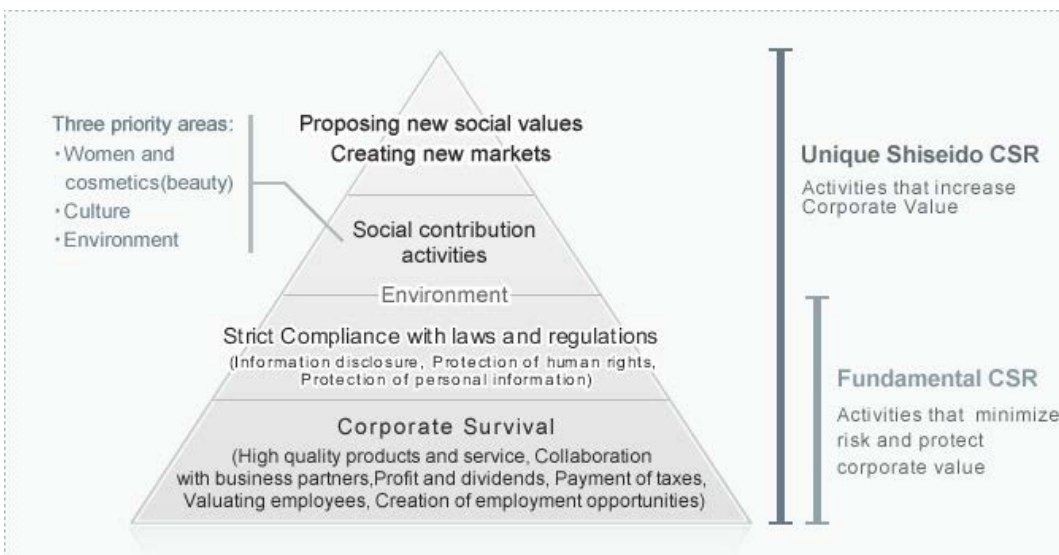


Declaration of participation in the United Nations Global Compact's Initiative on Climate Change



Letter of certification

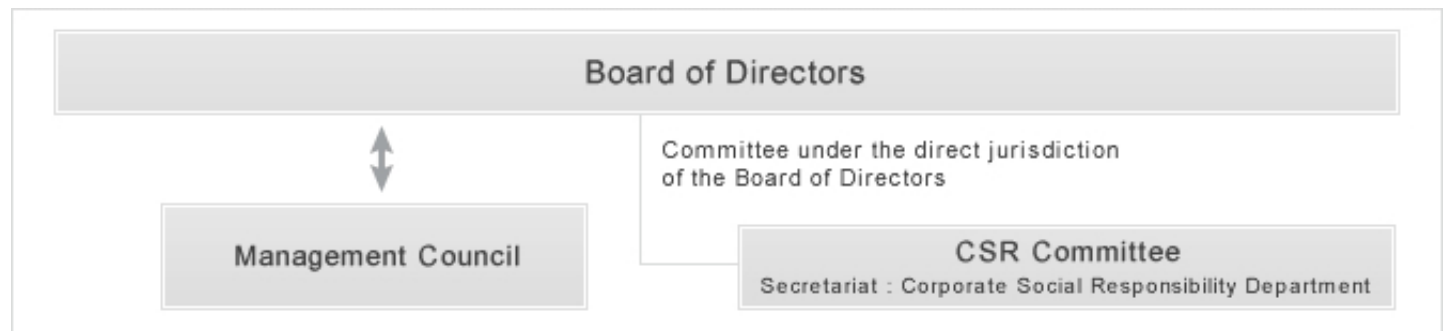
## CSR Activities Domain



## CSR Activity Promotion Structure

Shiseido's CSR activities are deliberated and discussed by the CSR Committee under the direct management of the Board of Directors in order to steadily promote CSR activities unique to Shiseido that will lead to enhancing corporate value. To ensure expertise, fairness and transparency, external committee members and a Shiseido labor union committee chairman representing Shiseido employees are included as members.

### Committee Organization



### Objectives of Committee under the direct jurisdiction of the Board of Directors

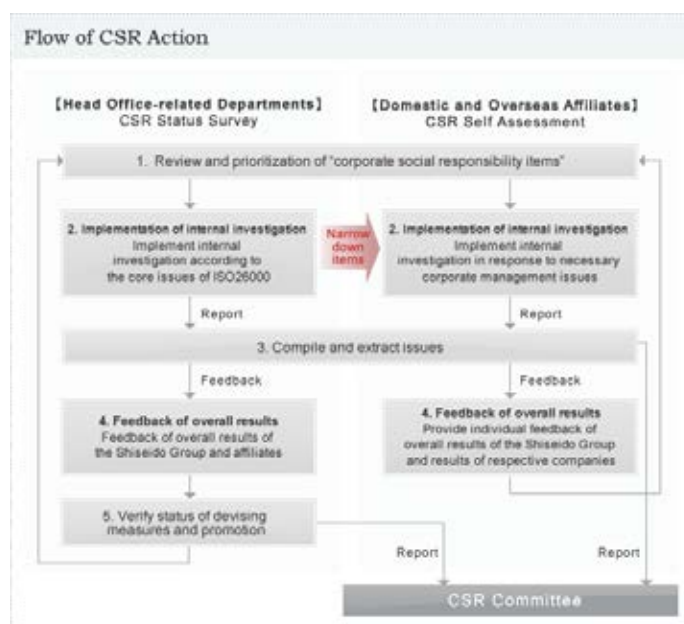
#### Implementation of CSR verification

The target of our "CSR Committee", a committee under the direct authority of the Board of Directors covers all the potential areas which are supposed to be required for Shiseido Group to carry out social responsibility. In order to respond to the social demand, challenges are extracted from a unitary perspective. Promoting appropriate measures(CSR actions) as well as examining the orientation of CSR activities, we try to obtain and evaluate possible risks in management strategies and operating business activities, and thus, try to take necessary measures.

The CSR Committee is run by members who are selected from throughout the Company and key figures from the outside. Activity plans and results are thereby proposed and reported to the Board of Directors.

## Promotion procedures

Shiseido recognizes risk prevention as essential for sustainable business and implements various measures emphasizing verification of latent risks. In order to ensure that various issues that need to be addressed are not overlooked, including forecasts for the social environment and international affairs as well as amendments to treaties and laws, Shiseido is making decisions on initiatives that should be promoted (CSR actions) by addressing risks from the three perspectives of "what is expected from society," "what is not being addressed (cannot be addressed) by Shiseido" and "what should be addressed by Shiseido."



Specifically, Shiseido categorizes all questionnaires that are received from Socially Responsible Investment (SRI) and CSR-related investigation institutions by area in keeping with relevant items of Our Way, GRI Guidelines and ISO26000. These areas include corporate governance, human rights, labor practices, the environment, fair business practices, consumer issues, participation in communities and community development. Moreover, items are further established in detail according to these areas, with each item carefully examined from the viewpoints of "whether or not a basic plan is established (Plan)," "whether or not a system is in place for implementation (Do)" and "whether or not evaluation and verification are being conducted (Check & Act)," thereby identifying activities that should be implemented. As for issues that have been identified and are being evaluated according to the two pillars of "level of impact on business" and "level of focus from society," thereby prioritizing items that need to be addressed.

Shiseido utilizes these results for a risk map, reports the results to the CSR Committee and provides feedback to departments in charge of handling to ensure quick establishment and implementation of plans. Furthermore, from fiscal 2011, Shiseido also implemented self-assessment according to items that are equivalent to CSR actions for domestics and overseas affiliated companies. In doing so, Shiseido established a system that is capable of identifying latent risks for the Group. In the future, Shiseido will continue aiming to respond quickly and appropriately by identifying social perspectives and degrees of impact on our business.

## Shiseido's Inclusion in SRI (Socially Responsible Investment) Indexes and Other Indexes

Being selected as a company included in Socially Responsible Investment (SRI) indexes, which take account of companies that are highly trusted by society in terms of ethics, environment, employment and safety in their operations, signifies that the company is found to have both a high level of social trust and sound financial performance.

Shiseido received various evaluations from SRI evaluation institutions of countries worldwide and was selected for inclusion as a constituent company for SRI indexes in Japan and overseas. In this respect, Shiseido will continue to contribute to the development of a sustainable society and be consistently accountable by promoting specific CSR activities that utilize Shiseido's strengths.

### SRI indexes in fiscal 2012

Overseas, Shiseido has been continuously included as a company member for the FTSE4Good Global Index, a representative UK SRI index, STOXX Global ESG Leaders Index, a representative Switzerland SRI index, as well as the Morningstar Socially Responsible Investment Index (MS-SRI) in Japan.

#### < Overseas Indexes >



FTSE4Good

\* Shiseido has been continuously included since March 2007.

<http://sgroup-com.bfc.co.jp/csr/about/>



\* Shiseido has been continuously included since June 2004.



\* Shiseido has been continuously included since September 2011.

\* Shiseido has been selected all indexes as below

「STOXX Global ESG Leaders」  
「STOXX Global ESG Environmental Leaders」,  
「STOXX Global ESG Social Leaders」,  
「STOXX Global ESG Governance Leaders」

#### < Japan Index >



\* Shiseido has been continuously included since the launch of the index in July 2003.



## Evaluation from External Evaluation Institution in Fiscal 2012

Besides SRI index, Shiseido has been selected by some research institutes to provide information and data to SRI and some international think tank.

In March 2012, Ethisphere Institute, a US-based think tank, specializing in corporate ethics and CSR (Corporate Social Responsibility)etc. announced that Shiseido got the highest evaluation, with regards to corporate ethics and other issues, as a result of respondents of inquiries to researches targeting more than 1000 companies over the world and we are honored to have been selected as "World's Most Ethical Companies 2013". This is the second consecutive year in which Shiseido has achieved the designation. In such a manner, Shiseido's corporate sustainability and transparency were highly evaluated because focusing on "The Shiseido Earth Care Project", which is our environmental project conducted by all Shiseido Group employees worldwide, and supply-chain system, Shiseido has committed to its CSR strategies together with other specific activities and our efforts to send message about the corporate stance to our stakeholders, through disclosure of our corporate objectives and achievement.

On the other hand, in Japan, since 2003, every year Shiseido has been selected as "Companies With the Most Advanced Commitment in Socially Responsible Management" by Nihon Sogo Kenkyujyo, The Japan Research Institute, Limited.

In addition, Shiseido is committing to maximize its corporate value and shareholder value through expanding the growth potential and improving profitability, and simultaneously, Shiseido Group is endeavoring to fulfill the communication via disclosure of appropriate information and dialogues through various channels according to each occasion, in order to pursue understanding and trust from our shareholders.





## Commitment by Management

Commitment from Shiseido Representative Director, Chairman, President & CEO regarding corporate social responsibility.

## To Our Stakeholders

### Introduction

In our society surrounding companies, "transnational challenges" such as growing disparity and unfairness due to conflicts and poverty, aggravating environmental problems, and depletion of energies and resources, are accumulated as a result of globalization and rapid changes in global competition. In accordance with it, what customers and society expect us to do as one of companies has been diversified. In such an environment, it is increasingly expected that we should be sincerely engaged in our business activities by seriously dealing with our current social problems and changes as well as coming back to "Corporate Basic Principle" such as "making people happy and society prosperous by responding to expectation from society through our business activities".

### Commitments of Shiseido CSR

A company is engaged in its business activity, closely related to society. Thus, as a company as well as a member of society on the globe, Shiseido should take on responsibility to establish, maintain and develop better society through practicing Shiseido Group corporate philosophy "Our Mission, Values and Way" (established in 2011) shared among all the employees and throughout their business activities.

Particularly, "Our Way" denotes action standard that each and every employee should take toward stakeholders, and contains 10 principles regarding "Human Rights", "Labor Standards", "Environment" and "Anti-Corruption" declared in the United Nations Global Compact, which Shiseido announced to join in. It also includes social responsibility principle and the core subject of "ISO 26000".

All the Shiseido employees are determined to share "Our Way" as an action standard to carry out their business activities, upholding higher ethical standards, and to continue their efforts so that they would be trusted by all the stakeholders including customers, the society and the globe.



## Aiming to realize sustainable society

I am happy to announce that in 2012, Shiseido marked the 140th anniversary since its foundation. In this occasion, Shiseido provided social contributing activities through the participation of all the employees in Shiseido Group over the world, under the title of "MIRAI -TSUBAKI Project", as one of ways to express our sincere gratitude to societies and our customers for their long lasting support throughout our history. Hoping to convey our humbled appreciation, and expecting to help realize better future, many Shiseido employees participated in such activities as providing beauty support seminars targeting nursing care centers, facilities for disabilities and those evacuated from the Great East Japan Earthquake, environmental preservation activities in regional society. Through such activities, employees had an opportunity to think about what they can do themselves for societies, then plan and carry out such an idea on their own initiative. As a result, happy to say that many employees have come to feel the bond with customers and societies, experiencing to find the sense of determination in their mind to face with societies in their daily work at any time.

In the current globalized society, challenges which could not be solved by only one company are accumulated, and such uncertain times will still be waiting for us. However, just because of this, we, Shiseido will definitely treasure dialogue and cooperation with stakeholders as what each and every employee can do while also promoting CSR based on Shiseido Corporate principle, Our Mission, "We appreciate genuine, meaningful values. We create beauty, we create wellness.", aiming to realize sustainable society. That is exactly how Shiseido commitment should take on toward all the stakeholders over the world.



April, 2013  
 Shinzo Maeda  
 Representative  
 Director, Chairman,  
 President & CEO

## Three Commitments of Shiseido CSR

Shiseido's aspires for CSR to create a beautiful society that will be sustainable well into the future by everyone related to Shiseido. Shiseido's social responsibility is based on the basic concept of "Our Way," established under our corporate initiative of "Our Mission, Values and Way." The following "three commitments of Shiseido CSR" are three focal CSR activities that Shiseido will address toward 2020 in order to resolve social issues.

### Three Commitments of Shiseido CSR Directed toward 2020

	Social issues	What Shiseido can do to resolve social issues	Commitments for 2020
<b>Women and Cosmetics</b>	<b>[International society]</b> <ul style="list-style-type: none"> <li>-Eradication of poverty</li> <li>-Promotion of gender equality and enhancement of women's status</li> <li>-Health of pregnant and parturient women and reduction of child mortality rate</li> <li>-Achievement of universal primary education (from the United Nations Millennium Development Goals)</li> </ul> <b>[Japanese society]</b> <ul style="list-style-type: none"> <li>-Response to declining birthrate and aging society</li> <li>-Realization of gender-equal society</li> </ul>	Accumulated knowledge of women's beauty and health or support women taking active roles by utilizing experience as a company promoting gender equality	Provide support so that all women will be healthy and beautiful
<b>Culture</b>	Response to values that seek emotional peace of mind or enrichment rather than material affluence	As a company that has continuously valued aesthetic sensibility, support realizing a fulfilling and enriched society through support of culture and the arts.	Create beautiful culture and link to the future.
<b>Environment</b>	<ul style="list-style-type: none"> <li>- Curb global warming and reduce CO<sub>2</sub> reductions</li> <li>- Response to resource depletion and resource saving</li> <li>- Response to biodiversity</li> </ul>	Various activities that connect a beautiful and enriched lifestyle and the environment through manufacturing	Promote environmental activities so that both people and the Earth remain beautiful.
<b>Promotion of Fundamental CSR</b>			
Initiatives that will become the base for gaining trust from stakeholders, including corporate sustainability and compliance			

## Women and Cosmetics

We support women's ways of living from all angles, including social activities through makeup and beauty that not only enrich appearances but also minds as well as support women to become independent and active in society, etc.

### SHISEIDO LIFE QUALITY BEAUTY PROGRAM

Shiseido promotes the "SHISEIDO LIFE QUALITY BEAUTY PROGRAM," which enables us to harness the results of our accumulated makeup and beauty-related research for both products and services to help each and every customer achieve the beauty they desire and enrich them emotionally.

Under this program, Shiseido carries out "SHISEIDO LIFE QUALITY MAKEUP" at the "SHISEIDO LIFE QUALITY BEAUTY CENTER" (Tokyo) which was established in 2006 to provide makeup services for customers who are deeply concerned about their skin. Also, the "SHISEIDO LIFE QUALITY BEAUTY SEMINAR" provides skincare and makeup services for the elderly, persons with disabilities, students, and adults, etc. throughout Japan. These activities are also being developed worldwide.

#### SHISEIDO LIFE QUALITY BEAUTY MAKEUP

Shiseido has worked in partnership with medical institutions to provide makeup advice for customers with skin disorders or scarring

such as birthmarks, vitiligo\* and skin irregularities, while developing Perfect Cover Foundation, a product specifically designed to conceal birthmarks and other blemishes. Following the establishment of the SHISEIDO LIFE QUALITY BEAUTY CENTER at our Head Office building in Tokyo's Ginza district in June 2006, we have been establishing similar facilities in Shanghai, Hong Kong and Taipei and deploying the program on a global scale. Staff members who have undergone a special program of on-the-job training and practical training at medical institutions help people with concerns about skin color due to birthmarks, vitiligo, skin irregularities, and other conditions by providing free-of-charge makeup advice and instruction in how to conceal blemishes with cosmetics. Available by appointment only, services are provided in a private setting so that customers can relax and learn with peace of mind. Individuals who have visited the Center describe how they have a new sense of confidence and hope and speak of how they look forward to enjoying cosmetics now that they know how to conceal blemishes in an attractive way.

Business partners and medical institutions around Japan who have been trained in the Center's techniques have been introducing their customers and patients.

(As of March 31, 2013, there were 360 organizations participating in this program.)

\* Vitiligo is an acquired skin condition characterized by pigment loss causing white areas in the hands, feet, and other areas. Its cause is unknown.



Customers receive makeup advice in the clean, relaxed setting of a private room.



Shiseido's **Perfect Cover Foundation** series is an effective way to address skin color concerns and cover skin irregularities.

**TOPICS :** Lecture on the "power of makeup" and demonstrations at a gathering of patients with early-onset of breast cancer

On February 16 2013, staff from the SHISEIDO LIFE QUALITY BEAUTY CENTER ("SLQ CENTER" hereafter) gave a lecture and makeup demonstrations at the gathering of the "Anniversary Party 2013." which is held annually by the support community for patients with early-onset of breast cancer "Pink Ring & Pink Ring Extend" at St. Luke's International Hospital in Tokyo.

Following the lecture "Proactive ways of living by patients with cancer" by Director Hideko Yamauchi of the Breast Center in the Breast Surgery Department of St. Luke's International Hospital, SLQ CENTER staff gave a lecture on the "power of makeup" that resolves deep concerns related to beauty as a result of illness and treatment and improves QOL (quality of life) through the optimal cosmetics and beauty regimen while approximately 70 people, including patients, their family members, and hospital personnel, etc., listened with great passion. Furthermore, we asked participants in the venue to become models in the following makeup demonstrations and introduced "makeup methods suitable for individuals."

Participating patients shared many voices of joy, such as "I now understand a makeup method suitable for me. I can become even more positive and stronger in the future" and "I can concentrate on the treatment with confidence."



Scene from the lecture



Scene from the makeup demonstration

**TOPICS:** "Shiseido Life Quality Makeup" activities in China

We have established the "SHISEIDO LIFE QUALITY BEAUTY CENTER ("SLQ CENTER" hereafter)," which is a beauty facility that provides makeup advice for people with deep skin concerns, such as birthmarks, vitiligo, and scars, etc., free of charge and promoting activities through this facility, in Shanghai, China.

In 2012, we held a total of 11 experience sessions, in which we introduced the activities of "Shiseido Life Quality Makeup" to customers living far away from the SLQ Center in Shanghai, as well as seminars, in which we introduced cover foundation to dermatologists to contribute to treatment, in 10 cities including Beijing, Guangdong, Shenyang, and Kunming. 472 customers and dermatologists participated in the experience sessions and seminars.

In the experience sessions, specialists gave demonstrations of special makeup base and cover foundation to enable customers to experience the actual makeup effects. Participants shared their voices, such as "My skin became the same color as regular skin after covering the area, and I have regained confidence" and "The explanations were sincere, thorough, and easy to understand. The customer services were also filled with kindness," etc.

We will continue to promote the activities of "Shiseido Life Quality Makeup," which improves the QOL (Quality of Life) of customers with skin concerns through the "power of makeup," in China as well.



SHISEIDO LIFE QUALITY BEAUTY CENTER opened in Shanghai in 2009



Scene from Shiseido Life Quality Beauty Makeup in China (image)



## SHISEIDO LIFE QUALITY BEAUTY SEMINAR

"Shiseido Life Quality Beauty Seminar" began in 1949 as a "special beauty class" that taught students planning to graduate from high school how to use cosmetics properly, in order to maintain an appearance appropriate for an adult.

Ever since then, these activities have changed the contents according to the objectives and participants, such as the elderly and persons with disabilities, etc., and developed with the hopes of making all customers beautiful for over 60 years.

These seminars are also deployed on a global scale as one of the pillars of CSR activities based on Shiseido's philosophy of "contributing to the society through beauty and health," and they are held mainly for the elderly and persons with disabilities in Asia and for cancer patients, etc. in Europe and the U.S. In 2012, we held a total of 2,206 seminars in 18 countries and 1 region\*, including Japan, China, Germany, and the U.S., and a total of 38,525 people participated.

Furthermore, we will also start deploying the "Shiseido Life Quality Business," which involves sustainable activities that will also contribute to solving issues of super-aged society, in July of 2013 by integrating various beauty seminars for the elderly, persons with disabilities, students, and adults, etc., which we have promoted over the years and the "elderly beauty services" that became a business in 2011 in Japan.

Shiseido will continue to respond to wide makeup needs of as many people as possible through such seminars that utilize the "power of makeup" in the future in order to continue helping each individual lead better and healthier lives.

\*18 countries and 1 region: Japan, China, Singapore, Korea, Thailand, Vietnam, Malaysia, New Zealand, Australia, France, Germany, Italy, Spain, Russia, Greece, Canada, U.S.A, Brazil, Taiwan



Seminar at welfare institution for the elderly in Japan



Seminar at a medical facility in Germany.



## SHISEIDO LIFE QUALITY BEAUTY SEMINAR

## Details of activities



## Initiatives in Japan

### Shiseido Life Quality Beauty Seminar at the "2012 Work Fair for People with Disabilities" (Nagano)

Shiseido Sales Co., Ltd. held a "Shiseido Life Quality Beauty Seminar," which is a beauty seminar that introduces personal appearance for those with disabilities seeking employment, in the "2012 Work Fair for People with Disabilities,"(\*) which was held at the Big Hat in Nagano-city, Nagano in October of 2012, and 61 people (26 women and 35 men) participated.

Shiseido has been participating in the said fair since 2008, and this was the 6th participation for us (5 times in Japan and once overseas). In the program of the seminar, a Beauty Consultant gave 3 demonstrations (75 minutes) of skincare and makeup for women and 3 demonstrations (45 minutes) of skincare and hair care/styling for men as a lecturer. Participating women shared their voices, such as "There had been nowhere for me to ask questions about makeup before, so this was a perfect opportunity. I was able to experience makeup and discover a new me!" Participating men shared their voices, such as "I now understand that even men need to pay attention to appearance! I will

start applying lotion after shaving".

\*Work Fair for People with Disabilities

Japan Organization for Employment of the Elderly, Persons with Disabilities and Job Seekers holds multiple events, such as exhibits, demonstrations, and experiences involving employment of persons with disabilities with the aim of enhancing the understanding and recognition of general citizens, including business owners, toward employment and skill development of persons with disabilities in order to promote and stabilize the employment of persons with disabilities.



Scene from the seminar for men



Seminar schedule

## Shiseido Life Quality Beauty Seminar at the "World Retina Day in Okayama"

Shiseido Sales Co., Ltd. held a "Shiseido Life Quality Beauty Seminar," which is a beauty seminar for visually-impaired persons, at the "World Retina Day in Okayama" (\*1) held at the Kawasaki University of Medical Welfare (Okayama) in September of 2012. A total of 40 people (38 women and 2 men) participated over 2 days. In the program of the seminar, a Beauty Consultant, who is a beauty specialist, gave demonstrations on skincare and makeup for women and skincare and hair care for men as a lecturer by utilizing the Braille Beauty Care Booklet.

Participants shared their voices, such as "I completely stopped wearing makeup after I lost my vision. Since I sometimes hike in mountains, I don't wear makeup because the sweat washes it away. But your spirit is lifted when you wear makeup!! It feels great. I will remember makeup and try it," etc.

### \*1 World Retina Day

World Retina Day is held by the Retina International with its head office located in Switzerland with the cooperation of over 40 member countries to promote the enlightenment of conditions such as Retinitis Pigmentosa, etc. on a global scale simultaneously by setting the last week of September of each year as the retina week. In Japan, the JRPS (Japanese Retinitis Pigmentosa Society) became an official member in 1996 as the 23rd member country and has specified the last Sunday of September as the "World Retina Day."

\*2 Shiseido issues "A Time for Beauty," which is a beauty information CD for each season, 4 times a year in addition to the Braille Beauty Care Booklet. "A Time for Beauty" can be accessed through the "Shiseido Listener's Café," which is included in the Shiseido website, and is also donated to approximately 100 facilities throughout Japan that support visually-impaired persons such as Braille libraries, etc.



Scene from women's makeup



Venue on the day of the seminar

## Overseas Initiatives Shiseido Life Quality Beauty Seminar in a welfare facility for the elderly in Taiwan

Taiwan Shiseido Co., Ltd. promotes the "Shiseido Life Quality Beauty Seminar" as a pillar of social contribution activities and holds approximately 50 seminars annually.

As part of the activities, we held a seminar and gave skincare and makeup demonstrations for 15 elderly women in a welfare facility for the elderly in Taipei in March, 2013.

Participants shared their voices, such as "I am truly happy to learn makeup techniques. It was very educational!"



Scene from makeup



Scene after the seminar

## Shiseido Life Quality Beauty Seminar for female cancer patients in Spain

Shiseido España held a seminar for 18 female cancer patients at a medical center in Spain in September of 2012.

This activity aims to provide the optimal beauty regimen for deep concerns of beauty of women with cancer and help them improve their QOL, and this was the 2nd seminar following the first one in 2011.

We gave demonstrations on hand massage, facial massage, and makeup on the day of the seminar. People who participated in the seminar shared their voices, such as "This was a wonderful day. I was able to forget all of my problems and sickness and spend the day. I am truly thankful for everyone who was involved."



Scene from facial massage



Scene from makeup

## Supporting Women's Activities

### Supporting Female Researchers and Academic Research

Shiseido contributes to the development of science and dermatology through support for women who aim to be leading researchers specializing in the natural sciences and over 40 years of funding in dermatology. In addition, in the field of aesthetic dermatology, we have established the "Minami Aoyama Dermatology Skin Navi Clinic (Japanese only)" through the Camellia Club Medical Foundation Incorporated. Its research achievements have been contributing to the development of new cosmetics and aesthetic medicine to help improve quality of life (QOL) for all individuals and have been recognized by the Japanese Society of Aesthetic Dermatology.

## Assistance for Projects to Support Female Junior High School and High School Students in Selecting Science-Related Courses

Shiseido began promoting activities to present the possibility of selecting science-related courses to female junior high school and high school students (in 9th grade and 10th grade) in 2011, utilizing our abundance of technologies and human resources, with the aim of contributing to the solution of the social issue of "development of women to become scientific human resources" in Japan.

Specifically, we are sending Shiseido employees, such as scientists who have completed science-related courses, to schools as "career education" instructors to arouse their interests in science as study and the "wide range of options and possibilities in the future that are made possible by selecting science-related courses" by introducing their experience to female junior high school and high school students.

We promoted these initiatives in 10 schools in 2012, including Miyagi Prefecture Sendai Nika Senior High School and St. Margaret's Junior & Senior High School, etc. We have also collaborated with the "Kansai Science School for Female Junior High School and High School Students" and communicated the attractions of selecting science-related courses to approximately 1,400 junior high school and high school students total.

Students who received the lectures have shared their comments, such as "This has taught me the width of occupational options if I proceed with science-related courses," etc. This has also been a good opportunity for the scientists who have been giving the lectures as instructors to look back to their origins.

By presenting social activities that only Shiseido can do while collaborating with schools, we hope to encourage female junior high school and high school students to plan for their future "dreams" with the aim of nurturing human resources in science-related courses who will support Japan's future as a "scientific and technological nation".



Class at Miyagi Prefecture Sendai Nika Senior High School



Class at St Margaret's Juniro & Senior High School



## Childcare support

Shiseido not only supports our employees to realize a good balance of "work" and "childcare" but also promotes efforts to share various concerns of women in a child-raising period with the entire society.

### Kangaroom Shiodome, a Nursery School Operated by Shiseido

Share on facebookShare on twitterMore Sharing Services.Shiseido opened Kangaroom Shiodome in September 2003, as part of its initiatives to help employees raising children in the Tokyo metropolitan area balance the demands of work and childcare. The facility also accepts a certain number of children of employees of other companies, which are supporting the concept of "improving the child-rearing environment through cooperation with other companies." Kangaroom Shiodome has made a significant contribution to transforming employees'awareness of how they work and realize a work-life balance. The facility has been well received by people utilizing its childcare services for reasons such as enabling women to return to work with complete peace of mind after the birth of a child and feel secure in the knowledge that their children are nearby, as well as allowing them to effectively make use of their time since they don't need to allot time to travel to a separate facility to pick up their children.



### Mamahatena?

*Mamahatena?* is a website in a weblog format for Shiseido employees who have experienced childbirth or childcare to share thoughts, both as employees and persons outside the Company. Volunteer employees who became core members update the blog twice a week, creating text based on exchange of information via internal lunch meetings and bulletin boards. The content deals with beauty care during childcare and simple hints to save time while raising children. Plans are currently underway to deepen ties on site, such as by inviting Shiseido customers for family factory tours.



## Shiseido Running Club

Shiseido Running Club promotes activities based on the slogan of "strong, quick and beautiful." By supporting female athletes, the club encourages health and beauty that are unique to Shiseido in three respects: mind, performance and body. The club thereby nurtures not only the "strength to win over yourself" and "ability and technique to run faster" but also the "spirit of hospitality." In addition to developing athletes who are affiliated with the club, we will also promote tips on running externally, lectures and "participation in local running events" in order to contribute to society. In doing so, we will spread the joy of running and better health among runners in general, ranging from children to elderly people.

## Initiatives for Children

### Activities to Provide Beauty Information to the Next Generation

The number of children with skin problems such as rough skin is increasing in line with the trend to begin using cosmetic products at a younger age. To address this issue, Shiseido is disseminating daily beauty information for children, including face washing and UV-protection methods in an easy-to-understand manner, thereby enabling children to become familiar with suitable ways to treat their skin and maintain beautiful skin for many years.

- Initiative to disseminate daily beauty information via "Kirei Club for Kids" website (Japanese only)
- Provision of visual educational materials (DVDs) for supporting healthcare lessons, wall newspapers posted on school billboards and leaflets for distribution to children at no cost.
- Face-to-face awareness-raising activity at a special lesson at school

Please e-mail us regarding the Shiseido Kodomo Seminar for juniors.



The scene of the Shiseido Kodomo Seminar.

## **TOPICS :** Special event with the Shiseido Children's Seminar: "Family Skincare Class in Tokyo"

We held the "Family Skincare Class in Tokyo" as a special event for the "Shiseido Children's Seminar", in which we visit elementary schools to conduct onsite classes, on August 12, 2012. We invited male and female children in the 5th and 6th grades and their parents to Shiseido Shiodome Office as a summer vacation event, in which families can participate, targeting those who applied on official websites such as "Watashi+" (Japanese only) that include Shiseido products and beauty information. We held 2 seminars in the morning and the afternoon, and a total of 90 people with 45 parent-and-child pairs participated. In the first half of the seminar, participants cleansed their faces in a correct manner after learning about the necessity of facial cleansing. In the second half of the seminar, participants learned the importance of UV ray protection and demonstrated the correct application of sunscreen. Children, who seemed nervous when the seminar started, gradually started to relax through demonstrations and were participating with curiosity and seriousness. Especially in the part when they cleansed their faces, children enjoyed the lather they made themselves and were surprised by the skin condition after facial cleansing. Parents looked back to how they had been providing skincare for themselves and shared many comments, such as "I was wrong," "I wasn't aware," and "I'd like to take this opportunity and start providing thorough skincare."

After the seminar, the venue was greatly enlivened with families experiencing the excellence of Shiseido products while freely spending time with each other, taking on the challenge of the tests on skin on "Kirei Club for Kids" (Japanese only), which is a website for children's initiatives, and actually trying products in the section where they could experience products for children and products for parents.



Learning about how to apply sunscreen



Taking on the challenge of the test on skin on the "Kirei Club for Kids," which is a website for juniors



## Other activities for the development of the next generation

Shiseido promotes support activities for the next generation in each office.

The Osaka Factory participated in "Komatsu Waku Waku Lessons" held at the neighboring Elementary School, which have been held since 2010, again in 2012 with the "Cosmetics Making Lesson." We encouraged children to enhance their awareness of social participation in a natural manner through introduction of daily work and actual workshops. We will continue to participate in educational opportunities for children as a member of the local community.



Scene from the Osaka Factory's "Cosmetics Making Lesson"

Beauty Creation Research Center has been hosting the "Learning through Workplace Experience," through which we provide opportunities for children in the local community to learn specifics of occupations and their aptitude, since 2007. We accept students from a neighboring school offering educational continuity from elementary school through junior high school twice a year (7 students total). In 2012, the instructors included Hair Makeup Artists Joji Taniguchi and Asami Nishizawa, and the students experienced hair and makeup artist work. They learned waves using hair iron and braids and even took on the challenge of creating actual hair styles utilizing the techniques.



Scene from "Learning through Workplace"

## Organizational Governance

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Shiseido's initiatives to create structures to fulfill its social responsibility as a company.

## Corporate Governance

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Shiseido is setting higher standards of corporate governance based on the understanding that maximizing corporate and shareholder value, fulfilling social responsibilities and achieving sustainable growth and development are key to maintaining support as a valuable company from all stakeholders (customers, business partners, shareholders, employees and society).

## Corporate Governance Policy

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Shiseido is setting higher standards of corporate governance based on the understanding that maximizing corporate and shareholder value, fulfilling social responsibilities and achieving sustainable growth and development are key to maintaining support as a valuable company from all stakeholders (consumers, business partners, shareholders, employees, society and the Earth).

## Management and Execution Structure

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### Meetings for Board of Directors and Corporate Executive Officers are involved

Composed of nine members including three external directors and presided by Chairman, the Board of Directors is small and able to make decisions quickly.

The Board of Directors meets at least once a month to discuss all significant matters.

Through the adoption of a corporate executive officer system, we separate the decision-making and supervisory functions of the Board of Directors from the business execution functions of corporate executive officers. The Corporate Executive Officer Committee, which acts as the final decision-making body regarding corporate executive officers' material issues, and Policy Meeting of Corporate Executive Officers where corporate executive officers deliberate the Company's medium-to-long-term strategies and decide the direction the strategies are to take, serve to transfer authority to corporate executive officers, thereby clarifying their responsibilities and accelerating operational execution. President & CEO chairs the Corporate Executive Officer Committee. In addition to the above, corporate executive officers hold Decision-Making Meetings of Corporate Executive Officers to make decisions regarding the execution of business in their respective business divisions, as well as deliberate matters to be proposed to the Board of Directors and the Corporate Executive Officer Committee. The term of office of directors and corporate executive officers is one year.

To obtain an outside point of view and further strengthen the Board of Directors' supervisory function in regard to business execution, Shiseido appointed two highly independent external directors from the fiscal year ended March 2007. With the addition of one more independent external director in fiscal year 2011, Shiseido appointed three highly independent external directors.

In addition, one of the six directors aside from the external directors have built careers outside of Shiseido, ensuring diversity among the directors. We are also handpicking a small able group of corporate executive officers in addition to recruiting younger members, thereby aiming to strengthen the executive function.

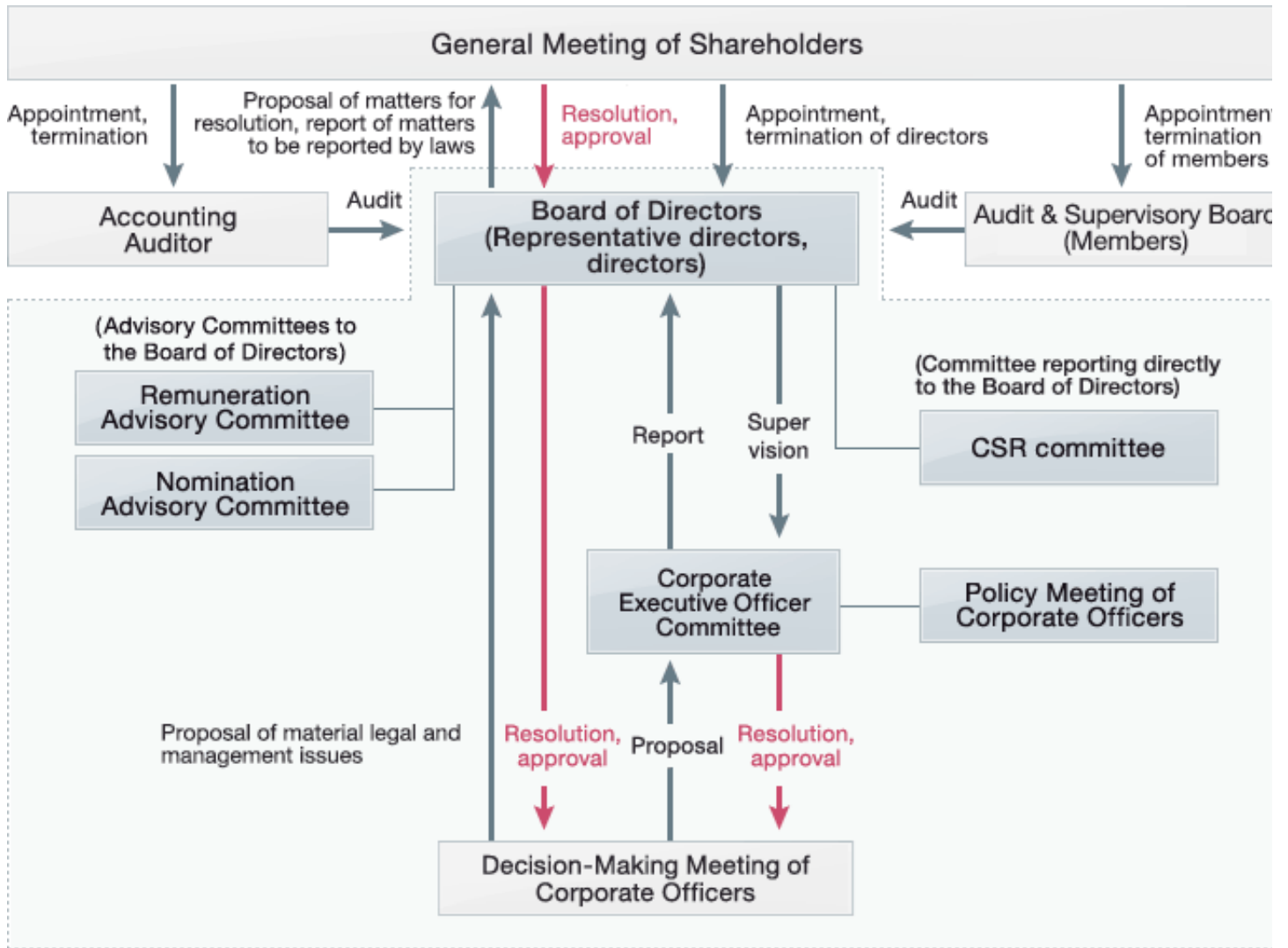
(As of the end of June, 2013)

### Advisory Committees to the Board of Directors

Additionally, to promote transparency and objectivity in management, Shiseido established two committees to play an advisory role to the Board of Directors: the Remuneration Advisory Committee, charged with setting executive remuneration, and the Nomination Advisory Committee, which evaluates and nominates candidates for directors and corporate executive officers. Both committees are chaired by external directors to maintain objectivity.

In preparation for further globalization, the Remuneration Advisory Committee, referring to the remuneration systems of European companies, formulated a remuneration policy, which would further link executive remunerations with performance and stock price, and the executive remuneration system was revised at the Board of Directors meeting in the fiscal year ended March 2009.

The Nomination Advisory Committee, in addition to proposing candidates for directors and corporate executive officers, determines the limits on the terms of corporate executive officers as well as the rules for their promotions or demotion and retirement in order to enhance the capabilities of top management, and manages these policies in a highly transparent and impartial manner. The term limit of corporate executive officers is four years per position in principle and six years maximum.



## Audit Structure

### Internal Audit

The Internal Auditing Department, which reports directly to the President & CEO, monitors the appropriateness of business execution, as well as effectiveness of internal controls throughout the Group, and reports the audit results to the Board of Directors and the Audit & Supervisory Board.

Furthermore, auditing for specialized areas, i.e. security, environment, information systems, are mainly conducted by the relevant divisions.

### Audit & Supervisory Board Members' Audits and Initiatives toward Strengthening Their Functions

Shiseido's Audit & Supervisory Board consists of two standing members and three highly independent external members. They monitor the legality and appropriateness of directors' performance by attending Board of Directors meetings and other important meetings. Additionally, three audit & supervisory board member(external) offer advices, proposals and views from an independent perspective, based on their abundant experience and insight in their respective fields.

Representative directors and audit & supervisory board members meet regularly to exchange opinions on actions that will resolve corporate governance issues. The Company maintains a framework to ensure that audit & supervisory board members discharge their duties effectively, such as the assignment of staff dedicated to assisting them.

### Accounting Audits

The Company's accounting audit is conducted by KPMG AZSA LLC, an accounting auditor pursuant to the Companies Act and the Financial Instruments and Exchange Act.

The names of certified public accountants that have conducted auditing and the name of auditing firm are as follows:

(As of the end of June, 2013)

Name of auditing firm	Name of certified public accountant conducting audit operations	Continuous years of service
KPMG AZSA LLC	Masahiro Mekada, Designated Limited Liability Partner	2 years
	Hiroaki Sugiura, Designated Limited Liability Partner	4 years
	Takashi Kawakami, Designated Limited Liability Partner	3 years

Assistants for the accounting audits of the Company comprise certified public accountants and junior accountants.

## **Mutual Cooperation among Internal Audits, Audit & Supervisory Board Members' Audits, and Accounting Audits**

The Company, in order to improve the effectiveness and efficiency of the so-called three-pillar audit system (internal audits, audit & supervisory board members' audits, and accounting audits), has been making efforts to enhance the mutual cooperation among the parties concerned by such means as arranging regular liaison meetings to report on audit plans and audit results as well as to conduct exchanges of opinions.

## **Remuneration to Directors, Corporate Officers and Audit & Supervisory Board Members**

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The executive remuneration policy of Shiseido Company Limited (hereinafter "the Company") is established by the Remuneration Advisory Committee, which consists of members outside the Company and chaired by an external director, to maintain objectivity and high transparency.

The remunerations under this system consist of a basic fixed portion and a performance-linked portion that fluctuates depending on the achieving of performance targets and share price. Remunerations for Directors have been set so that the higher the Director's position in the rank of corporate officers, the greater will be the performance-linked portion in his/her total remuneration. On average, the fixed remuneration portion is around 40% and that of performance-linked remuneration portion is around 60%, assuming a 100% achievement rate of the annual consolidated performance targets and the performance target of the Three-Year Plan.

Performance-linked remuneration consists of a bonus based on annual consolidated results, medium-term remuneration based on the achievement of the final year targets of the Three-Year Plan, to be paid at the culmination of the plan, and stock options as long-term incentive, primarily aimed at fostering a shared awareness of profits with shareholders. Performance-linked remuneration is designed to give directors a medium-to-long-term perspective, not just a single-year focus, and to motivate management to become more aware of the Company's performance and share price.

External directors and corporate auditors receive fixed basic remuneration only, as performance-linked remuneration is inconsistent with their supervisory functions from a stance independent from business execution. The Company sets appropriate remuneration levels by making comparisons with companies in the same industry or of the same scale taking the Company's performance into consideration.

Meanwhile, the Company abolished its officers' retirement benefit plan as of June 29, 2004 on which the 104th ordinary general meeting of shareholders was held.

**Proportion of Each Remuneration Type by Rank and Standards for Performance-Linked Remuneration (Assuming 100% Achievement Rate of All Performance Targets)**

		Chairman	President & CEO	Executive Vice President	Corporate Senior Executive Officer	Corporate Executive Officer	Corporate Officer	Carsten Fischer, Corporate Senior Executive Officer
<b>Fixed Remuneration</b>	Basic Fixed Remuneration	42%	30%	43%	44%	45%	48%	34%
	Calculation Standard	According to the rank						Calculated individually
<b>Performance-Linked Remuneration</b>	Bonuses (Short-Term)	-	23%	22%	21%	21%	21%	22%
	Calculation Standard	-	Consolidated results		Consolidated results and business results of duties in charge and personal evaluation			
	Medium-Term Incentives	29%	23%	17%	17%	17%	16%	35%
	Calculation Standard	Targets of the Three-Year Plan						Performance targets of the duties in charge for 3 years
	Long-Term Incentives	29%	23%	17%	17%	17%	16%	9%
	Calculation Standard	According to the rank						Calculated individually
Total		100%	100%	100%	100%	100%	100%	100%

\*For each rank, the remunerations for representative directors and directors are the same.



**Amount of remunerations, etc. to Directors and Audit & Supervisory Board Members of the fiscal year ended March 2013**

		Basic fixed remuneration	Bonuses	Medium-term remuneration	Stock Options as long-term incentives	Total
Directors	Directors (9 persons)	233	-	-	142	376
	External directors among directors (3 persons)	39	-	-	-	39
Audit & Supervisory Board Members	Audit & Supervisory Board Members (6 persons)	96	-	-	-	96
	External members among audit & supervisory board members (4 persons)	36	-	-	-	36
Total		329	-	-	142	472

(millions of yen)

## Notes:

- Basic remuneration for directors has the ceiling amount of Yen 30 million per month as per the resolution of the 89th ordinary general meeting of shareholders held on June 29, 1989. Basic remuneration for audit & supervisory board members has the ceiling amount of Yen 10 million per month as per the resolution of the 105th ordinary general meeting of shareholders held on June 29, 2005.
- As the fiscal year ended March 31, 2013 recorded net loss, no bonus is payable to directors for the year.
- The medium-term incentives remuneration will be paid in a lump-sum payment corresponding to the three years after the end of the Three-Year Plan according to the extent to which the performance targets achieved. Being the second year of the Three-Year Plan, no payment was made in the fiscal year ended March 31, 2013.
- The amount of long-term incentive stock options indicated above represents the expenses associated with the current fiscal year among the stock options (stock acquisition rights) in the fiscal year, upon the approval of the ordinary general meeting of shareholders, in consideration of duties executed by directors.
- The above payment includes the amounts of the following remunerations, etc., paid to directors and audit & supervisory board members.
  - Remunerations to one retired director  
The Company paid Yen 6 million in basic remunerations for the months April through June of 2012 to one director who retired at the conclusion of the 112th ordinary general meeting of shareholders held on June 26, 2012 and recorded Yen 8 million for the current fiscal year as expenses associated with stock operations granted to said director.
  - Remuneration to one retired audit & supervisory board member  
The Company paid Yen 3 million in basic remuneration for the months April through June of 2012 to one audit & supervisory board member who retired at the conclusion of the 112th ordinary general meeting of shareholders held on June 26, 2012.
- The following remunerations are paid in addition to the above payments.
  - Yen 2 million was recorded for the fiscal year ended March 31, 2013 as expenses associated with stock options granted to one director of the Company, at the time he served as corporate executive officers not holding the offices of directors.
  - Four subsidiaries of the Company paid Yen 31 million to one director of the Company who also served concurrently as the director of said subsidiaries as basic remuneration for the current fiscal year.
- In the fiscal year ended March 31, 2013, Yen 107 million was paid as bonus for the fiscal year ended March 31, 2012, to four directors excluding external directors as well as Chairman who was not serving as corporate officer, thus not directly executing company business (payment based on the resolution at the 112th ordinary general meeting of shareholders held on June 26, 2012).
- None of the directors or the audit & supervisory board members will be paid remunerations other than the executive remunerations described above (including those described in notes 1 through 7).

**Amounts of remunerations, etc. of representative directors and directors whose total amount of remunerations, etc. exceeds Yen 100 million, by type of payment for the fiscal year ended March 2013**

	Basic Fixed Remuneration	Bonuses	Medium-Term Incentive	Long-Term Incentive (Stock Option)	Total
Shinzo Maeda, Representative Director	49	-	-	32	81
Hisayuki Suekawa, Representative Director	46	-	-	70	117
Carsten Fischer, Representative Director	51	-<	-	19	71

(millions of yen)

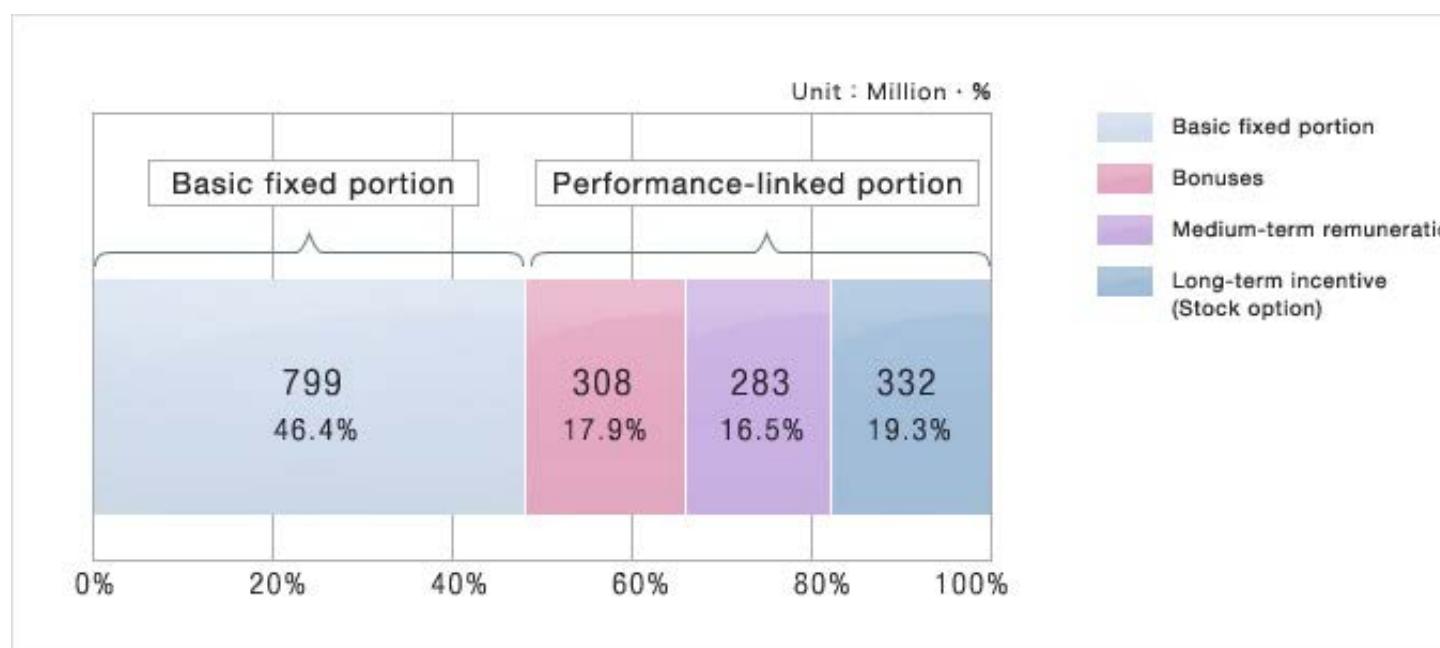
## Notes:

1. According to the remuneration system for directors and audit & supervisory board members of the Company, in which bonus for directors linked to annual business results is not payable to directors who do not directly execute company business. Thus bonus for fiscal year ended March 31, 2013 is not payable to Mr. Shinzo Maeda, representative director, who in the fiscal year ended March 31, 2013 served as chairman not serving as corporate officer, thus engaged in no direct execution of company business. Meanwhile, bonus for directors is not payable to representative directors Mr. Hisayuki Suekawa and Mr. Carsten Fischer for their services in the fiscal year ended March 31, 2013, since consolidated net loss was recorded for the year.
2. The medium-term incentives remuneration will be paid in a lump-sum payment corresponding to the three years after the end of the Three-Year Plan according to the extent to which the performance targets are achieved. Being the second year of the Three-Year Plan, no payment was made in the fiscal year ended March 31, 2013.
3. The amount of long-term incentive stock options indicated above represents the expenses associated with the current fiscal year among the stock options (stock acquisition rights) in the fiscal year, upon the approval of the ordinary general meeting of shareholders, in consideration of duties executed by directors.
4. In addition to the above payments, total Yen ¥31 million was paid to Mr. Carsten Fischer, representative director as basic fixed remuneration for the fiscal year ended March 31, 2013, from the four subsidiaries of the Company, in which he is concurrently serving as director.
5. In the fiscal year ended March 31, 2013, as the aforementioned bonus for directors for their services in the fiscal year ended March 31, 2012, Yen31 million was paid to Mr. Hisayuki Suekawa, representative director, while Yen 47 million to Mr. Carsten Fischer, representative director (payment based on the resolution at the 112th ordinary general meeting of shareholders held on June 26, 2012).
6. None of the three directors above will be paid remunerations other than the remunerations described above (including those described in notes 1 through 5).

## Proportion of the Two Types of Remunerations for Directors (excluding External Directors) Linked to the Three-Year Plan during former Three Years

The proportion of the two types of remunerations to directors (excluding external directors) linked to the former Three-Year Plan from April 2008 to March 2011 is as follows. The amount of remuneration includes the remuneration paid by the subsidiaries to the directors of the subsidiaries who also serve concurrently as the directors of the Company. The stock options as long-term incentives corresponding to the three years of the Three-Year Plan have been calculated exclusively for directors' remunerations.

The proportion shown in the graph below reflects a decrease in the weight of the performance-linked portion, due to the bonuses for fiscal year 2008 not being paid to the two representative directors for not achieving the predetermined standard based solely on consolidated performance, and the medium-term incentive remuneration not being paid to the directors (excluding Mr. Carsten Fischer).



## Remuneration, etc. to the Accounting Auditor

Category	Amount
Remuneration paid for services rendered as accounting auditors for the fiscal year ended March 2013	196
Total cash and other remuneration to be paid by the Company and its subsidiaries to the accounting auditors	260

(Millions of yen)

### Note:

In the audit contract between the Company and its accounting auditors, remuneration paid for audits under the Companies Act and audits under the Financial Instruments and Exchange Act are not clearly distinguished and cannot be practically separated. Therefore, the total payment for both is shown in "Remuneration paid for services rendered as accounting auditors for the fiscal year ended March 2013" above.



## **Corporate Governance Report**

**November 12, 2013**

**Shiseido Company, Limited**

**Chairman of the Board, President & CEO (Representative Director):**

**Shinzo Maeda**

**Contact: General Manager of Investor Relations Department:**

**Hirofumi Takakura**

**TSE Securities Code: 4911**

**www.group.shiseido.com**

### **I. Basic Stance on Corporate Governance, Capital Structure, Corporate Attributes and other Basic Information**

#### **1. Basic Stance**

Shiseido is setting higher standards of corporate governance based on the understanding that maximizing corporate and shareholder value, fulfilling social responsibilities and achieving sustainable growth and development are the keys to maintaining support as a valuable company from stakeholders (customers, business partners, shareholders, employees, society and the Earth).

#### **2. Capital Structure**

Percentage of Shares Held by Foreign Shareholders <b>Update</b>	More than 30%
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#### **[Principal Shareholders] **Update****

<b>Name</b>	<b>Number of shares held</b>	<b>Percentage of shareholding (%)</b>
The Master Trust Bank of Japan, Ltd. (Trust Account)	28,654,900	7.16
Mizuho Bank, Ltd.	23,526,732	5.88
Japan Trustee Services Bank, Ltd (Trust Account)	14,385,300	3.59
Shiseido Employees' Stockholding	10,253,432	2.56
BNY GCM CLIENT ACCOUNT JPRD AC ISG (FE-AC)	9,369,932	2.34
NIPPONKOA Insurance Company, Limited	8,477,497	2.11
MORGAN STANLEY & CO. INTERNATIONAL PLC	6,655,376	1.66
Nippon Life Insurance Company	6,317,553	1.57
Mitsui Sumitomo Insurance Company, Limited	5,902,400	1.47
Tokio Marine & Nichido Fire Insurance Co., Ltd.	5,027,797	1.25

Controlling Shareholders (except Parent Company)	—
Parent Company	None

**Supplementary Information: None**



### 3. Corporate Attributes

Stock Listing and Sections:	First Section of Tokyo Stock Exchange
Fiscal Year End:	March
Sector:	Chemical
Number of Employees (consolidated) as of the previous fiscal year end:	1,000 and above
Net Sales (consolidated) as of the previous fiscal year end:	100 billion yen and above but less than 1 trillion yen
Number of Consolidated Subsidiaries as of the previous fiscal year end:	50 and above but less than 100

### 4. Guidelines for Protecting Minority Shareholders when Making Transactions, etc. with Controlling Shareholders

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### 5. Other Particular Factors that May Have an Important Impact on Corporate Governance

None



## II. Status of Management Structure for Management Decision-Making, Operational Execution and Supervising, and Other Corporate Governance Systems

### 1. Matters Relating to Institutional Structure and Organizational Operation

Type of Organization	Company with the Audit & Supervisory Board
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#### [Board of Directors]

Number of Directors adopted in the Company's Articles of Incorporation	12
Term of Directors adopted in the Company's Articles of Incorporation	1 year
Person presiding at the Board of Directors	CEO
Number of Directors	9
Appointed External Directors	Yes
Number of External Directors	3
Number of Independent Directors among External Directors	3

#### Relationship with Company (1)

Name	Affiliations	Relationship with the Company *1								
		a	b	c	d	e	f	g	h	i
Shoichiro Iwata	Originally from other company					x			x	
Taeko Nagai	Other								x	
Tatsuo Uemura	Scholar								x	

Note \*1 Categories Describing Relationship with Company

- a: From parent company
- b: From other affiliated company
- c: Principal shareholder of the subject company
- d: Concurrently serves as external director or external corporate auditor of other company
- e: Director or corporate officer of other company
- f: Close relative by blood or marriage to director or corporate officer of the subject company or other designated interested party
- g: Receives remuneration or other material benefit as officer of parent company or subsidiary of the subject company
- h: Has limited liability contract with the subject company
- i: Other



## Relationship with Company (2)

Name	Independent director	Supplemental information in regard to applicable items	Reason for appointing as an external director (and reason for appointing as independent director)
Shoichiro Iwata	○	<p>Mr. Shoichiro Iwata concurrently assumes the office of President &amp; Chief Executive Officer of ASKUL Corporation ("ASKUL"). Mr. Iwata falls under “an executive person of a counterparty of the Company” and “an executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.”</p> <p>The Company purchases stationeries, etc. from ASKUL and the payment for such purchases represented less than 0.1% of the total amount of the cost of sales and the selling, general and administrative expenses of the Company for the fiscal year ended March 31, 2013. Moreover, consolidated subsidiaries of the Company purchase stationeries, etc. from ASKUL, and the payment to the ASKUL Group represented less than 0.1% of the total amount of the consolidated cost of sales and the consolidated selling, general and administrative expenses of the Shiseido Group for the fiscal year ended March 31, 2013.</p> <p>A consolidated subsidiary of the Company sells toiletries, etc. for office use to ASKUL and such sales to ASKUL Group by the Shiseido Group represented less than 0.1% of the consolidated net sales of the Company for the fiscal year ended March 31, 2013.</p> <p>ASKUL sells stationeries, etc. to the Company and such sales represented less than 0.1% of the net sales of ASKUL for the fiscal year ended May 31, 2012. Meanwhile, ASKUL Group sells stationeries, etc. to the Shiseido Group and such sales represented approximately 0.1% of the consolidated net sales of ASKUL Group for the same fiscal year.</p>	<p>&lt;Reasons for appointing as an external director and roles and functions in the Company&gt;</p> <p>Mr. Iwata has been appointed external director in order to reflect his views to the management of the Company, which views are free from the Company's established structure as an incumbent management executive. Mr. Iwata has voiced necessary views from an independent perspective, in addition to serving as the head of the Remuneration Committee and compiling proposals on the remuneration system for directors and audit &amp; supervisory board members.</p> <p>&lt;Status of meeting the standards for the independent directors and reason for appointing as independent director&gt;</p> <p>Mr. Iwata maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of “External Directors.” Mr. Iwata has fulfilled the Criteria in full. Hence Mr. Iwata has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent director.</p> <p>(1) Corporate officer, etc. of a parent company or sister company;  (2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof;  (3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations;  (4) A principle shareholder of the Company;  (5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below</p>





		<p>Purchases of toiletries, etc. for office use by ASKUL from a consolidated subsidiary of the Company represented approximately 0.1% of ASKUL's cost of sales for the fiscal year ended May 31, 2012.</p> <p>ASKUL sells through catalogue sales toiletries, etc. for office use, which are produced by companies other than the Shiseido Group and such sales represented approximately 0.7% of the net sales of ASKUL for the fiscal year ended May 31, 2012.</p> <p>■ Mr. Tadakatsu Saito who is an outside director of ASKUL assumed the office of Director of the Company during June 1997 to June 2004, but the Company has no special relationships of interest with Mr. Saito at present.</p>	
		<p>Mr. Iwata's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• President &amp; Chief Executive Officer of ASKUL Corporation</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Ms. Nagai's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>(a) person described in items (1) through (4);</p> <p>(b) A corporate officer of the Company or the Company's subsidiary</p>



Taeko Nagai	○	<p>Ms. Taeko Nagai does not fall under any of the following categories:</p> <ul style="list-style-type: none"> <li>• An executive person of a counterparty of the Company</li> <li>• An executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.</li> <li>• An executive person of a company/organization which receives donation from the Company</li> </ul> <p>Ms. Nagai's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• President of Setagaya Arts Foundation</li> <li>• Outside Director of Mitsui Chemicals, Inc.</li> <li>• Chairman of International Theatre Institute</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Ms. Nagai's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>&lt;Reasons for appointing as an external director and roles and functions in the Company&gt;</p> <p>Ms. Nagai has been appointed external director because she knows well about culture and art, and she would be able to reflect her wide view on society, culture and consumption life on the Company's management.</p> <p>&lt;Status of meeting the standards for the independent directors and reason for appointing as independent director&gt;</p> <p>Ms. Nagai maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of "External Directors." Ms. Nagai has fulfilled the Criteria in full. Hence Ms. Nagai has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent director.</p> <p>(1) Corporate officer, etc. of a parent company or sister company;</p> <p>(2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof;</p> <p>(3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations;</p> <p>(4) A principle shareholder of the Company;</p> <p>(5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below</p> <p>(a) person described in items (1) through (4);</p> <p>(b) A corporate officer of the Company or the Company's subsidiary</p>
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Tatsuo Uemura	○	<p>Mr. Tatsuo Uemura does not fall under any of the following categories:</p> <ul style="list-style-type: none"> <li>• An executive person of a counterparty of the Company</li> <li>• An executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.</li> <li>• An executive person of a company/organization which receives donation from the Company</li> </ul> <p>Mr. Uemura's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• Professor, School of Law, Waseda University</li> <li>• Governor of Board of Governors and Auditor of Audit Committee of Japan Broadcasting Corporation (NHK)</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Mr. Uemura's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>&lt;Reasons for appointing as an external director and roles and functions in the Company&gt;</p> <p>Mr. Uemura has been appointed external director to reflect his legal knowledge to the management of the Company, as well as his knowledge and experiences in the area of capital market and corporate governance. Mr. Uemura has voiced necessary views from an independent perspective, in addition to serving as the head of the Nomination Advisory Committee and compiling proposals on the selection of candidates for directors and executive officers.</p> <p>&lt;Status of meeting the standards for the independent directors and reason for appointing as independent director&gt;</p> <p>Mr. Uemura maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of "External Directors." Mr. Uemura has fulfilled the Criteria in full. Hence Mr. Uemura has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent director.</p> <p>(1) Corporate officer, etc. of a parent company or sister company;</p> <p>(2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof;</p> <p>(3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations;</p> <p>(4) A principle shareholder of the Company;</p> <p>(5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below</p> <p>(a) person described in items (1) through (4);</p> <p>(b) A corporate officer of the Company or the Company's subsidiary</p>
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### [Audit & Supervisory Board]

Existence of the Audit & Supervisory Board	Yes
Number of Audit & Supervisory Board Members adopted in the Company's Articles of Incorporation	The Company doesn't set a ceiling on the number of corporate auditors
Number of Audit & Supervisory Board Members	5

### Cooperation between Audit & Supervisory Board Members, Accounting Auditors and Internal Auditing Department

The audit & supervisory board members receive reports on audit plans for audit system and schedule from the accounting auditors, and opinions are exchanged. The audit & supervisory board members receive reports on audit results and its method from accounting auditors throughout the fiscal year.

The audit & supervisory board members receive reports on audit plans and the results of audits and surveys from the Internal Auditing Department, and opinions are exchanged on necessary commitments.

In addition, representative directors and audit & supervisory board members periodically hold meeting for exchanging opinions.

Appointed Audit & Supervisory Board Members (External)	Yes
Number of External Members	3
Number of Independent Members	3

### Relationship with Company (1)

Name	Affiliations	Relationship with the Company *1								
		a	b	c	d	e	f	g	h	i
Akio Harada	Attorney at Law				x				x	
Nobuo Otsuka	Other								x	
Eiko Tsujiyama	Certified Public Accountant				x				x	

Note\*1 Categories Describing Relationship with Company

- a: From parent company
- b: From other affiliated company
- c: Principal shareholder of the subject company
- d: Concurrently serves as external director or external corporate auditor of other company
- e: Director or corporate officer of other company
- f: Close relative by blood or marriage to director or corporate officer of the subject company or other designated interested party
- g: Receives remuneration or other material benefit as officer of parent company or subsidiary of the subject company
- h: Has limited liability contract with the subject company
- i: Other



## Relationship with Company (2)

Name	Independent auditor	Supplemental information in regard to applicable items	Reason for appointing as an external member of audit & supervisory board member (and reason for appointing as independent auditor)
Akio Harada	○	<p>Mr. Akio Harada does not fall under any of the following categories:</p> <ul style="list-style-type: none"> <li>• An executive person of a counterparty of the Company</li> <li>• An executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.</li> <li>• An executive person of a company/organization which receives donation from the Company</li> </ul> <p>Mr. Harada's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• External Director of Seiko Holdings Corporation</li> <li>• Outside Director of Sumitomo Corporation</li> <li>• Representative director of Young Men's Christian Association at the University of Tokyo, public interest incorporated foundation</li> <li>• Representative director of Japan Criminal Policy Society, general incorporated foundation</li> <li>• Representative director of International Civil and Commercial Law Centre Foundation, public interest incorporated foundation</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Mr. Harada's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>&lt;Reasons for appointing as an external member of audit &amp; supervisory board and roles and functions in the Company&gt; Mr. Harada has been appointed audit &amp; supervisory board member (external) in order to ensure objectivity and neutrality of auditing by audit &amp; supervisory board members, based on his experiences and knowledge in legal field. Mr. Harada has expressed necessary views from an independent perspective.</p> <p>&lt;Status of meeting the standards for the independent auditors and reason for appointing as independent auditor&gt; Mr. Harada maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of "External Directors." Mr. Harada has fulfilled the Criteria in full. Hence Mr. Harada has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent auditor.</p> <p>(1) Corporate officer, etc. of a parent company or sister company; (2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof; (3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations; (4) A principle shareholder of the Company; (5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below (a) person described in items (1) through (4); (b) A corporate officer of the Company or the Company's subsidiary</p>



Nobuo Otsuka	○	<p>Mr. Nobuo Otsuka does not fall under any of the following categories:</p> <ul style="list-style-type: none"> <li>• An executive person of a counterparty of the Company</li> <li>• An executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.</li> <li>• An executive person of a company/organization which receives donation from the Company</li> </ul> <p>Mr. Otsuka's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• Chairman of Keiseikai Hospital Group</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Mr. Otsuka's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>&lt;Reasons for appointing as an external member of audit &amp; supervisory board and roles and functions in the Company&gt; Mr. Otsuka has been appointed audit &amp; supervisory board member (external) in order to ensure objectivity and neutrality of auditing by audit &amp; supervisory board members, based on his experiences and knowledge as management executive of a medical corporation. Mr. Otsuka has expressed necessary views from an independent perspective.</p> <p>&lt;Status of meeting the standards for the independent auditors and reason for appointing as independent auditor&gt; Mr. Otsuka maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of "External Directors." Mr. Otsuka has fulfilled the Criteria in full. Hence Mr. Otsuka has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent auditor.</p> <p>(1) Corporate officer, etc. of a parent company or sister company; (2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof; (3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations; (4) A principle shareholder of the Company; (5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below (a) person described in items (1) through (4); (b) A corporate officer of the Company or the Company's subsidiary</p>
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Eiko Tsujiyama	○	<p>Dr. Eiko Tsujiyama does not fall under any of the following categories:</p> <ul style="list-style-type: none"> <li>• An executive person of a counterparty of the Company</li> <li>• An executive person of a company/organization which is in the situation of cross-assumption of offices of directors, etc.</li> <li>• An executive person of a company/organization which receives donation from the Company</li> </ul> <p>Dr. Tsujiyama's "Important Position of Other Organizations Concurrently Assumed" stated in the Companies Act are as follows:</p> <ul style="list-style-type: none"> <li>• Professor, School of Commerce and the Graduate School of Commerce, Waseda University</li> <li>• Dean of the Graduate School of Commerce, Waseda University</li> <li>• Outside Corporate Auditor of Mitsubishi Corporation</li> <li>• Outside Director of ORIX Corporation</li> <li>• Outside Corporate Auditor of LAWSON, INC.</li> <li>• Outside Corporate Auditor of NTT DOCOMO, INC.</li> </ul> <p>The Company considers not only the independence against the Company, but also other various viewpoints such as "Principal Occupation" when it estimates the importance of Dr. Tsujiyama's "Important Position of Other Organizations Concurrently Assumed."</p>	<p>&lt;Reasons for appointing as an external member of audit &amp; supervisory board and roles and functions in the Company&gt;</p> <p>Dr. Tsujiyama has been appointed audit &amp; supervisory board member (external) in order to ensure objectivity and neutrality of auditing by audit &amp; supervisory board members, based on her experiences and knowledge as management executive of a medical corporation.</p> <p>&lt;Status of meeting the standards for the independent auditors and reason for appointing as independent auditor&gt;</p> <p>Dr. Tsujiyama maintains full independence as none of the items (1) through (5) stated below applies. Furthermore, the Company sets forth the Criteria for Independence of "External Directors." Dr. Tsujiyama has fulfilled the Criteria in full. Hence Dr. Tsujiyama has been determined capable of sufficiently protecting the interests of the general shareholder and has been appointed independent auditor.</p> <p>(1) Corporate officer, etc. of a parent company or sister company;  (2) A person whose main business partner is the Company, or a corporate officer, etc. thereof; a major business partner of the Company, or a corporate officer, etc. thereof;  (3) A consultant, an accountant or a legal specialist receiving significant sums of money from the Company other than executive remunerations;  (4) A principle shareholder of the Company;  (5) A close relative of a person (excluding inconsequential persons) meeting either condition (a) or (b) below  (a) person described in items (1) through (4);  (b) A corporate officer of the Company or the Company's subsidiary</p>
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## [Independent Directors]

Number of Independent Directors	6
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### Other Issues Relating to Independent Directors

The Company establishes its own rules of “Criteria for Independence of External Directors/Audit & Supervisory Board Members” (the “Criteria”) and “Insignificance Criteria for Omission of Description about Relationships between the Company and the External Directors/Audit & Supervisory Board Members in the Notification/Disclosure Documents” (the “Insignificance Criteria”), which is contingent upon the Criteria. In this report, some of the descriptions about the relationships between the Company and other organizations in which external directors/audit & supervisory board members concurrently assume important position are omitted according to the Insignificance Criteria.

#### <Criteria for Independence of External Directors/Audit & Supervisory Board Members>

Shiseido Company, Limited (the “Company”) deems an external director and audit & supervisory board member (collectively the “External Director”) or a candidate for the External Director to have sufficient independence against the Company in the event that all the following requirements are fulfilled upon the Company’s research to the practically possible and reasonable extent.

1. He/She is not nor has been an executive person<sup>i</sup> of the Company or an affiliated company<sup>ii</sup> (collectively the “Shiseido Group”);  
In the case of an audit & supervisory board members (external), in addition to the above, he/she has not been a non-executive director nor accounting advisor (in the case of accounting advisor being an artificial person, a staff in charge of the duty) of the Shiseido Group.
2. He/She does not fall under any of the following items for the current fiscal year and the last nine (9) fiscal years (all these fiscal years being referred to as the “Relevant Fiscal Years”):
  - 1) A counterparty which has transactions principally with the Shiseido Group<sup>iii</sup>, or its executive person (including a person having once been executive officer for the Relevant Fiscal Years. The same is applicable to Items 2) to 4) of this Clause below);
  - 2) A principal counterparty of the Shiseido Group<sup>iv</sup>, or its executive person;
  - 3) A large shareholder who holds or has held directly or indirectly 10% or more of the voting rights of the Company in the Relevant Fiscal Years or its executive person;
  - 4) An executive person of a company of which the Shiseido Group holds or has held directly or indirectly 10% or more of the total voting rights in the Relevant Fiscal Years;
  - 5) A consultant, accounting professional or legal professional who has been paid a large amount of money or other assets<sup>v</sup> in addition to the External Director’s remunerations in the Relevant Fiscal Years. In addition, in the event that the accounting professional or legal professional is an organization such as artificial person or association, a person who belongs to such organization (including a person who has once belonged to such organization in the Relevant Fiscal Years. The same is applicable to Items 6 and 7 below of this Clause) is included.
  - 6) A person/organization who received donation of a large amount of money or other assets<sup>v</sup> from the Shiseido Group in the Relevant Fiscal Years. In addition, in the event that those who received donation from the Shiseido Group are an organization such as artificial person or association, a person who belongs to such organization is included.
  - 7) An accounting auditor of the Company. In addition, in the event that the accounting auditor is an organization such as artificial person or association, a person who belongs to such organization is included.



3. He/She is not a spouse of the following person, relative in second or less degree, relative living in the same place or a person with whom living costs are shared, provided, however that Item 2) is applicable only to make judgment on the independence of an audit & supervisory board members (external).
  - 1) An important person<sup>vi</sup> among executive persons of the Shiseido Group;
  - 2) Non-executive director of a company in the Shiseido Group;
  - 3) A person falling under any of Items 1) to 4) of Clause 2; provided, however, that with respect to these executive persons, applicable only to the important person<sup>vi</sup>.
  - 4) A person falling under any of Items 5) to 7) of Clause 2; provided, however, that with respect to a person belonging to the organization, applicable only to the important persons<sup>vii</sup>.
4. Any of the following situations that could be deemed as “Cross-Assumption of Offices of Directors, etc.” is not applicable:
  - 1) In the event that the External Director of the Company or a candidate for the External Director of the Company currently assumes the office of an executive person, external director, corporate auditor or the office equivalent thereto<sup>viii</sup> of a company other than the Company, in Japan or overseas (the “Subject Company”), an executive person, an external director, corporate auditor (excluding the aforesaid External Director or candidate for the External Director) or person in the office equivalent thereto of the Shiseido Group assumes director (including an external director), executive officer, corporate auditor (including external corporate auditor), executive officer or person in the position equivalent thereto<sup>viii</sup> of the Subject Company.
  - 2) In the event that the External Director of the Company or a candidate for the External Director of the Company currently assumes the office of an executive person, director, officer or the office equivalent to director or officer of an artificial person or other organization (other than a company) (the “Subject Organization”), an executive person, an external director, corporate auditor (excluding aforesaid executive officer or candidate for External Director) or person in the office equivalent thereto of the Shiseido Group assumes the office of director, officer or person in the position equivalent thereto<sup>ix</sup> of the Subject Organization.
5. In addition to Clauses 1 to 4, there exist no circumstances in which duties imposed on an independent External Director are reasonably deemed not to be achieved.
6. It is presently expected that any event or matter stated in Clauses 1 to 5 would not occur or exist hereafter.

Note:

- i. An “affiliated company” means the affiliated company stated in Article 2, Paragraph 3, Item 22 of the Ordinance on Company Accounting.
- ii. An “executive person” means an executive director, executive officer, corporate officer, staff executing business of a company divided into interest (*mochibun kaisha*) (in the event of the staff being a artificial person, a person to discharge duties stated in Article 598, Paragraph 1 of the Companies Act), a person executing business of artificial person or organization other than a company and an employed person (an employee, etc.) of a artificial person or organization including a company.
- iii. A “counterparty which has transactions principally with the Shiseido Group” means a person/organization falling under any of the following items:
  - 1) The counterparty or the counter party group (a consolidated group to which the company that has direct transactions with the Shiseido Group belongs to) (collectively the “counterparty”) which provides or provided products or services to the Shiseido Group and the aggregate amount of transactions between the counterparty and the Shiseido Group exceeds Yen10 million per fiscal year, and which exceeds 2% of consolidated net sales of the counterparty (or if the counterparty does not prepare consolidated financial statement, non-consolidated net sales of the counterparty) for the Relevant Fiscal Years.
  - 2) The counterparty group to which the Shiseido Group is or was indebted to the counterparty group and the aggregate amount of indebtedness of the Shiseido Group exceeds Yen10 million as at the end of each fiscal year, and which exceeds 2% of consolidated total assets (or if the



counterparty does not prepare consolidated financial statement, non-consolidated total assets of the counterparty) of the counterparty for the Relevant Fiscal Years.

iv. A “principal counterparty of the Shiseido Group” means a person/organization falling under any of the following items:

- 1) The counterparty to which the Shiseido Group provides or provided products or services and the aggregate amount of transactions between the counterparty and the Shiseido Group exceeds ¥10 million per fiscal year, and which exceeds 2% of consolidated net sales of the Shiseido Group for the Relevant Fiscal Years.
- 2) The counterparty to which the Company Group has account-receivable, advance and account due (collectively “account-receivable”) and the aggregate amount of the account-receivable of the Shiseido Group exceeds Yen10 million as at the end of each fiscal year, and which exceeds 2% of consolidated total assets of the Shiseido Group as at the end of the Relevant Fiscal Years.
- 3) A financial institution group (to which the direct lender belongs) from which the Shiseido Group borrows or borrowed and the aggregate amount of the borrowing exceeds 2% of consolidated total assets of the Shiseido Group as at the end of the Relevant Fiscal Years.

v. A “large amount of money or other assets” means in excess of Yen 10 million per fiscal year.

vi. An “important person” from among executive persons means a director (excluding external director), an executive officer, corporate officer, and employed person in the office of senior management not lower than general manager.

vii. An “important person” from among persons “belonging to the organization” stated in 5) and 7) in Clause 2 above means an officer such as certified public accountants belonging to audit corporation or accounting firm, lawyer (including so as to call associates) belonging to law firm, director and supervisor belonging to a judicial foundation, incorporated association, incorporated school and other artificial persons (collectively “Various Artificial Person”) In the event that an organization to which a person belongs is not any of audit corporation, accounting firm, law firm and Various Artificial Person, a person who is deemed objectively and reasonably important equivalent to the persons stated above in this note by the organization.

viii. An “office of an executive person, external director, corporate auditor or the position equivalent thereto” includes the positions such as “Counselor”, “Advisor”, etc. assumed by retired director, retired corporate auditor, retired executive officer or retired corporate officer enabling them to give advice to the Company, in addition to an executive person defined in Note ii above, non-executive director (including external director), and corporate auditor (including external corporate auditor). The “office of director or person in the position equivalent thereto” includes the positions such as “Counselor”, “Advisor”, etc. assumed by retired director, retired councilor or retired supervisor enabling them to give advice to the subject organization, in addition to director, councilor or supervisor.

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< Insignificance Criteria for Omission of Description about Relationships between the Company and the External Directors/Audit & Supervisory Board Members in the Notification/Disclosure Documents >

Shiseido Company, Limited (the “Company”) establishes its own rules of “Insignificance Criteria for Omission of Description about Relationships between the Company and the External Directors/Audit & Supervisory Board Members in the Notification/Disclosure Documents” (the “Insignificance Criteria”) in accordance with its own rules of “Criteria for Independence of External Directors/Audit & Supervisory Board Members” as described below. This Insignificance Criteria defines monetary amount standards by which the Company deems an external director and audit & supervisory board member (collectively the “External Director”) or a candidate for the External Director to axiomatically have sufficient independence against the Company and it is allowed to omit detailed descriptions in the notification documents and disclosure documents (collectively the “Notification Documents”.) Descriptions about the independence of the External Directors in the Notification Documents are made according to this Insignificance Criteria and, in principle, some of the descriptions about the relationships between the Company and other organizations in which External Directors concurrently assume important position to be omitted according to this Insignificance Criteria. In addition, the



“Relevant Fiscal Years” in this Insignificance Criteria means “the current fiscal year and the last nine (9) fiscal years.”

1. Descriptions on “A principal counterparty of the Shiseido Group, or its executive person” and “A counterparty which has transactions principally with the Shiseido Group, or its executive person ”

The Company shall omit descriptions about the transactional relationships if all of transaction amount specified in the following 1) through 5) are smaller than Yen 10 million per year in the Relevant Fiscal Years.

- 1) Total amount of transactions of providing products or services from a counterparty group to the Shiseido Group in each Relevant Fiscal Years
- 2) Shiseido Group’s total unpaid amount to a counterparty group at the end of each fiscal year of the Relevant Fiscal Years
- 3) Total amount of transactions of providing products or services from Shiseido Group to a counterparty group in each Relevant Fiscal Years
- 4) Shiseido Group’s total amount of trade receivable to a counterparty group at the end of each fiscal year of the Relevant Fiscal Years
- 5) Total amount of debt loan from a financial institution group at the end of each fiscal year of the Relevant Fiscal Years

2. Descriptions on “A consultant, accounting professional or legal professional who has been paid a large amount of money or other assets in addition to the External Director’s remunerations”

The Company shall omit descriptions about a consultant, accounting professional, or legal professional who has been paid some money from Shiseido Group in addition to the External Director’s remunerations if the amount of payment is smaller than Yen 10 million per year in the Relevant Fiscal Years.

3. Descriptions on “A person/organization who received donation of a large amount of money or other assets”

The Company shall omit descriptions about a person/organization who received donation from Shiseido Group if the amount of donation is smaller than Yen 5 million per year in the Relevant Fiscal Years.

4. Descriptions on “Relatives of the External Directors”

The Company shall omit descriptions about relatives in fourth or more degree. However, descriptions about a relative living in the same place with the External Directors or a person with whom living costs are shared with the External Directors can not be omitted.

5. Descriptions on “Cross-Assumption of Offices of Directors, etc.”

The Company shall omit descriptions about “cross-assumption of offices of directors, etc. (\*)” if ten years or more have passed after severing such situations.

\* In the event that the External Directors or a candidate for the External Director currently assumes the office of an executive person, external director, corporate auditor or the office equivalent thereto of a company other than the Company, in Japan or overseas (the “Subject Company”), an executive person, an external director, corporate auditor (excluding the aforesaid External Director or candidate for the External Director) or person in the office equivalent thereto of the Shiseido Group assumes director (including an external director), executive officer, corporate auditor (including external corporate auditor), executive officer or person in the position equivalent thereto of the Subject Company.

And also in the event that the External Director of the Company or a candidate for the External Director of the Company currently assumes the office of an executive person,



director, officer or the office equivalent to director or officer of an artificial person or other organization (other than a company) (the “Subject Organization”), an executive person, an external director, corporate auditor (excluding aforesaid executive officer or candidate for External Director) or person in the office equivalent thereto of the Shiseido Group assumes the office of director, officer or person in the position equivalent thereto of the Subject Organization.

## [Incentives]

Implementation Status of Incentive Policies for Directors	Introduced performance-linked compensation system and stock option plan
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### Supplemental Explanation

The remuneration policy for non-external directors consists of a basic fixed portion and a performance-linked portion that fluctuates according to attainment of performance targets and stock price. The policy is designed that executive with higher position would be entitled to retain higher ratio of performance-linked portion. It is assumed that, on an average, performance-linked portion would account for 60% of all remuneration when the Three-Year Plan performance target and single year target are fully accomplished.

The performance-linked portion consists of “a bonus as short-term incentive” based on annual consolidated performance; “performance cash as medium-term incentive” based on targets of the Three-Year Plan; and “long-term incentive stock options”, primarily aimed at fostering a shared awareness of profits with shareholders. These three types of remuneration have been designed to give directors a medium-to-long-term perspective, not just a single-year focus, and to motivate management to become more aware of Shiseido’s performance and stock price. The Remuneration Committee is chaired by external director in order to obtain objectivity. The Committee discusses about evaluation criteria, target level, remuneration level and gearing ratio to performance, and submits reports to the Board of Directors.

The Company sets appropriate remuneration levels by making comparisons with companies in the same industry or of the same scale taking the Company’s performance into consideration.

Grantees of Stock Option	Executive directors and others
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### Supplemental Explanation

The Company grants stock options to executive directors and corporate officers who don’t concurrently serve as director of the Company in order to have them share risks with its shareholders and to motivate balanced management from a medium-to-long-term perspective, not just a short-term focus.





## [Remuneration to Directors]

Disclosure Status (regarding Individual Directors)	Some are individually disclosed
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### Supplemental Explanation

Total amounts paid to non-external directors, external directors, audit & supervisory board members, and audit & supervisory board members (external) are separately disclosed of basic fixed remuneration, bonuses and stock options.

Amounts of remunerations, etc. of representative directors and directors whose total amount of remunerations, etc. exceeds Yen 100 million, by type of payment for the current fiscal year ended March 2010 are disclosed as well.

Amount of remunerations, etc. to Directors and Audit & Supervisory Board Members of the current fiscal year

	Basic fixed remuneration	Bonuses	medium-term incentive	Stock Options	Total
Directors (9 persons)	233	-	-	142	376
External directors (3 persons)	39	-	-	-	39
Audit & Supervisory Board Members (6 persons)	96	-	-	-	96
External members (4 persons)	36	-	-	-	36
Total	329	-	-	142	472

#### Notes:

- Basic remuneration for directors has the ceiling amount of Yen 30 million per month as per the resolution of the 89th ordinary general meeting of shareholders held on June 29, 1989. Basic remuneration for audit & supervisory board members has the ceiling amount of Yen 10 million per month as per the resolution of the 105th ordinary general meeting of shareholders held on June 29, 2005.
- As the fiscal year ended March 31, 2013 recorded net loss, no bonus is payable to directors for the year.
- The medium-term incentives remuneration will be paid in a lump-sum payment corresponding to the three years after the end of the Three-Year Plan according to the extent to which the performance targets achieved. Being the second year of the Three-Year Plan, no payment was made in the fiscal year ended March 31, 2013.
- The amount of long-term incentive stock options indicated above represents the expenses associated with the current fiscal year among the stock options (stock acquisition rights) in the fiscal year, upon the approval of the ordinary general meeting of shareholders, in consideration of duties executed by directors.
- The above payment includes the amounts of the following remunerations, etc., paid to directors and audit & supervisory board members.
  - Remunerations to one retired director  
The Company paid Yen 6 million in basic remunerations for the months April through June of 2012 to one director who retired at the conclusion of the 112th ordinary general meeting of shareholders held on June 26, 2012 and recorded Yen 8 million for the current fiscal year as expenses associated with stock operations granted to said director.
  - Remuneration to one retired audit & supervisory board member  
The Company paid Yen 3 million in basic remuneration for the months April



through June of 2012 to one audit & supervisory board member who retired at the conclusion of the 112th ordinary general meeting of shareholders held on June 26, 2012.

6. The following remunerations are paid in addition to the above payments.
  - 1) Yen 2 million was recorded for the fiscal year ended March 31, 2013 as expenses associated with stock options granted to one director of the Company, at the time he served as corporate executive officers not holding the offices of directors.
  - 2) Four subsidiaries of the Company paid Yen 31 million to one director of the Company who also served concurrently as the director of said subsidiaries as basic remuneration for the current fiscal year.
7. In the fiscal year ended March 31, 2013, Yen 107 million was paid as bonus for the fiscal year ended March 31, 2012, to four directors excluding external directors as well as Chairman who was not serving as corporate officer, thus not directly executing company business (payment based on the resolution at the 112th ordinary general meeting of shareholders held on June 26, 2012).
8. None of the directors or the audit & supervisory board members will be paid remunerations other than the executive remunerations described above (including those described in notes 1 through 7).

Amounts of remunerations, etc. of representative directors and directors whose total amount of remunerations, etc. exceeds Yen 100 million, by type of payment for the current fiscal year.

	(millions of yen)				
	Basic fixed remuneration	Bonuses	medium-term incentive	Stock Options	Total
Shinzo Maeda, Representative Director	49	-	-	32	81
Hisayuki Suekawa, Representative Director	46	-	-	70	117
Carsten Fischer, Representative Director	51	-	-	19	71

Notes:

1. According to the remuneration system for directors and audit & supervisory board members of the Company, in which bonus for directors linked to annual business results is not payable to directors who do not directly execute company business. Thus bonus for fiscal year ended March 31, 2013 is not payable to Mr. Shinzo Maeda, representative director, who in the fiscal year ended March 31, 2013 served as chairman not serving as corporate officer, thus engaged in no direct execution of company business. Meanwhile, bonus for directors is not payable to representative directors Mr. Hisayuki Suekawa and Mr. Carsten Fischer for their services in the fiscal year ended March 31, 2013, since consolidated net loss was recorded for the year.
2. The medium-term incentives remuneration will be paid in a lump-sum payment corresponding to the three years after the end of the Three-Year Plan according to the extent to which the performance targets are achieved. Being the second year of the Three-Year Plan, no payment was made in the fiscal year ended March 31, 2013.
3. The amount of long-term incentive stock options indicated above represents the expenses associated with the current fiscal year among the stock options (stock acquisition rights) in the fiscal year, upon the approval of the ordinary general meeting of shareholders, in consideration of duties executed by directors.
4. In addition to the above payments, total Yen ¥31 million was paid to Mr. Carsten Fischer, representative director as basic fixed remuneration for the fiscal year ended March 31, 2013, from the four subsidiaries of the Company, in which he is concurrently serving as director.



5. In the fiscal year ended March 31, 2013, as the aforementioned bonus for directors for their services in the fiscal year ended March 31, 2012, Yen31 million was paid to Mr. Hisayuki Suekawa, representative director, while Yen 47 million to Mr. Carsten Fischer, representative director (payment based on the resolution at the 112th ordinary general meeting of shareholders held on June 26, 2012).
6. None of the three directors above will be paid remunerations other than the remunerations described above (including those described in notes 1 through 5).

Policies that Determine Remuneration Amount or Calculation Method	Established
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#### **Disclosure of Policies that Determine Remuneration Amount or Calculation Method**

The executive remuneration policy of the Company is designed by the Remuneration Committee which consists of members outside the Company and is chaired by an external director, to maintain objectivity and high transparency.

The remuneration policy for non-external directors consists of a basic fixed portion and a performance-linked portion that fluctuates according to attainment of performance targets and stock price. The policy is designed that executive with higher position would be entitled to retain higher ratio of performance-linked portion. It is assumed that, on an average, performance-linked portion would account for 60% of all remuneration when The Three-Year Plan performance target and single year target are fully accomplished.

The performance-linked portion consists of “a bonus as short-term incentive” based on annual consolidated performance; “performance cash as medium-term incentive” based on targets of the Three-Year Plan; and “long-term incentive stock options”, primarily aimed at fostering a shared awareness of profits with shareholders. These three types of remuneration have been designed to give directors a medium-to-long-term perspective, not just a single-year focus, and to motivate management to become more aware of Shiseido's performance and stock price. The Remuneration Committee is chaired by external director in order to obtain objectivity. The Committee discusses about evaluation criteria, target level, remuneration level and gearing ratio to performance, and submits reports to the Board of Directors.

The Company sets appropriate remuneration levels by making comparisons with companies in the same industry or of the same scale taking the Company's performance into consideration.

External directors and audit & supervisory board members (external) receive fixed basic remuneration only, as performance-linked remuneration is inconsistent with their supervisory functions from a stance independent from business execution.

#### **[Support Structure for External Directors (and External Members of Audit & Supervisory Board)]**

##### **<External Directors>**

Section in charge is formed and assists the duties of the external directors to ensure smooth operation.

##### **<External Members of Audit & Supervisory Board Members>**

Employees are positioned to assist the Audit & Supervisory Board and members of Audit & Supervisory Board.



## 2. Issues Relating to Functions for Business Execution, Auditing and Supervisory, Nomination, and Remuneration Decisions (Outline of Current Corporate Governance Structure) **Update**

<Status of management and business execution (including the roles and functions of the external directors)>

(Meetings for Board of Directors and Corporate Executive Officers are involved)

Composed of eight members including three external directors and presided by Chairman, the Board of Directors is small and able to make decisions quickly.

The Board of Directors meets at least once a month to discuss all significant matters.

Through the adoption of a corporate executive officer system, we separate the decision-making and supervisory functions of the Board of Directors from the business execution functions of corporate executive officers. The Corporate Executive Officer Committee, which acts as the final decision-making body regarding corporate executive officers' material issues, and Policy Meeting of Corporate Executive Officers where corporate executive officers deliberate the Company's medium-to-long-term strategies and decide the direction the strategies are to take, serve to transfer authority to corporate executive officers, thereby clarifying their responsibilities and accelerating operational execution.

President & Chief Executive Officer chairs the Corporate Executive Officer Committee. In addition to the above, corporate executive officers hold Decision-Making Meetings of Corporate Executive Officers to make decisions regarding the execution of business in their respective business divisions, as well as deliberate matters to be proposed to the Board of Directors and the Corporate Executive Officer Committee. The term of office of directors and corporate executive officers is one year.

To obtain an outside point of view and further strengthen the Board of Directors' supervisory function in regard to business execution, Shiseido appointed two highly independent external directors from the fiscal year ended March 2007. With the addition of one more independent external director in fiscal year 2011, Shiseido appointed three highly independent external directors.

In addition, two of the five directors aside from the external directors have built careers outside of Shiseido, ensuring diversity among the directors. We are also handpicking a small able group of corporate executive officers in addition to recruiting younger members, thereby aiming to strengthen the executive function.

(Advisory Committees to the Board of Directors)

Additionally, to promote transparency and objectivity in management, Shiseido established two committees to play an advisory role to the Board of Directors: the Remuneration Advisory Committee, charged with setting executive remuneration, and the Nomination Advisory Committee, which evaluates and nominates candidates for directors and corporate executive officers. Both committees are chaired by external directors to maintain objectivity.

In preparation for further globalization, the Remuneration Advisory Committee, referring to the remuneration systems of European companies, formulated a remuneration policy, which would further link executive remunerations with performance and stock price, and the executive remuneration system was revised at the Board of Directors meeting in the fiscal year ended March 2009.

The Nomination Advisory Committee, in addition to proposing candidates for directors and corporate executive officers, determines the limits on the terms of corporate executive officers as well as the rules for their promotions or demotion and retirement in order to enhance the capabilities of top management, and manages these policies in a highly transparent and impartial manner. The term limit of corporate executive officers is four years per position in principle and six years maximum.

< Diversity in directors and audit & supervisory board member, etc>

The Company believes that the Board of Directors of the Company should comprise members with various viewpoints and backgrounds, on top of multilateral sophisticated skills, for effective supervision over the execution of business as well as decision-making on critical matters. On the other hand, the Company expects external directors to effectively perform double checks, the



supervisory function by the Board of Directors and the auditing function by the Audit & Supervisory Board, thus external directors with voting rights at the Board of Directors are needed, let alone statutory audit & supervisory board members, where high degree of independence is a critical requirement for both capacities. Furthermore, diversity of the members of the Board must be ensured in the critical decision-making. In this respect female value and thinking is of particular importance to Shiseido, a cosmetic manufacturer, and female representation at the Board of Directors is believed vital.

(as of June 25, 2013)

- Directors (a total of nine):  
Eight out of nine are male and one is female
- Audit & supervisory board members (a total of five):  
Three out of five are male and two are female
- Corporate officers who do not serve as Director (a total of nine):  
Eight out of nine are male and one is female

<Status of audits>

(Composition of audit & supervisory board members)

Audit & supervisory board members (a total of five): Two full-time members and three external members who are highly independent from the Company.

(Internal audit)

The Internal Auditing Department, which reports directly to the President, monitors the appropriateness of business execution, as well as effectiveness of internal controls throughout the Group, and reports the audit results to the Board of Directors and the Audit & Supervisory Board.

Furthermore, auditing for specialized areas, i.e. security, environment, information systems, are mainly conducted by the relevant divisions.

(Audit & supervisory board members' audits and initiatives toward strengthening their functions)

Shiseido's Audit & Supervisory Board consists of two standing members and three highly independent external members. They monitor the legality and appropriateness of directors' performance by attending Board of Directors meetings and other important meetings. Additionally, three audit & supervisory board member (external) offer advices, proposals and views from an independent perspective, based on their abundant experience and insight in their respective fields.

Representative directors and audit & supervisory board members meet regularly to exchange opinions on actions that will resolve corporate governance issues. The Company maintains a framework to ensure that audit & supervisory board members discharge their duties effectively, such as the assignment of staff dedicated to assisting them.

(Accounting audits)

The Company's accounting audit is conducted by KPMG AZSA LLC, an accounting auditor pursuant to the Companies Act and the Financial Instruments and Exchange Act

The names of certified public accountants that have conducted auditing and the name of auditing firm are as follows:

Name of auditing firm	Name of certified public accountant conducting audit operations	Continuous years of service
KPMG AZSA LLC	Masahiro Mekada, Designated Limited Liability Partner	2 years
The same as the above	Hiroaki Sugiura, Designated Limited Liability Partner	4 years
The same as the above	Takashi Kawakami, Designated Limited Liability Partner	3 year

Assistants for the accounting audits of the Company comprise certified public accountants and junior accountants.



(Mutual cooperation among internal audits, audit & supervisory board members' audits, and accounting audits)

The Company, in order to improve the effectiveness and efficiency of the so-called three-pillar audit system (internal audits, audit & supervisory board members' audits, and accounting audits), has been making efforts to enhance the mutual cooperation among the parties concerned by such means as arranging regular liaison meetings to report on audit plans and audit results as well as to conduct exchanges of opinions.

<Systems and schemes unique to Shiseido (CSR Committee)>

The CSR Committee was established under the jurisdiction of the Board of Directors. The committee is headed by the President and comprises members elected companywide. They make proposals for and report on plans and results of activities to the Board of Directors.

Guided by the idea that fulfilling corporate social responsibility (CSR) is crucial to the Company's sustainable development, the CSR Committee carries out comprehensive monitoring from a companywide perspective, with the aim of increasing corporate value.

And The CSR Committee also works to ensure legitimate and fair business practices in the Group, and promotes activities including the dissemination of corporate ethics, formulating risk management countermeasures and information security to enhance management quality.

### 3. Reasons for adopting current framework

The Company has adopted the framework of a company with the Audit & Supervisory Board system, which exercises the dual checking functions over business execution by the Board of Directors and over the legality and effectiveness by the Audit & Supervisory Board. Furthermore, as the Company aims to become a truly global enterprise, it holds the establishment of corporate governance that is capable of satisfying the scrutiny and trust of global-level stakeholders and the reinforcement of top management capable of surviving global competition to be of paramount importance. Consequently, the Company, to the end of improving the "Management transparency, fairness and speed," has been engaged in reforms to its corporate governance from the following four perspectives:

- Clarifying the allocation of responsibility (Introduction of the corporate executive officer system and the like)
- Enhancing management transparency and soundness (Establishment of the Nomination Advisory Committee and the Remuneration Committee)
- Reinforcing supervisory and auditing functions (Inviting external directors, appointing highly independent external directors and external members of audit & supervisory board)
- Strengthening decision-making function (Establishment of the Corporate Executive Officer Committee and the like)

In order to strengthen these functions, the Company has adopted the framework of a company with the Audit & Supervisory Board system as its base to which it has integrated the superior functions of a company with Committees.





### III. Implementation of Measures Regarding Shareholders and Other Stakeholders

#### 1. Approach toward the vitalization of general meetings of shareholders and the facilitation of exercise of voting rights

	Supplemental Information
Early distribution of convocation notice of general meetings of shareholders	Shiseido makes every effort to distribute a convocation notice about 3 weeks prior to a general meeting of shareholders. For the 113th Ordinary General Meeting of Shareholders, the convocation of notice was distributed on May 31, 2013, 25 days prior to the Meeting. The Company disclosed the notice of convocations on its website before the date of mailing in light of earliest possible information service (Japanese: on May 20, English translation: on May 27.)
Scheduling of general meeting of shareholders that avoids the date on which general meeting of shareholders of companies are concentrated	The Company held the 113th Ordinary General Meeting of Shareholders on June 25, 2013. The date is 2 days prior to the most concentrated date for general meeting of shareholders of Japanese companies.
Exercising voting rights via website	Since the 103rd Ordinary General Meeting of Shareholders in 2003, the Company has introduced the measure of exercising voting rights via website.
Participating Voting Platform for Electronically Exercising Voting Rights and Other Measures to Improve Environment for Institutional Investors	Since the 106th Ordinary General Meeting of Shareholders in 2006, the Company has taken part in the Electronic Voting Platform operated and managed by ICJ, Inc.
Providing English Translation (Summary) of Convocation of Notice	An English translation of the convocation of notice is prepared, distributed to foreign shareholders to the maximum extent, and posted on the Tokyo Stock Exchange's website as well as the Company's website.
Others	Starting from June 2008, the Company started disclosing the results of the exercise of voting rights. Starting from 2010, the Company disclosed the result of the exercise of voting rights on the Tokyo Stock Exchange's website, the Company's website, and the extraordinary reports through EDINET of the Financial Services Agency of Japan. The ordinary general meeting of shareholders is held using environmental friendly materials and green electricity using solar electricity, which emits no carbon dioxide. Environmental friendly inks and papers are used for printed materials sent to shareholders, such as Notice of Convocation and Notice of Resolution, and green electricity is also used for printing booklets to contribute to protect the earth from global warming.



## 2. Investor Relation (IR) Activities **Update**

	<b>Supplemental Information</b>
Establishment and published the Disclosure Policy	Established the Disclosure Policy, consisting of “Basic Policy on Information Disclosure”, “Standards for Information Disclosure”, “Method of Information Disclosure”, “Quiet Periods”, “Forward-Looking Statements” in 2006. The Policy is published on the website of the Company.  <a href="http://group.shiseido.com/ir/">http://group.shiseido.com/ir/</a>
Regular meetings for individual investors	Hold presentation meetings presented by CEO, and these presentations are distributed via the Internet. In addition, the Company started the “Individual Shareholders Meeting”, a regular meeting for exchanging opinions concerning shareholder relations of the Company with its individual shareholders (1 <sup>st</sup> round: held in Osaka on February 9, 2012, 2 <sup>nd</sup> round: held in Nagoya on September 7, 2012, 3 <sup>rd</sup> round: held in Fukuoka on February 8, 2013, 4 <sup>th</sup> round: held in Kobe on September 6, 2013)
Regular meetings for analysts and institutional investors	Hold meetings twice a year when the Company announces about financial statements of full-year and the second Quarter.
Regular Meetings for foreign investors	Hold meetings individually mainly in US and European countries.
IR materials on website	The following statutory and non-statutory reports and materials are posted on the Company's website: Notice of convocation of ordinary general meeting of shareholders, annual security reports (quarterly reports), timely disclosure materials, declaration for timely disclosure, references at financial result briefing, consolidated financial results for quarter, annual report and business report.  <a href="http://group.shiseido.com/ir/">http://group.shiseido.com/ir/</a>
Department (and Persons) in charge of IR activities	Department in charge: Investor Relations Department Corporate Officer in charge: Yoshinori Nishimura, Corporate Officer Person in charge to contact: Akihiro Miyasaka, General Manager of Investor Relations Department
Others	Hold joint-meeting with and individually calling on domestic and foreign investors, in series



### 3. Activities concerning respect for stakeholders **Update**

	<b>Supplemental Information</b>
Internal guideline or code concerning respect for the stakeholders' position	<p>Towards the realization of the Shiseido Group Corporate Philosophy "Our Mission, Values and Way", the Company established Our Mission, which sets out the raison d'être, that is core to the Group. Our Values defines the value that must be held and share to realize Our Mission. Our Way defines what corporate actions should be taken in relation to stakeholders (customers, business partners, shareholders, employees, and society and the Earth) and sets out not only abiding by the laws of each country and region, internal rules and regulations of the Shiseido Group companies, but also the action standards for business conducts with highest ethical standards.</p>
Implementing environmental preservation activities and CSR activities	<p>The Shiseido Group's corporate social responsibility (CSR) activities follow the basic concept of "Our Way", which denotes action standards that each and every employee should take toward stakeholders based on the Shiseido Group corporate philosophy "Our Mission, Values and Way."</p> <p>The Company offers information in its Annual report and the form of CSR reports as part of its effort to inform stakeholders of its social responsibility. In the corporate website, the SOCIAL RESPONSIBILITY pages have been edited according to the following policies;</p> <ul style="list-style-type: none"> <li>- We introduce each activity according to the 7 core subjects of ISO26000 (Social Responsibility).</li> <li>- We have simplified the contents of reports on each page to make them easier to read.</li> <li>- We have also focused on overseas activities in order to enhance the Group's reports.</li> <li>- We disclose social responsibility/human resources result reports in lists.</li> <li>- We have edited those pages by using the United Nations Global Compact, Sustainability Reporting Guidelines G3.1 of GRI (Global Reporting Initiative), and ISO26000 (Social Responsibility) issued in November of 2011 for reference.</li> <li>- The scope includes Shiseido Co. Ltd. and 93 Shiseido Group companies (subsidiaries) as of March 31, 2013. Notes have been added to data outside of the above scope.</li> </ul>
Others	<p>&lt; Diversity in employees &gt;</p> <p>Employees, who work for the Shiseido Group in various countries and regions worldwide, have diverse attributes, including nationality, gender, age, employment status and developmental challenges, as well as values and viewpoints, and we are promoting diversity on a global level. Since 90 percent of the Shiseido Group's customers are women, we focus on providing new products and services based on our understandings of women's values and current lifestyles. Our female employees, who account for approximately 80 percent of all the employees, must therefore play a central role in management and business activities.</p> <p>(as of the end of March, 2013)</p> <ul style="list-style-type: none"> <li>- Ratios of female employees in the Shiseido Group worldwide: 84.7%</li> <li>- Ratios of female leaders* in the Shiseido Group worldwide: 46.5%</li> <li>- Ratios of female employees in the Shiseido Group in Japan: 83.3%</li> <li>- Ratios of female leaders* in the Shiseido Group in Japan: 23.8%</li> </ul> <p>* Ratio of female leaders: Ratio of females in managers with subordinates.</p> <p>The Company has declared that it is targeting a ratio of having female employees make up 30% its domestic leadership in the fiscal year ending</p>



	March 31, 2014, seven years in advance of the government's stated goal (in 2020). As of April 1, 2013, females account for 25.6% of the Group's leadership in Japan. We believe that the important thing is not to make a goal of achieving numerical targets, but to nurture human resources equally, whether they are males or females, on the premise of promoting talented employees to positions of leadership. Therefore, we will continue seeking to foster a corporate climate that produces female leaders on a regular basis.
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## IV. Issues relating to Internal Control Systems

### 1. Fundamental thought relating to Internal Control Systems and Status for arrangement

Basic policy regarding Internal Control Systems of the Company is stated as bellow.

(1) System under which execution of duties by directors and employees is ensured to comply with laws, ordinances, and the Articles of Incorporation of the Company; system under which business of the Company and its subsidiaries and affiliates as a group is ensured duly to be conducted.

The Board of Directors shall determine important matters which will affect the Company and its subsidiaries and affiliates as a group. The representative directors of the Company shall regularly report the status of execution of business to the Board of Directors. The Company shall appoint external directors to strengthen and maintain the Board of Directors' supervisory functions in regard to operational execution. The audit & supervisory board members audit legality and appropriateness of the director's execution of business. Upon request of any audit & supervisory board member, directors and employees shall report the status of execution of business to the audit & supervisory board member.

In order to realize "Our Mission," which defines the Shiseido's Group corporate philosophy and business domains and sets out its raison d'être, the Company has established "Our Values," which must be held and shared by each and every employee of the Shiseido Group, and "Our Way," which sets out the action standards for business conducts with highest ethical standards, and promotes corporate activities that are both legitimate and fair. (\*)

The "CSR Committee," under jurisdiction of the Board of Directors, shall be responsible for improving the quality of the Company by enhancing legitimate and fair corporate activities of the group, and risk management. The committee shall propose and report the plans and activities to the Board of Directors.

In order to promote legitimate and fair corporate activities, the Company shall position a "Corporate Ethics Promotion Leader" at each business office in Japan, and a "BEO (Business Ethics Officer)" and a "CEL (Corporate Ethics Leader)," who will assist the BEO, at each business office outside Japan, respectively; and the Company shall conduct regular training programs for compliance to all employees. The "Corporate Ethics Promotion Leaders" and "BEOs" shall report the plans for corporate ethics activities at each workplace and the status and results of such activities to the CSR Committee.

In Japan, the Company shall provide access to an external law firm as an "SHISEIDO External Consultation Office," for reporting and consultations on matters relating to compliance, as well as appoint counseling staff to the "SHISEIDO Consultation Office," which will be available for consultations within the Company, to the end of detecting and correcting at an early stage actions that contravene the laws, ordinances, the Articles of Incorporation and other regulations of the Company. Outside Japan, the Company, in addition to establishing the "Office Hotline," a whistleblower system at each business office, shall set up a "Shiseido Group Global Hotline" within the CSR Committee for consultation and reporting on matters that cannot be resolved within each business office.

Internal auditing shall be conducted with respect to the overall group companies to assure appropriateness of business. The results of audit shall be reported to directors and audit & supervisory board members.



(2) System under which directors shall be ensured to efficiently execute duties

The Company adopted a corporate executive officer system to actualize smooth and highly efficient corporate management, wherein functions of directors, who are responsible for decision-making and overseeing execution of business are separated from those of corporate officers, who are responsible for business execution.

A representative director coordinates and supervises execution of the overall group business aimed at achieving corporate targets. A corporate officer shall fix the specified target in the assigned field and set up a business system by which the target shall efficiently be achieved. Furthermore, with respect to the execution of important business, the Corporate Executive Officer Committee consisting of corporate officers shall deliberate the business execution from viewpoints of various aspects.

The Board of Directors and the Corporate Executive Officer Committee shall confirm the status of development vis-à-vis the target and conduct necessary improvement measure.

(3) System under which information regarding execution of business by directors shall be maintained and controlled

Important documents such as minutes of the Board of Directors meetings and minutes of the Corporate Executive Officer Committee meetings shall be controlled pursuant to the internal regulations of the Company and presented to directors and audit & supervisory board members immediately whenever requested for inspection.

In addition, information with respect to execution of business by directors and employees shall be controlled pursuant to “Information System Controlling Regulation”, “Confidential Information Controlling Regulation” and other regulations.

(4) Regulation regarding Control of Risk for Loss and other Regulation Systems

The “CSR Committee,” under the jurisdiction of the Board of Directors, shall manage risks associated with corporate activities of the whole group. Risks associated with management strategy and business execution shall be recognized and evaluated by the Committee so that necessary measures shall be taken.

A contingency manual shall be prepared to deal with emergency situation. In the case of emergency, countermeasure headquarters, projects or teams shall be set up pursuant to the levels of the emergency and shall take countermeasures.

(5) Matters related to employees to assist duties of audit & supervisory board members when audit & supervisory board members request to do so and matters related to the independence of such employees from directors

Employees shall be positioned to assist the Audit & Supervisory Board and audit & supervisory board members as the Audit & Supervisory Board Staff Group.

The personnel of the Audit & Supervisory Board Staff Group shall be determined by taking audit & supervisory board members’ opinion into consideration.

(6) System under which directors and employees report to audit & supervisory board members and other systems, under which any report is made to audit & supervisory board members

Directors and employees shall report the status of business execution to audit & supervisory board members through meetings of the Audit & Supervisory Board and other important meetings, and the results of audit performed by the Internal Auditing Department.

In addition, the status of business and conditions of assets shall be reported to audit & supervisory board members upon their request.



- (7) Other systems under which audit by audit & supervisory board members is ensured efficiently to be performed

Opinion exchange meetings shall be held regularly between representative directors and audit & supervisory board members. The Company shall ensure a system under which audit & supervisory board members are implemented efficiently. Liaison meeting shall be held among audit & supervisory board members, accounting auditors and the internal auditing department upon request of audit & supervisory board members. In addition, audit & supervisory board members shall be ensured to attend various meetings.

## 2. Fundamental thought toward exclusion of anti-social power and the status for arrangement

In Our Way, the Company has declared that it will not have relationships with any individuals or organizations that engage in illegal activities such as threatening the public order or safety and that it will not respond to any requests for money or services from such individuals or organizations. A coordination function was established in the CSR Department for the purpose of intensively collecting information and at the same time the Manual on how to cope with such power is revised on the intranet. Consulting with the local police offices for cooperation, the Company is a member of the "Conference on how to cope with particular violence" so that it strengthens to collect outside information and the cooperation with outside organizations.

## V. Others

### 1. Takeover Defense Measure

Takeover Defense Measures	None
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#### Supplemental Explanation

The Company had adopted a plan for countermeasures against large-scale acquisitions of its shares (hereinafter, the "Plan") based on the approval of its shareholders obtained at the 106th Ordinary General Meeting of Shareholders. The Plan was effective until the conclusion of the 108th Ordinary General Meeting of Shareholders, which was held on June 25, 2008.

The Company implemented the New Three-Year Plan steadily, in order to increase its competitiveness and maintain sustainable growth in the global markets and to assure or increase its corporate value. The Company therefore passed a resolution at its board of directors meeting held on April 30, 2008 to abolish the Plan upon the conclusion of the 108th Ordinary General Meeting of Shareholders and thereafter not to continue the Plan.

Deletion of the Articles of Incorporation that was grounds role of the plan was resolved at the 108th Ordinary General Meeting of Shareholders.

### 2. Other Particular Items that May Have an Impact on Corporate Governance

The internal system for ensuring the timely disclosure of our corporate information is described below.

To put into practice what we call Our Mission "We cultivate relationships with people, We appreciate genuine, meaningful values, We create beauty, we create wellness," it sets out our raison d'être that is core to the Shiseido Group, the Company defines the values that must be held and shared by each and every employee of the Shiseido Group, which we call Our Values (\*1), and also has a code of conduct in relation to stakeholders of all types (customers, business partners, shareholders, employees, and society and the Earth), which we call Our way. (\*2)





Our way contains, under the heading “Toward Shareholders,” our declaration “We strive to continuously enhance the Shiseido Group’s corporate value by making full use of its tangible, intangible, financial and other assets”, “We comply with rules concerning corporate governance and internal controls, and follow proper accounting procedures” and “We place importance on dialogues with shareholders and investors, and strive to earn their trust” which serves as the basis of our corporate actions intended to gain trust from our valued shareholders and investors.

We also have the "Shiseido Disclosure Policy," (\*3) which we established as a policy on the disclosure of management information to investors, etc.

Thus, everyone in the Shiseido Group is working sincerely on disclosing, in a timely and appropriate manner, facts that have a material impact on investment decision-making by investors and financial information.

Specifically, we set in place the following structures to treat material facts that have an impact on decision-making by investors, for facts of decisions made and financial information and for facts of actual events, respectively:

#### 1. Facts of Decisions Made and Financial Information

In order to understand and identify what kinds of fact fall under the category of material fact, each place of business and each department of the Shiseido Group has put together a list of material facts under internal rules that reflect laws and regulations and listing rules and makes a judgment on a case-by-case basis whether or not a certain fact is a material fact.

In addition, when an applicable case is brought to the Board of Directors, etc. for approval, the Investor Relations Department, a section responsible for the Tokyo Stock Exchange, checks whether or not it falls under the category of material fact in accordance with the Timely Disclosure Rules of the Tokyo Stock Exchange, and the Management and Planning Department manages material facts.

On top of this framework for the clear representation of material facts, we have other frameworks for the timely disclosure in an appropriate fashion: the "Disclosure Meeting," which is held on a regular basis, and an "Examination Team," which is to be set up flexibly according to the specifics of the material fact. Its work involves not only the examination of the information subject to disclosure, but also the preparation and confirmation of the documents subject to disclosure.

It is after all those frameworks are drawn on that the Board of Directors approves a case and decides to take an information disclosure action, immediately after which the information is disclosed in an appropriate manner through the Tokyo Stock Exchange.

#### 2. Facts of Actual Events

In preparation for addressing abrupt events, we have developed a framework under which the "Compliance Committee" gathers related departments to take emergency actions and ensure prompt disclosure actions.

Specifically, an "Emergency Conference" or "Ad Hoc Committee" will be organized in accordance with the Emergency Procedures Manual, which has been developed as internal rules. The level of risk involved is determined there and, depending on the level, an organ responsible for addressing it will be set up. For those of which level of risk falls under the category of material fact, an Emergency Task Force will be established in an attempt to take quick and appropriate disclosure actions.

For any business execution by each place of business and each department, the Internal Auditing Department strives to ensure and improve the fairness and transparency of our corporate management by performing stringent internal audits.



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(\*1)

Our Values

In Diversity, Strength  
In Challenge, Growth  
In Heritage, Excellence

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(\*2)

Our Way

[Toward Consumers]

1. We consistently strive to research, develop, manufacture and sell safe and excellent products and services that deliver true satisfaction from the standpoint of consumers.  
(1) We always place the highest priority on quality and safety to ensure the confidence of consumers. Moreover, we comply with our own stringent internal standards in addition to external regulations, and carry out safety assessments.  
(2) We provide information that consumers need in a timely and appropriate manner. Furthermore, we clearly and accurately present and carefully explain information that consumers need when selecting products and services.  
(3) We produce ethical, creative and appealing advertising that wins the support of consumers and helps them in selecting products and services.
2. We sincerely strive to enhance satisfaction and trust at all points of contact with consumers.  
(1) We always treat consumers with a sense of appreciation and the spirit of OMOTENASHI.  
(2) We handle consumer complaints sincerely and promptly.  
(3) We take consumer feedback seriously, and use it to improve and develop products and services.
3. We continually strive to increase the value of all of the Shiseido Group's brands.  
(1) We earn trust and increase the value of the Shiseido Group's brands by thinking together with consumers about how we can help them achieve beauty and well-being. We also strive to increase brand value at stores and other points of consumer contact.  
(2) We manage intellectual property, which increases the value of the Shiseido Group's brands, to prevent infringement. We also respect the intellectual property rights of others.

[Toward Business Partners]

1. We select business partners properly, and engage in fair, transparent and free competition and appropriate business transactions.  
(1) We choose our clients, suppliers, outsourcing vendors and other business partners on the basis of their efforts to respect human rights, comply with laws, protect the environment and address social issues, as well as considerations such as quality and price.  
(2) We do not engage in unfair price fixing, collusion, dumping or any other actions that hinder free competition.
2. We do not provide or accept gifts or entertainment that may cause suspicion regarding our fairness.  
(1) We do not give or accept money or gifts in the course of our work with our business partners. Exceptions are seasonal and courtesy gifts given as a matter of custom, provided that such gifts are within socially acceptable limits.  
(2) We also keep meals and entertainment with our business partners within socially acceptable limits only.
3. We respect all of our business partners who share our aims, and work together with them toward sustained growth.  
(1) We maintain equitable relationships with our business partners, and do not apply coercive



pressure.

(2) We share our stance regarding fulfillment of social responsibility, including respect for human rights, compliance with laws and protection of the environment, with our business partners and encourage them to take their own voluntary initiatives.

(3) We cooperate with our business partners in working to enhance the value of the Shiseido Group's brands.

#### [Toward Shareholders]

1. We strive to continuously enhance the Shiseido Group's corporate value by making full use of its tangible, intangible, financial and other assets.

(1) We manage assets properly, and use them appropriately and wisely for business purposes and contribution to society.

(2) We prudently assess investments and loans, and follow proper procedures when undertaking them.

(3) We comprehensively assess business risks and take proactive measures to preclude them. In the event of a crisis, we respond quickly to minimize loss, and work to prevent a recurrence.

2. We comply with rules concerning corporate governance and internal controls, and follow proper accounting procedures.

(1) We conduct accurate financial and tax accounting to ensure credibility.

(2) We maintain strong internal and external audit functions to conduct sound corporate management.

(3) We properly handle information that could affect our share price, and never engage in unfair transactions such as insider trading.

3. We place importance on dialogues with shareholders and investors, and strive to earn their trust.

(1) We deal with all shareholders and investors impartially and disclose accurate management information actively and promptly. We also build good, trusting relationships with shareholders and investors by incorporating their views in our corporate management.

(2) We properly conduct the general meeting of shareholders, the highest decision-making body of a company, to fulfill our accountability to shareholders.

#### [Toward Employees]

1. We respect the character and individuality of everyone in the work place, in all their diversity, and strive to develop and grow together.

(1) We never engage in or tolerate discrimination on any basis including, but not limited to, race, color, gender, age, language, property, nationality or national origin, religion, ethnic or social origin, political or other opinion, disability, health status and sexual orientation, nor do we engage in or tolerate moral harassment, including sexual harassment and abuse of power.

(2) We work together with our co-workers to fulfill our potential in our jobs.

(3) We strive to maintain a dialogue with our co-workers, and are committed to their growth as well as our own.

(4) We strive to conduct fair evaluations.

2. We work conscientiously and maintain a clear distinction between professional and private matters.

(1) We properly manage confidential and personal information to prevent it from being leaked or lost, and do not use such information improperly.

(2) We do not engage in businesses that compete with the Shiseido Group's products or services, or in any other actions that could negatively affect the Shiseido Group's business operations.

(3) We do not use our authority or position to obtain personal entertainment or goods, and do not solicit cooperation in personal activities or provide favors to third parties.

3. We strive to create a safe, healthy work environment and enhance employees' comfort and sense of fulfillment.

(1) We seek to make work environments safe, clean and healthy.

(2) We strive to maintain and manage our physical and mental health, and to maintain an appropriate



work/life balance.

[Toward Society and the Earth]

1. We abide by the laws of each country and region in which we operate, and maintain sound ethical behavior as well as respect human rights.

(1) We abide by the laws and respect the history, culture, customs and other aspects of each country and region in which we operate.

(2) We respect international laws including treaties. We never engage in human rights violations such as child labor or forced labor.

(3) We do not have relationships with individuals or organizations that engage in illegal activities such as threatening public order or safety. We also do not respond to any requests for money or services from such individuals or organizations.

(4) We strictly maintain fairness and a high level of transparency in our relationships with national and local government entities and officials, political parties and politicians.

2. We promote environmental initiatives in line with our own stringent standards, and consider biodiversity as we aim for a sustainable society in which humanity and the Earth coexist beautifully.

(1) We strive to mitigate climate change through efforts such as reducing emissions of CO<sub>2</sub> and other greenhouse gases (GHG). We also manage chemical substances properly to prevent air, water and soil pollution.

(2) We strive to minimize waste in our business processes and in use by consumers, with emphasis on the 3Rs: reduce, reuse and recycle.

(3) We work to develop new products and services that bring out the beauty of consumers and are also eco-friendly.

(4) We proactively develop new technologies to balance environmental initiatives with our business activities.

3. We engage in a broad dialogue with society and strive to cooperate in solving social challenges.

(1) We strive to meet the expectations of global society through various activities, such as using the power of cosmetics to lift people's spirits and improve their quality of life, furthering the advancement of women, promoting the arts and culture, and conducting environmental activities.

(2) We work to deepen our interaction with communities where our affiliates are located and contribute to their development, thereby fulfilling our responsibility as a good corporate citizen.

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(\*3)

Shiseido Disclosure Policy

## I. Basic Policy on Information Disclosure

Shiseido fully recognizes that the timely and appropriate disclosure of corporate information to investors forms the basis of a sound securities market. We will make constant efforts to improve our internal systems to ensure the prompt, accurate and fair disclosure of corporate information from an investor's viewpoint, and will focus on the timely and appropriate disclosure of corporate information to investors.

Through this timely and appropriate disclosure, we will endeavor to increase shareholder value by building favorable relationships with the capital market and incorporating market valuations in feedback to the management of the company.

## II. Standards for Information Disclosure

### 1. Timely Disclosure of Material Information

We will disclose information in accordance with the Financial Instruments and Exchange Act, other legislation and the rules on timely disclosure as defined by the Tokyo Stock Exchange, on which Shiseido is listed.

### 2. Voluntary Disclosure

Any information not required by the above rules on timely disclosure will be disclosed by us in light



of timeliness and fairness if we consider it useful for investment decisions.

### III. Method of Information Disclosure

The disclosure of the material information prescribed in the rules for timely disclosure and the voluntary disclosure of other useful information not required by the rules will be made through TDnet, a timely disclosure system provided by the Tokyo Stock Exchange. Information disclosed on TDnet is also disclosed promptly on the Shiseido website.

### IV. Quiet Periods

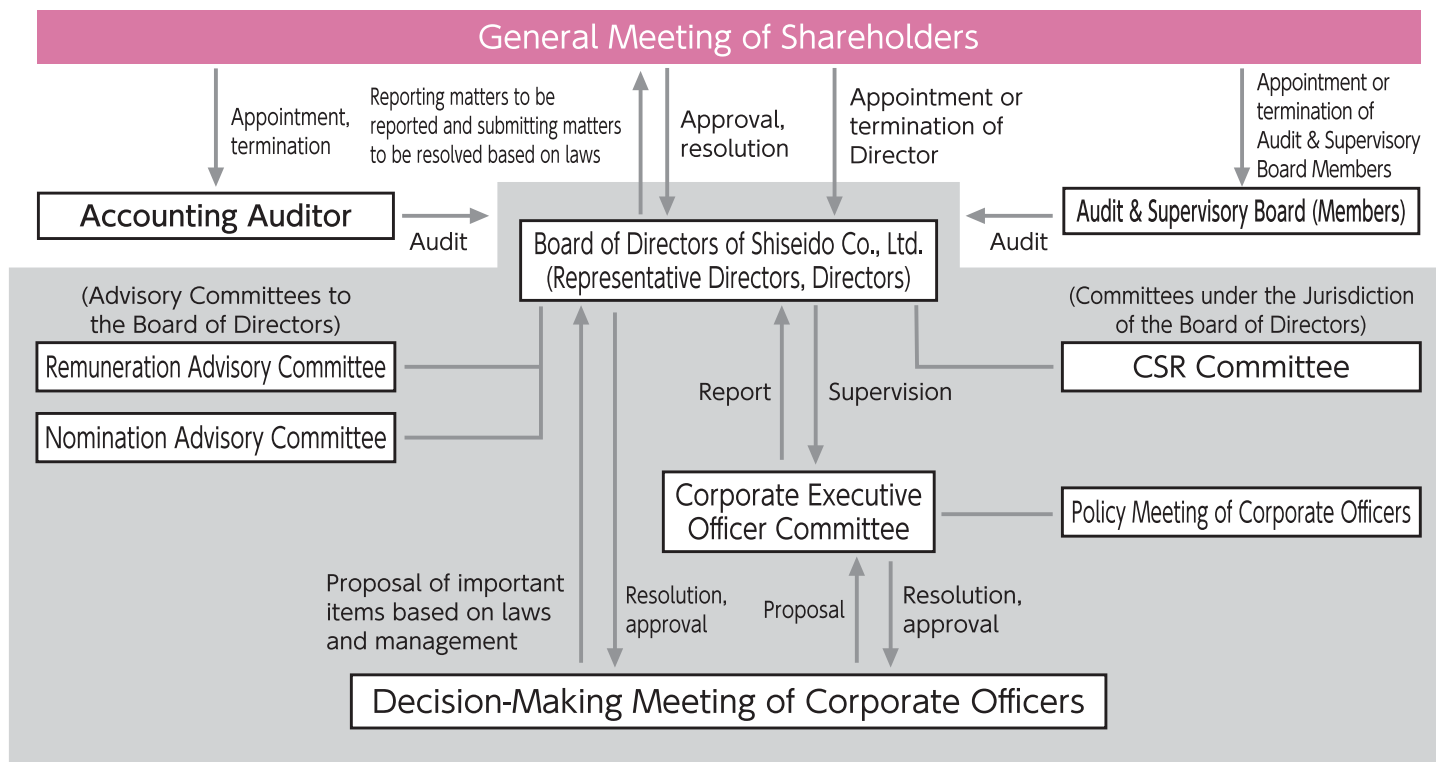
Shiseido observes quiet periods before the announcement of business results to prevent leaks of information on business results, and to assure fairness.

The quiet periods before the announcement of the full year results and half year results are the weeks between the day after the closing date (March 31, September 30) and the results announcement date. The quiet periods for the 1st and 3rd quarter earnings are two weeks before the results announcement date. During the quiet period, we do not respond to inquiries or make any comments on business results.

### V. Forward-Looking Statements

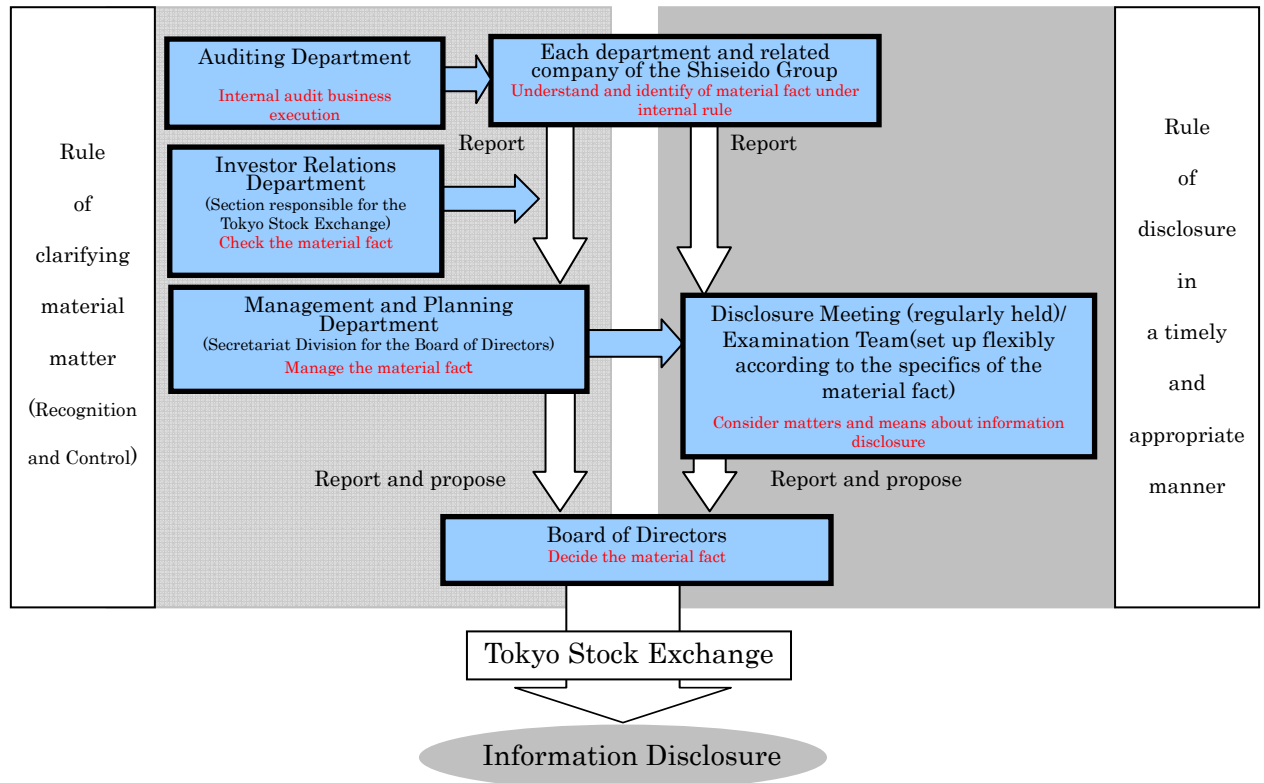
Statements of information disclosed by Shiseido that are not historic facts are forward-looking statements that reflect management's views and assumptions at the time of the announcement and management targets based on its plans. These forward-looking statements may involve risks and other uncertain factors, and the actual business results and performance may differ materially from the projections contained in these forward-looking statements.

(The Company's System for the Management and Execution of Business)

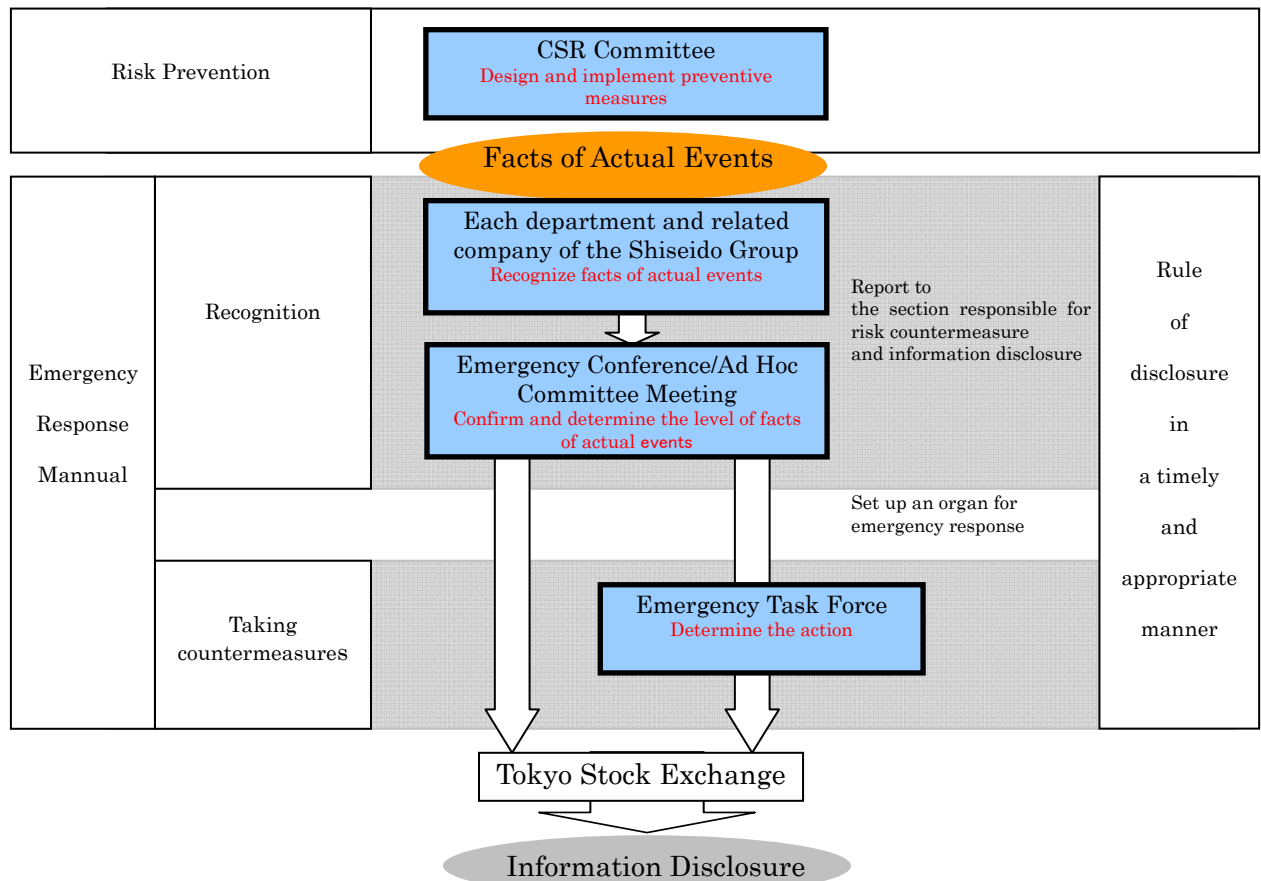




<The Company's System for Information Disclosure of Facts of Decisions Made and Financial Information>



<The Company's System for Information Disclosure of Facts of Actual Events>





## Internal Control Systems of the Company

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### ■ Internal Control Systems of the Company

Basic policy regarding Internal Control Systems of the Company is as follows.

#### **(1) System under which execution of duties by directors and employees is ensured to comply with laws, ordinances, and the Articles of Incorporation of the Company; system under which business of the Company and its subsidiaries and affiliates as a group is ensured duly to be conducted.**

The Board of Directors shall determine important matters which will affect the Company and its subsidiaries and affiliates as a group. The Representative Directors of the Company shall regularly report the status of execution of business to the Board of Directors. The Company shall appoint external directors to strengthen and maintain the Board of Directors' supervisory functions in regard to operational execution. The audit & supervisory board members audit legality and appropriateness of the director's execution of business. Upon request of any audit & supervisory board member, directors and employees shall report the status of execution of business to the audit & supervisory board member.

In order to realize "Our Mission," which defines the Shiseido's Group corporate philosophy and business domains and sets out its raison d'être, the Company has established "Our Values," which must be held and shared by each and every employee of the Shiseido Group, and "Our Way," which sets out the action standards for business conducts with highest ethical standards, and promotes corporate activities that are both legitimate and fair. (\*) The "CSR Committee," under jurisdiction of the Board of Directors, shall be responsible for improving the quality of the Company by enhancing legitimate and fair corporate activities of the group, and risk management. The committee shall propose and report the plans and activities to the Board of Directors.

In order to promote legitimate and fair corporate activities, the Company shall position a "Corporate Ethics Promotion Leader" at each business office in Japan, and a "BEO (Business Ethics Officer)" and a "CEL (Corporate Ethics Leader)," who will assist the BEO, at each business office outside Japan, respectively; and the Company shall conduct regular training programs for compliance to all employees. The "Corporate Ethics Promotion Leaders" and "BEOs" shall report the plans for corporate ethics activities at each workplace and the status and results of such activities to the CSR Committee.

In Japan, the Company shall provide access to an external law firm as an "SHISEIDO External Consultation Office," for reporting and consultations on matters relating to compliance, as well as appoint counseling staff to the "SHISEIDO Consultation Office," which will be available for consultations within the Company, to the end of detecting and correcting at an early stage actions that contravene the laws, ordinances, the Articles of Incorporation and other regulations of the Company. Outside Japan, the Company, in addition to establishing the "Office Hotline," a whistleblower system at each business office, shall set up a "SHISEIDO Group Global Hotline" within the CSR Committee for consultation and reporting on matters that cannot be resolved within each business office.

Internal auditing shall be conducted with respect to the overall group companies to assure appropriateness of business. The results of audit shall be reported to directors and audit & supervisory board members.

#### **(2) System under which directors shall be ensured to efficiently execute duties**

The Company adopted a corporate executive officer system to actualize smooth and highly efficient corporate management, wherein functions of directors, who are responsible for decision-making and overseeing execution of business are separated from those of corporate officers, who are responsible for business execution.

A representative director coordinates and supervises execution of the overall group business aimed at achieving corporate targets. A corporate officer shall fix the specified target in the assigned field and set up a business system by which the target shall efficiently be achieved. Furthermore, with respect to the execution of important business, the Corporate Executive Officer Committee consisting of corporate officers shall deliberate the business execution from viewpoints of various aspects.

The Board of Directors and the Corporate Executive Officer Committee shall confirm the status of development vis-à-vis the target and conduct necessary improvement measure.

### **(3)System under which information regarding execution of business by directors shall be maintained and controlled**

Important documents such as minutes of the Board of Directors meetings and minutes of the Corporate Executive Officer Committee meetings shall be controlled pursuant to the internal regulations of the Company and presented to directors and audit & supervisory board members immediately whenever requested for inspection.

In addition, information with respect to execution of business by directors and employees shall be controlled pursuant to "Information System Controlling Regulation", "Confidential Information Controlling Regulation" and other regulations.

### **(4)Regulation regarding Control of Risk for Loss and other Regulation Systems**

The "CSR Committee," under the jurisdiction of the Board of Directors, shall manage risks associated with corporate activities of the whole group. Risks associated with management strategy and business execution shall be recognized and evaluated by the Committee so that necessary measures shall be taken.

A contingency manual shall be prepared to deal with emergency situation. In the case of emergency, countermeasure headquarters, projects or teams shall be set up pursuant to the levels of the emergency and shall take countermeasures.

### **(5)Matters related to employees to assist duties of audit & supervisory board members when audit & supervisory board members request to do so and matters related to the independence of such employees from directors**

Employees shall be positioned to assist the Audit & Supervisory Board and audit & supervisory board members as the Audit & Supervisory Board Staff Group.

The personnel of the Audit & Supervisory Board Staff Group shall be determined by taking audit & supervisory board members' opinion into consideration.

### **(6)System under which directors and employees report to audit & supervisory board members and other systems, under which any report is made to audit & supervisory board members**

Directors and employees shall report the status of business execution to audit & supervisory board members through meetings of the Board of Directors and other important meetings, and the results of audit performed by the Internal Auditing Department.

In addition, the status of business and conditions of assets shall be reported to audit & supervisory board members upon their request.

**(7)Other systems under which audit by audit & supervisory board members is ensured efficiently to be performed**

Opinion exchange meetings shall be held regularly between representative directors and audit & supervisory board members. The Company shall ensure a system under which are implemented efficiently. Liaison meeting shall be held among audit & supervisory board members, accounting auditors and the internal audit department upon request of audit & supervisory board members. In addition, audit & supervisory board members shall be ensured to attend various meetings.

**※Fundamental thought toward exclusion of anti-social power and the status for arrangement**

In "Our Way," the Company has declared that it will not have relationships with any individuals or organizations that engage in illegal activities such as threatening the public order or safety and that it will not respond to any requests for money or services from such individuals or organizations. A coordination function was established in the CSR Department for the purpose of intensively collecting information and at the same time the Manual on how to cope with such power is revised on the intranet. Consulting with the local police offices for cooperation, the Company is a member of the "Conference on how to cope with particular violence" so that it strengthens to collect outside information and the cooperation with outside organizations.

## Directors / Corporate Officers / Audit & Supervisory Board Members

### Directors

(As of July 1, 2013)

Name (Date of birth)	Biography	
Shinzo Maeda (February 25, 1947)	Apr. 1970	Joined Shiseido
	Jun. 1996	General Manager of New Cosmetic Marketing Department, Cosmetics Marketing Division
	Jun. 1997	General Manager of International Business Department (I) and International Strategic Marketing Department, International Operations Division
	Dec. 1997	Chief Officer of Asia-Pacific Headquarters, International Operations Division
	Jan. 2000	General Manager of International Marketing Department, Self-Selection Products, Cosmenity Value Creation Division
	Apr. 2001	General Manager of Training Department, Cosmetics Strategic Planning Division
	Jan. 2003	General Manager of Corporate Planning Department
	Jun. 2003	Director, Corporate Officer
	Jun. 2005	Representative Director [incumbent], President & CEO
	Apr. 2011	Chairman [incumbent]
	Apr. 2013	President & CEO [incumbent] Chairman of CSR Committee of the Company [incumbent]
Carsten Fischer (September 7, 1962)	Oct. 1979	Joined Hans Schwarzkopf GmbH
	Mar. 1996	President and CEO, Schwarzkopf & Henkel K.K.
	Jan. 1999	President and CEO, Wella Japan Co., Ltd.
	Jul. 2003	Executive Vice President, Wella AG Corporation
	Jul. 2004	President of Professional Care, and Corporate Officer, Procter & Gamble Company
	Oct. 2006	Corporate Advisor of Shiseido
	Jan. 2007	Corporate Executive Officer, Responsible for International Business [incumbent], Chief Officer of International Business Division [incumbent], Responsible for Professional Business [incumbent]
	Apr. 2008	Director, Responsible for China Business [incumbent]
	Jun. 2010	Corporate Senior Executive Officer [incumbent]
	Apr. 2011	Chairman & CEO of Shiseido Americas Corporation [incumbent], Chairman & CEO of Shiseido Americas Inc. [incumbent], Chairman & CEO of Zotos International Inc. [incumbent], Responsible for Americas [incumbent]
	Apr. 2012	Representative Director [incumbent]

Tatsuomi Takamori (July 7, 1952)	Apr. 1975 Apr. 2002	Joined Shiseido General Manager of International Marketing Department, Self-Selection Products
	Jul. 2003 Apr. 2004	General Manager of East Asia Operation Department, International Sales Division General Manager of China Strategic Planning Department, International Business Division
Yoshinori Nishimura (June 28, 1955)	Apr. 2006 Apr. 2007 Jun. 2009 Apr. 2010	Chief Officer of China Business Division Corporate Officer Director [incumbent] Corporate Executive Officer [incumbent] Responsible for Domestic Cosmetics Business [incumbent], clé de peau BEAUTÉ Marketing Unit, and Healthcare Division
	Apr. 2012	Chief Officer of Domestic Cosmetics Business Division [incumbent] Responsible for Domestic Cosmetics Business, Strategic Planning Area [incumbent]
Yu Okazawa (May 18, 1957)	Apr. 1979 Apr. 2005 Oct. 2008	Joined Shiseido General Manager of Financial Department General Manager of Corporate Planning Department Group Leader of Finance Strategy Group and General Manager of Financial Department of Shiseido Business Solutions Co., Ltd.
	Apr. 2009 Apr. 2011  Jun. 2012	President of Shiseido Deutschland GmbH Corporate Officer, Chief Financial Officer [incumbent] Responsible for Finance, Investor Relations and Information System Planning [incumbent] Responsible for Internal Control [incumbent] Director [incumbent]
Tooru Sakai (October 16, 1956)	Apr. 1981 Dec. 2001 Jan. 2006	Joined Shiseido President of Shiseido Deutschland GmbH General Manager of European Department, International Business Division, and General Manager of Russia Strategic Planning Group of the Company
	Jan. 2007 Apr. 2007 Apr. 2009 Apr. 2010 Apr. 2012  Jun. 2012 Aug. 2012 Sep. 2012 Jun. 2013	General Manager of European Department, International Business Division of the Company General Manager of Global Sales Department, International Business Division of the Company General Manager of International Sales Department, International Business Division of the Company Corporate Officer of the Company Corporate Executive Officer of the Company [incumbent] Responsible for Asian Breakthrough Strategy of the Company [incumbent] Chief Officer of China Business Division of the Company [incumbent] General Manager of Asia Pacific Sales Department of the Company [incumbent] Chairman of Shanghai Zotos Citic Cosmetics Co., Ltd. Chairman of Shiseido China Co., Ltd. Chairman of Shiseido Liyuan Cosmetics Co., Ltd. Director [incumbent]
	Apr. 1982 Apr. 2008 Apr. 2010	Joined Shiseido General Manager of Purchasing Department of the Company Corporate Officer of the Company Responsible for Production, Purchasing and Logistics of the Company
	Apr. 2012 Apr. 2013  Jun. 2013	General Manager of Corporate Planning Department of the Company Corporate Executive Officer of the Company [incumbent] Responsible for Domestic Cosmetics Business, Business Strategies of the Company [incumbent] Director [incumbent]

Shoichiro Iwata (August 14, 1950)	Mar. 1973 Mar. 1986  May 1992 Nov. 1995 Mar. 1997 May 2000 Jun. 2006	Joined Lion Fat and Oil Co., Ltd. (currently Lion Corporation) Joined Plus Corporation, Deputy General Manager of Product Development Division Head of ASKUL Business Project, Sales Division of Plus Corporation Manager of ASKUL Business Division, Plus Corporation Representative Director, President of ASKUL Corporation [incumbent] CEO of ASKUL Corporation [incumbent] External Director of the Company [incumbent], Chairman of Remuneration Advisory Committee of the Company [incumbent]
Taeko Nagai (January 30, 1938)	Apr. 1960 Jun. 1990 Jun. 1993 Jan. 1995 Apr. 1997 Apr. 2005 Jun. 2008 Jun. 2009 Jun. 2010 Jun. 2011 Jun. 2013	Joined Japan Broadcasting Corporation (NHK) Manager of NHK Urawa Station Chief Commentator of NHK Retired from NHK Board Member of Setagaya Arts Foundation Vice Chairman of NHK Chairman of International Theatre Institute [incumbent] Vice President of Setagaya Arts Foundation External Director of Mitsui Chemicals, Inc. [incumbent] External Director of the Company [incumbent] President of Setagaya Arts Foundation [incumbent]
Tatsuo Uemura (April 19, 1948)	Apr. 1977 Apr. 1979 Apr. 1981 Apr. 1986 Apr. 1990 Apr. 1997 Oct. 2003  Jun. 2004 Jun. 2006  Sep. 2006 Jul. 2008  Mar. 2012	Lecturer, Faculty of Law, The University of Kitakyushu Associate Professor, Faculty of Law, The University of Kitakyushu Associate Professor, School of Law, Senshu University Professor, School of Law, Senshu University Professor, College of Law and Politics, Rikkyo University Professor, School of Law, Waseda University [incumbent] Director, Center of Excellence - Waseda Institute for Corporation Law and Society Professor, Waseda Law School External Director of Jasdaq Securities Exchange, Inc. External Director of the Company [incumbent], Chairman of Nomination Advisory Committee of the Company [incumbent] Dean of Faculty of Law and the School of Law, Waseda University Director, Global Center of Excellence - Waseda Institute for Corporation Law and Society [incumbent] Member of the Board of Governors of Japan Broadcasting Corporation (NHK) [incumbent], Auditor of the Audit Committee of NHK [incumbent]

## Notes:

1. Mr. Shoichiro Iwata, Ms. Taeko Nagai, and Mr. Tatsuo Uemura are external directors as provided in Item 15 of Article 2 of the Companies Act of Japan.
2. Shiseido Company, Limited ("the Company") designates Mr. Shoichiro Iwata, Ms. Taeko Nagai, and Mr. Tatsuo Uemura as independent directors provided in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.
3. Mr. Shoichiro Iwata concurrently serves as CEO of ASKUL Corporation ("ASKUL"). Business relationships between Shiseido Group and ASKUL are as follows;

(1) Shiseido Group purchases stationeries, etc. from ASKUL and such purchases of stationeries, etc. from ASKUL represented less than 0.1% of the total amount of the cost of sales and the selling, general and administrative expenses for the current fiscal year.

(2) A subsidiary of the Company sells toiletries, etc. for office use to ASKUL and such sales represented less than 0.1% of the consolidated net sales of the Company for the current fiscal year.

(3) The sales of stationeries from ASKUL to the Shiseido Group represented approximately 0.1% of the net sales for the current fiscal year.



## Audit & Supervisory Board Members

(As of July 1, 2013)

Name (Date of birth)	Biography
Toshio Yoneyama (September 26, 1951)	<p>Apr. 1978 Joined Shiseido</p> <p>Aug. 1989 Member of Corporate Planning Office, Corporate Planning Department</p> <p>Jun. 1993 Manager of Business Planning Department</p> <p>Jun. 1995 Manager of Cosmetics Products Development Department 1</p> <p>Dec. 1999 General Manager of Fine Chemical Sales Department, R&amp;D Strategy Office</p> <p>Jun. 2000 Chief Officer of Fine Chemical Division President</p> <p>Apr. 2004 President and Representative Director of Shiseido Irica Technology Inc. General Manager of Product Development Department, Cosmetics Business Division</p> <p>Apr. 2005 President of Institute Beauty Sciences</p> <p>Apr. 2006 Corporate Officer, Responsible for Products Development and Software Development</p> <p>Apr. 2008 Responsible for Healthcare Business and Frontier Sciences Business</p> <p>Apr. 2010 President and Representative Director of Shiseido Beauty Foods Co., Ltd. Corporate Advisor of the Company</p> <p>Jun. 2010 Audit &amp; Supervisory Board Member of the Company (standing) [incumbent] Auditor of Shiseido Academy [incumbent] Auditor of Shiseido Social Welfare Foundation [incumbent]</p>
Yasuko Takayama (March 8, 1958)	<p>Apr. 1980 Joined Shiseido</p> <p>Apr. 2006 General Manager of Consumer Information Center</p> <p>Oct. 2008 General Manager of Consumer Relations Department</p> <p>Apr. 2009 General Manager of Social Affairs and Consumer Relations Department</p> <p>Apr. 2010 General Manager of Corporate Social Responsibility Department</p> <p>Apr. 2011 General Manager of General Affairs and Executive Affairs</p> <p>Jun. 2011 Audit &amp; Supervisory Board Member of the Company (standing) [incumbent]</p>
Akio Harada (November 3, 1939)	<p>Apr. 1965 Public prosecutor of the Tokyo District Public Prosecutors Office</p> <p>Jul. 1975 First secretary of Japanese Embassy in the U.S.</p> <p>Apr. 1988 Chief of Personnel Division of Secretariat of the Minister of Justice</p> <p>Apr. 1992 Chief public prosecutor of the Morioka District Public Prosecutors Office</p> <p>Dec. 1993 Director-General of the Secretariat of the Minister of Justice</p> <p>Jan. 1996 Chief of Criminal Affairs Bureau of Ministry of Justice</p> <p>Jun. 1998 Administrative Vice-Minister for Justice</p> <p>Dec. 1999 Superintendent public prosecutor of the Tokyo High Prosecutors' Office</p> <p>Jul. 2001 Public Prosecutor-General</p> <p>Oct. 2004 Registered as a lawyer [incumbent]</p> <p>May 2005 President of International Civil and Commercial Law Centre Foundation</p> <p>Jun. 2005 Audit &amp; Supervisory Board Member of the Company (external) [incumbent] External director of Seiko Holdings Corporation [incumbent] External corporate auditor of Sumitomo Corporation</p> <p>Jul. 2005 President of Tokyo Woman's Christian University</p> <p>Jun. 2006 External director, Mitsubishi UFJ Financial Group, Inc. [incumbent]</p> <p>Oct. 2009 Outside Director of Japan Post Holdings Co., Ltd. External Auditor of Enterprise Turnaround Initiative Corporation of Japan</p> <p>Jan. 2011 External Director of Enterprise Turnaround Initiative Corporation of Japan</p> <p>Apr. 2012 Representative director of Young Men's Christian Association at the University of Tokyo, public interest incorporated foundation [incumbent]</p> <p>Apr. 2013 Representative director of Japan Criminal Policy Society, general incorporated foundation [incumbent] Representative director of International Civil and Commercial Law Centre Foundation, public interest incorporated foundation [incumbent]</p> <p>Jun. 2013 External Director of Sumitomo Corporation [incumbent]</p>

Nobuo Otsuka (January 10, 1942)	May 1967 May 1968 Feb. 1980 Nov. 1988 Feb. 2001 Jun. 2007 Apr. 2010	Assistant of classes in the Department of Neuropsychiatry at School of Medicine of Keio University Hired by Inokashira Hospital Director of Oume Keiyu Hospital President and Director of Keiseikai Hospital Full-time position of President of Keiseikai Hospital Audit & Supervisory Board Member of Shiseido (external) [incumbent] Chairman of Keiseikai Hospital [incumbent]
Eiko Tsujiyama (December 11, 1947)	Apr. 1977 Jan. 1982 Apr. 1985 Sep. 1993 Dec. 1993 Apr. 1996 Jul. 2001 Apr. 2003  Jun. 2008 Jun. 2010 Sep. 2010 May 2011 Jun. 2011 Jun. 2012	Lecturer, The College of Humanities, Ibaraki University Visiting Scholar, Columbia Business School, Columbia University, U.S.A. Assistant Professor, Faculty of Economics, Musashi University Visiting Scholar, University of Cambridge, U.K. Ph.D in Economics, The University of Tokyo Dean of Economics, Musashi University International Visiting Fellow, Financial Accounting Standards Board (FASB), U.S.A. Professor, School of Commerce, Waseda University [incumbent]  Professor, Graduate School of Commerce, Waseda University Outside Corporate Auditor of Mitsubishi Corporation [incumbent] Outside Director of ORIX Corporation [incumbent] Dean of the Graduate School of Commerce, Waseda University Outside Corporate Auditor of LAWSON, INC. [incumbent] Outside Corporate Auditor of NTT DOCOMO, INC. [incumbent] Audit & Supervisory Board Member of the Company (external) [incumbent]

## Notes:

1. Mr. Akio Harada, Mr. Nobuo Otsuka, and Dr. Eiko Tsujiyama are audit and supervisory board members (external) as provided in Item 16 of Article 2 of the Companies Act of Japan.
2. The Company designates Mr. Akio Harada, Mr. Nobuo Otsuka, and Dr. Eiko Tsujiyama as independent directors provided in Article 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.

## Corporate Officers

(As of July 1, 2013)

	Name	Title
Corporate Executive Officer	Masaru Miyagawa	Responsible for Marketing of Domestic Cosmetics Business, Healthcare Business and Domestic Non-Shiseido Brand Businesses
Corporate Officer	Takahiro Hayashi	Responsible for General Affairs (Legal Affairs and Executive Affairs) and Public Relations
Corporate Officer	Kiyoshi Ishimoto	Responsible for Supply Chain (Production, Purchasing, and Logistics)
Corporate Officer	Tsunehiko Iwai	Responsible for Technical Planning, Quality Management, Pharmaceutical Affairs, CSR, Environmental Affairs and Frontier Science Business
Corporate Officer	Hiroshi Maruyama	Responsible for International Business (Business Planning and Marketing)
Corporate Officer	Shigeto Ohtsuki	Responsible for Human Resources and Corporate Culture Reforms General Manager of Human Resources Department
Corporate Officer	Chikako Sekine	Responsible for Beauty Creation and Consumer Information General Manager of Beauty Consultation Planning Department
Corporate Officer	Youichi Shimatani	Responsible for Research & Development (Cosmetics and Innovative Science)
Corporate Officer	Shigekazu Sugiyama	Responsible for Advertising Creation and Corporate Culture
Corporate Officer	Ryuichi Yabuki	Responsible for Sales of Domestic Cosmetics Business President & CEO of Shiseido Sales Co., Ltd. President & CEO of FT Shiseido Co., Ltd.

## Compliance

In April 2011, Shiseido established its new Group corporate philosophy "Our Mission, Values and Way." In order to realize Our Mission, which is designated as the Group's shared corporate mission, business domain and universal raison d'être, Shiseido has established Our Values, which defines a mindset that should be shared by each and every person in the Group, and Our Way, which refers to action standards for employees to carry out their work according to higher ethical standards. Accordingly, we are promoting legitimate and fair corporate activities.

In addition to compliance, Shiseido's initiatives related to corporate ethics are variously aimed at gaining acceptance throughout the world that Shiseido is "a company that is helpful to society," "an essential company" and "an attractive company."

## Establishment of corporate ethics

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### **(1) Establishment of corporate ethics in workplaces**

We have assigned the Corporate Ethics Promotion Leaders in each office in Japan to be in charge of the thorough informing and promotion of corporate ethics. We have not only assigned the Business Ethics Officer (BEO), who plays similar roles, as well as the Corporate Ethics Leaders (CEL), who assists the BEO, but also host regular training programs on corporate ethics in each overseas subsidiary. The Corporate Ethics Leaders and BEOs report the plans for corporate ethics activities at each workplace and the status and results of such activities to the CSR Committee.

### **(2) Training for all employees**

Based on the theme of "be considerate and take action," human rights training was conducted for all employees at all business locations of the Shiseido Group, in which emphasis was placed on "becoming aware" through employee discussions.

In terms of promotion, Shiseido established a system led by Human Rights Enlightenment Promotion Committee members assigned to business locations nationwide. Accordingly, all committee members gather at an annual meeting to discuss solving issues related to the theme of human rights. Specifically, in fiscal 2010, training was conducted for newly appointed Human Rights Enlightenment Promotion Committee members covering aspects such as acquiring basic knowledge regarding human rights and corporate ethics as well as training promotion skills. The training was implemented twice in eastern and western Japan in an effort to improve training content.

Additionally, the Shiseido Human Rights Enlightenment Promotion Committee Member Guidebook that consolidates information for addressing human rights and various issues was created and is being shared with all committee members.

### **(3) Position-specific training**

The following group training is conducted according to respective positions in addition to training for all employees.

## Establishment of entities for reporting concerns

In order to comply with the Whistleblower Protection Act passed in April 2006 and ensure that any illegal acts in the Company are resolved internally before they become serious, the Company is providing training for people in charge and distributing pamphlets to all employees as part of an effort to promote widespread knowledge of two entities for reporting (counseling) ethics concerns: the in-house Shiseido Consultation Office and the Shiseido External Consultation Office, which is located at a law firm. The Company also has created and publicized to employees a set of Shiseido Group Consultation Office Regulations setting forth an impartial means of investigating and resolving complaints and clearly prohibiting prejudicial treatment of whistleblowers (as well as individuals seeking advice).

The Shiseido Consultation Office welcomes individuals seeking advice on a wide range of topics, relating to the Company's business and operations in general. The Office has worked to quickly resolve 186 inquiries in the year ended March 2011, bringing the total since April 2000 to 1,762. The Company also has distributed an Ethics Card to all employees, including employees dispatched from employment agencies.

The Ethics Card features various information including contacts for the aforementioned work-related consultation inside and outside the Company, as well as Mental Health Consultation (internal) and Shiseido Health Support Dial 24 (external) for advice related to mental and physical matters.

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Ethics Card

## Reviewing Internal Rules Governing Gift Exchanges and Business Entertainment

In order to promote fair and transparent transactions with business partners such as suppliers and customers, Our Way allows gift exchange and business entertainment practices as required, so long as they fall within socially appropriate bounds. This approach was further clarified with the adoption in 1998 of a set of operational standards for individual departments and affiliates in the form of the "Internal Regulations for Gift Exchanges and Business Entertainment." The Company has since worked to implement those rules.

Responding to increased social awareness of the need for fair and transparent transactions in recent years, the Gift Exchange and Business Entertainment Subcommittee of the Compliance Committee capped a lengthy investigation into the matter by reviewing the Company's regulations by confirming their continued suitability and has further undertaken measures in the fiscal year ended in March 2008 to strengthen its associated management structures. In addition to introducing new rules in the form of Gift Exchange Expenditure Authority Guidelines and a reporting requirement for employees receiving gifts or being treated to business entertainment, the subcommittee reviewed department- and affiliate-specific Gift Exchange and Business Entertainment Guidelines.



Company poster informing employees about the review of gift exchange and business entertainment policy

## Risk Management

The basic policy of Shiseido risk management is primarily to "ensure the safety of employees and their families" as well as "ensure stakeholders' trust" while "preserving corporate assets" and "sustaining operations." In addition to quickly responding to and minimizing the impact of manifest risk, Shiseido considers corporate value to be enhanced through responsible action to contribute to society by eliminating social losses as well as possible. Shiseido established the "CSR Committee" to be under the direct management of the Board of Directors for comprehensive control of all corporate activity risks as well as promotion of various measures to "prevent potential risks" and "respond to occurred/surfaced risks." In terms of "potential risks," we comprehend/evaluate management strategy risks and operation management risks to take necessary measures according to the "CSR actions." In terms of "occurred/surfaced risks," we quickly comprehend risk occurrence and establish response systems for different levels, depending on the risk contents and scale of management effect, in order to minimize the damage. Risk response status, results, and preventive measures are appropriately reported to the CSR Committee director as necessary.

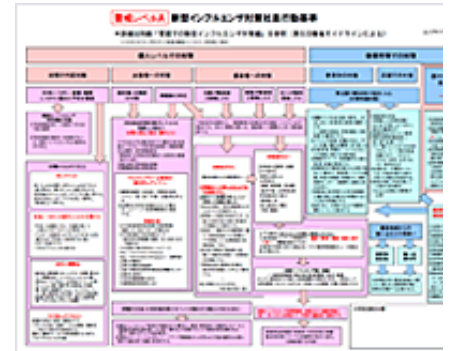


## Business Continuity Plan and Employee Earthquake Manual detailing action to be taken in the event of a major earthquake or the outbreak of a virus.

Shiseido has established a Business Continuity Plan (BCP) spelling out how important operations would be restored and carried on in the event of disasters including major earthquakes and new strains of influenza, in a manner that would allow the company to minimize damage and resume operations at the earliest possible opportunity.

The BCP requires response to all disasters/risks that may lead to discontinuation of the operation. Shiseido has categorized risks into 2 categories according to the characteristics, including "disasters/risks that result in damage unexpectedly" and "disasters/risks that result in continuous damage in a gradual/long-term manner." We have established the "earthquake response BCP" as the representative of unexpected risks and the "infectious disease response BCP" as the representative of gradual/long-term risks. Either the "earthquake response BCP" or the "infectious disease response BCP" is applied to other risks that may affect the continuation of the business according to the characteristics of the risks.

The "earthquake response BCP" stipulates execution items by phase for the 4 phases of 1) preventive measures, 2) emergency response, 3) resuming operation, and 4) restoring/ carrying on business before and after the earthquake. The system includes the "HQ emergency countermeasure headquarters," which consists of the "action group" that is led by the president and is in charge of missions in case of emergency, such as confirming people's safety and comprehending damage status, and the "product supply continuation committee" that considers the important operation of product supply, and the "local countermeasure headquarters" that manages sales departments with the largest number of personnel covering a large area. These two countermeasure headquarters collaborate with each other to respond to disasters. We responded to the Great East Japan Earthquake in March of 2011 in a swift manner based on the BCP. The "infectious disease response BCP" has established responses by level, including temporary business suspension, to address various conditions from strong toxicity to weak toxicity of new strains of influenza. The "Employee Action Guidelines for New Strains of Influenza Countermeasures," which is a guideline for employees' actions for different levels of responses, was created and posted on the intranet to arouse awareness among employees to enable them to calmly respond to emergencies.



Employees action guidelines for New Strains of Influenza Countermeasures

## Human Rights

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Shiseido promotes various initiatives, including consciousness-raising activities, to respect all human rights.

### Policy Related to Respect for Human Rights and Discrimination

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Shiseido Group members extensively learn about human rights issues through enlightenment training at all business sites, including affiliated companies. Our basic policy on human rights enlightenment is aimed at "creating a corporate culture in which human rights are respected without discrimination and discrimination is prohibited." According to Our Way "Toward Employees" of "Our Mission, Values and Way," human rights-related aspects are defined as follows.

Also, in the area of human rights activities, Shiseido has established the Shiseido Group Supplier Code of Conduct in the context of its own corporate activities. In this code of conduct, the Company has incorporated items pertaining to labor (prohibition of child labor, prohibition of discrimination, occupational health and safety, etc.). In addition to promoting these initiatives in a sustainable manner, Shiseido also joined the CEO Statement, an initiative launched by the Global Compact on the 60th anniversary of the Universal Declaration of Human Rights in December 2008, as part of our program of support for the Global Compact. The statement declares to the world that "human rights are universal and major issues in business and that the Company will respect and support human rights in respective corporate activities."

### Promotion System

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Shiseido Group examines its direction of enlightenment activities and details in the Human Rights Enlightenment Council led by the General Manager of the Human Resources Department of Shiseido. The Human Rights Enlightenment Council is promoting internal research and external human rights enlightenment activities while collaborating with secretariats (Diversity Promotion Group, Human Resources Department at the Shiseido Head Office and Diversity Promotion Group, Business Administration Department of Shiseido Sales Co., Ltd).

Also, the head office, factories, research centers, domestic affiliated companies and respective offices of Shiseido Sales Co., Ltd. have established the Human Rights Enlightenment Promotion Committee under the Human Rights Enlightenment Council for annual training. Moreover, a Shiseido vice president is responsible for the oversight of human rights issues in developing countries to promote relevant enlightenment initiatives from a global perspective.

## Human Rights Enlightenment (Education)

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Shiseido Human Rights Basic Policy is internally disclosed via the intranet of the CSR Committee.

The human rights enlightenment training is implemented to verify the Shiseido Group Basic Policy on the Enlightenment of Human Rights. To steadily respond to social expectations according to the ISO26000 regarding various human rights issues, including anti-discrimination problems, women, children, persons with disabilities, gender identity disorder and harassment, we are conducting enlightenment activities directed at eliminating discrimination and bias by establishing themes and personnel in charge at overseas business sites every year.

Specifically, an upper-level management workshop for the head office directors and domestic and overseas general managers, a workshop for domestic business site managers, a workshop for business office employees (84% participation rate for fiscal 2012) and a workshop for new employees are conducted once a year. Moreover, fiscal year policy is confirmed and annual regular meetings on various subjects, such as training implementation plans, are carried out in National Human Rights Enlightenment Promotion Committee Training, which is for Human Rights Enlightenment Promotion Committee members from respective business sites nationwide.

At overseas business sites, in line with the current revision of "Our Mission, Values and Way," employees deepen their shared recognition of human rights by indicating the definition of human rights in English in the context of "Toward employees" in Our Way. Going forward, Shiseido will further promote activity to spread human rights on a global scale.

To address harassment, we twice held e-Learning for all Group employees in fiscal 2012 with the aim of raising awareness to eliminate harassment and will continue to organize such events.

## Points of Contact for Employee Inquiries

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In response to the Whistleblower Protection Act, which took effect in April 2006, and in order to internally resolve misconduct in the unlikely event of such occurrence and before such an issue would become more serious, Shiseido is working toward more widespread recognition of two points of contact: the in-house Shiseido Consultation Office and the Shiseido External Consultation Office, which is located at a law firm. Relevant information is distributed in various ways such as through manager training and pamphlet distribution to all employees.

Also, a set of Shiseido Group Consultation Office Regulations was established to clarify paths of investigation and resolution and to prohibit prejudicial treatment of whistleblowers (as well as individuals seeking advice). Employees have been informed of these initiatives.

The Shiseido Consultation Office welcomes individuals seeking advice on a wide range of topics relating to the Company's business and operations in general, and is trying to quickly resolve employees' inquiries. In fiscal 2012, a total of 212 inquiries was received, contributing to a cumulative total of 1,974 inquiries since the establishment of facilities in April 2000.

Furthermore, the Company distributed an Ethics Card to each employee, including employees dispatched from employment agencies. The Ethics Card features various information including contacts for the aforementioned work-related consultation inside and outside the Company, as well as internal Mental Health Consultation and external Shiseido Health Support Dial 24 for advice related to mental and physical concerns.

## Labor Practices

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Toward Employees. Shiseido promotes the development of workplaces in which all employees can work with a sense of ease by placing importance on employee diversity.

## Basic policy regarding personnel affairs

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Shiseido Group denotes its policy under "Toward Employees" and "Toward Society and the Earth" in Our Way, which is established under "Our Mission, Values and Way," and adopts the policy in all subsidiaries and business sites in Japan and overseas.

Based on these basic policies, Shiseido and domestic Group companies individually establish personnel affairs regulations, including employment regulations, in accordance with domestic laws and regulations. They also adopt rules and regulations that respond to employment terms for all directly hired employees including fixed-term contract employees. As for the establishment and revision of personnel affairs regulations, it is fundamental for Shiseido to develop content that exceeds legal requirements and the Company is reporting relevant matters to administrative authorities upon receiving confirmation and approval from labor unions or the majority of employee representatives. In this respect, Shiseido will continue complying with the law.

Also, based on these policies, Shiseido Global Personnel Affairs Policy was established as a globally shared set of principles related to personnel management and the Company is disseminating respective policy to all subsidiaries and business sites in Japan and overseas.

## Respect Diversity

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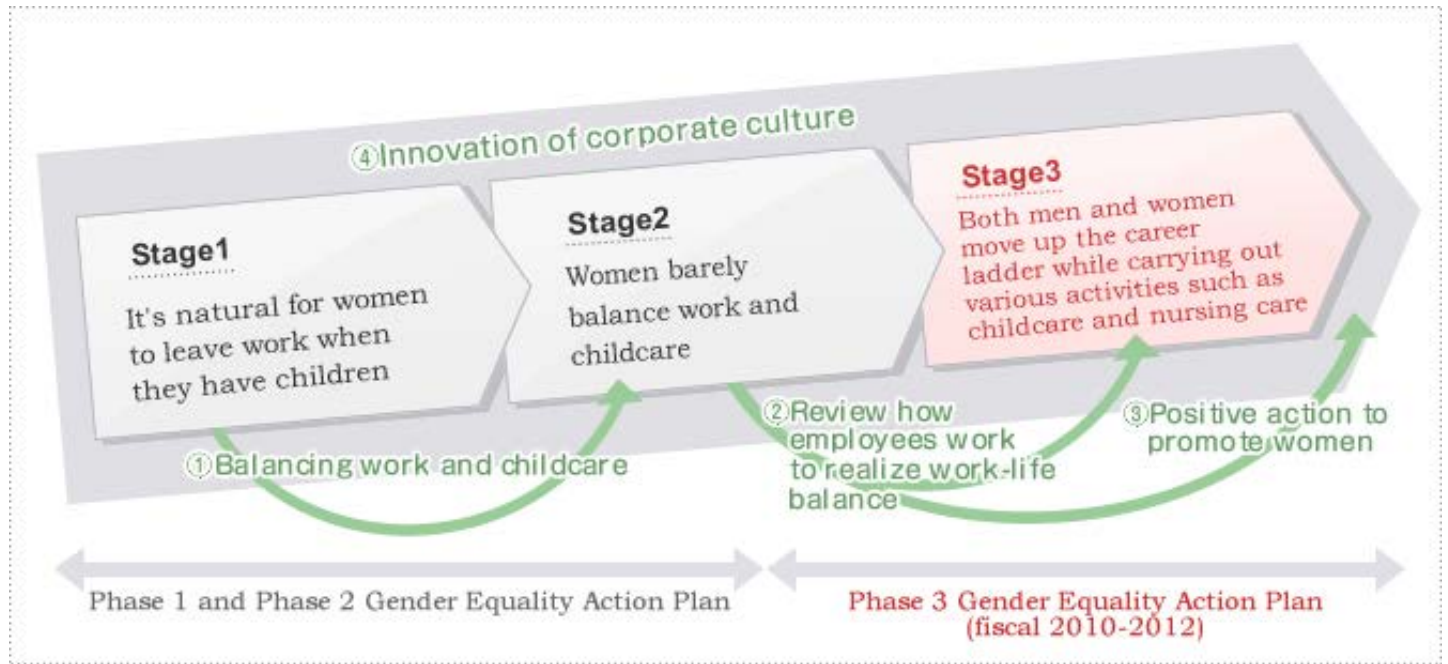
### Promotion of Diversity

Shiseido Group denotes its policy in "Toward Employees" and "Toward Society and the Earth" in Our Way, which is established under "Our Mission, Values and Way," for adoption at all subsidiaries and business sites in Japan and overseas. Shiseido designates gender equality as a management strategy to create a corporate culture in which results are constantly achieved by enhancing employees' vitality. Accordingly, the Company actively promotes various initiatives with the aim of "enhancing corporate trust of employees, who are major stakeholders in the company." At the same time, efforts are made to enhance the level of "company recognition externally through advanced initiatives that are unique to Shiseido."

In Phase 3 of the Gender Equality Action Plan was implemented from fiscal 2010 to fiscal 2012, based on the theme of activity to "firmly establish a corporate culture in which female leaders are continuously promoted," Shiseido has devised specific action plans emphasizing the two key issues of "strengthening the appointment and promotion of female leaders and human resources development" and "reviewing how employees work to improve productivity."

We will start aiming to respond to the remaining issues in the Phase 3 Gender Equality Action Plan in 2013 and promote the enhancement of activities with the aim of further improvement of productivity through working with individuals with disabilities and foreign personnel.

## &lt;Three Steps for Women Taking Active Roles&gt;



## Measures to Support Women to Take Active Roles

The Career Support Forum was held in 2012 continuously in order to realize the theme of activity to "firmly establish a corporate culture in which female leaders are continuously promoted," established under Phase 3 of the Gender Equality Action Plan, as well as to disseminate information internally. This forum enables female employees to take initiatives to consider developing careers on their own with the aim of gaining independence and professional awareness. The program is comprised of various sessions including a message from top management, a lecture by an external instructor under the theme of time management and sharing experiences of female employees in managerial positions. Such forums were held at the head office, research centers, factories. Comments received included "the forum provided an opportunity to air thoughts about developing one's own career and improving operational efficiency" and "I got more positive ideas about career development through transfers."



Career Support Forum

## Work Improvement Proposal System (Chie-Tsubaki Proposal System)

Shiseido believes it is the willingness of individual employees to meet challenges and take action that drives reform of the Company forward. We launched the Chie-Tsubaki Proposal System in June 2006 to enable all employees to participate in the reform process by submitting ideas on how operations can be improved.

The system provides a mechanism for evaluating proposals made by employees based on their creative problem-solving and improvement efforts. Especially proposals that receive a favorable evaluation are presented directly by the submitting employee to the Company's president and directors, who evaluate the proposal and recognize the employee's contribution.

We also award individuals/offices every year.

Proposals that can be implemented horizontally across the organization are applied companywide to help gain new customers and streamline operations.

## Providing Diverse Employment Opportunities

### Ratio of Female Managers

In Phase 3 of the Gender Equality Action Plan being implemented from fiscal 2010 to fiscal 2012, Shiseido has set a goal to "achieve a 30% ratio of females in managerial positions" by October 2013. Accordingly, the Company is currently promoting "individual personnel development" to enable future female employee candidates to assume managerial positions through "steady achievement of results," "learning the basics of management," dealing with higher level of work duties, expanding professional area of focus (transfer) and other relevant initiatives.

\*Reference: Ratio of females in managerial positions as of April 2013: 25.6% (from 23.8% in October 2012)





## Employment of Temporary Employees

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Temporary employees are working at the respective business sites and domestic Group companies of Shiseido according to the Worker Dispatch Law.

With regard to the employment of temporary employees at Shiseido Group, we are implementing various measures such as concluding agreements with employment agencies, development and management of registers, and appointment of personnel in charge of management, all of which is based on the Worker Dispatch Law policy related to measures that should be established regarding employment agencies and other relevant laws and regulations.

Shiseido verified the temporary employment contracts and details of work at all domestic business sites using a checklist to confirm the understanding of laws and regulations stipulated under the dispatch law together with personnel in charge of management.

Shiseido will continuously and appropriately respond to amendments in or reinterpretations of respective laws and regulations.

## Employment of Foreign Personnel

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In addition to overseas subsidiaries, the Shiseido head office also has been employing diverse personnel regardless of nationality. We are hiring foreign personnel at the head office while adhering to the immigration control system, including resident status considerations, and subjecting them, regardless of nationality, to the same employment regulations after they join the company as the Japanese employees.

## Employment of Individuals With Disabilities

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In January 2006, Shiseido's Hanatsubaki Factory Co., Ltd. was certified as a special subsidiary, which is staffed primarily by developmentally challenged individuals as part of an effort to create a workplace where all employees can actively work. Currently, 30 employees are taking active roles at the three locations in Tokyo and Osaka. The rate of employment of developmentally challenged individuals among all employees in the overall domestic Shiseido Group for fiscal 2012 was 1.9%, surpassing the statutory employment rate of 1.80%.

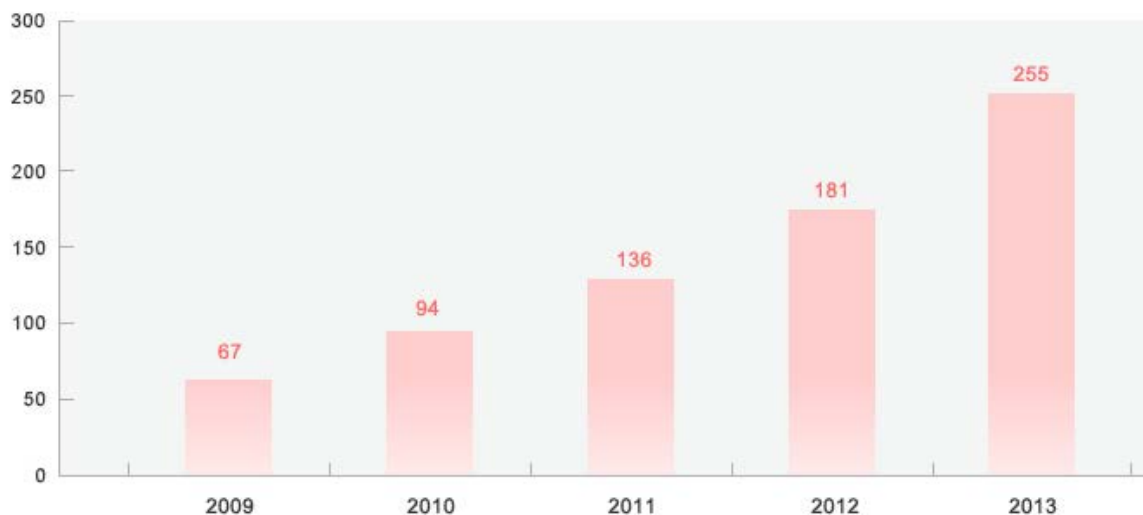
## Post-retirement Reemployment System

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Shiseido is introducing a post-retirement reemployment system from fiscal 2006 aimed at developing an energetic corporate culture in which middle-aged and older employees who have grown within Shiseido can continue to work as long as they have the motivation and ability to do so. Specifically, although Shiseido employees are to retire at age 60, the system calls for reemploying those who qualify and wish to continue working. With this system, Shiseido will pursue various initiatives for middle-aged and older employees to hand down techniques and knowledge to other employees, particularly in research, development, production, sales and other relevant fields.

\*However, we employ transitional measures according to the revision of the law

Number of employees using the post-retirement reemployment system at Shiseido



Moreover, the Senior Expert System and Senior Scientist System are being adopted for personnel that possess high expertise. This helps channel the special abilities of these respective experts into the development of suitable treatments.

## Career Staff System

Shiseido grants the Career Staff license for retired employees who satisfy the standards. Employees who retain the license and wish to be reemployed at Shiseido have discussions at the business sites at which they want to work. This system provides successful, capable employees who have retired from the Company with opportunities to take active roles there again. Moreover, it enables Shiseido to establish an energetic corporate culture and enables the reemployed workers to use the experience after their retirement that they have accumulated at the Company previously.

## Response to flexible ways of working

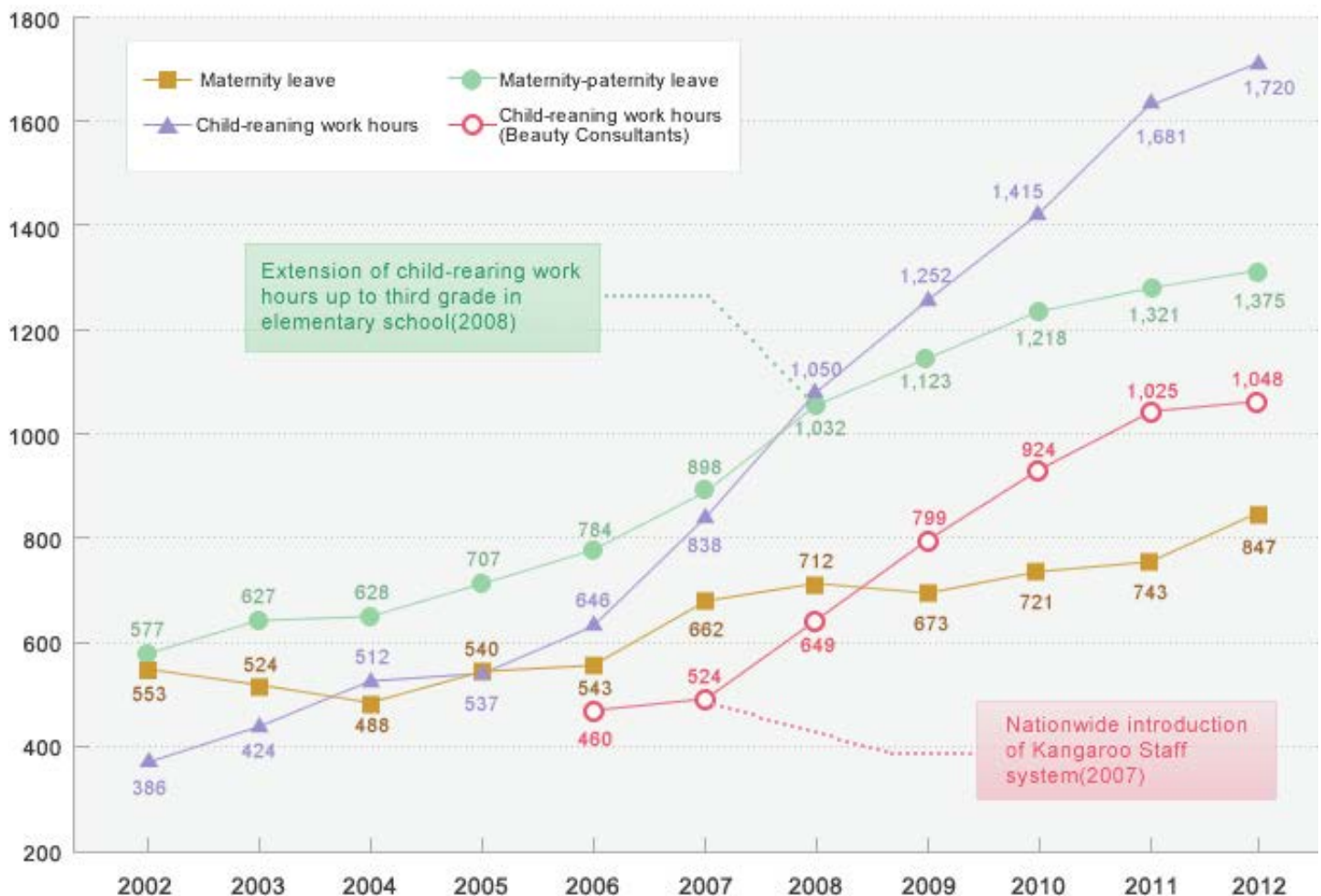
### Employees' Childcare and Nursing Care

As a means for all employees to realize work-life balance and increase productivity, Shiseido has since 1990 been introducing various systems and measures helping employees to balance work with childcare and nursing care. The Company has been promoting its initiatives to develop an environment in which employees can work with a sense of assurance. Specifically, such initiatives include the establishment and operation of the Kangaroom Shiodome daycare facility located within a business site, a paid childcare leave system within a limited period of two weeks to encourage male employees to take childcare leave and Kangaroo Staff System\*1 for Beauty Consultants to take time off from work for childcare.

Employees' use of leave and shorter working hour systems related to childcare and nursing care is increasing every year. As of fiscal 2010, the number of Shiseido Group employees who used the childcare leave system for taking time off for childcare is as follows: 1,375 employees took paternal leave (including 12 male employees), 1,720 employees took time off to care for their children (including 5 male employees), 27 employees took nursing care leave (including male employees) and 14 employees took time off for nursing care (including 1 male employees).

### (※1) Kangaroo Staff Program (Japan)

Shiseido introduced the Kangaroo Staff Program in 2006 to support evening storefront activities by having temporary workers take the place of Beauty Consultants (BCs) engaged in customer service so that the BCs could take time off to care for their children. This program has enabled us to create a workplace environment that allows BCs who had difficulty balancing the competing demands of work and childcare to have children with peace of mind, since they would be able to care for the children while working to advance Shiseido's 100% customer-oriented philosophy. When the program was first introduced, approximately 600 Kangaroo Staff members provided support for about 500 BCs who took advantage of the child-rearing work hours program. In April 2012, the Kangaroo Staff program was expanded to more than 1,500 staff providing such support for approximately 1,000 BCs taking time off.



※ The data is subject to the number of persons who used the systems among the domestic Shiseido Group managers, employees in general positions, Beauty Consultants, employees in specialized positions (routine operations specific to worksites), affiliates' employees and limited-term contract employees.

※ The targeted number of people is 25,317 as of April 1, 2013 (8,077 BCs).

※ Number of employees who used the childcare leave and took time off to care for their children is a cumulative total.

Since we are forecasting an increase in the number of employees who will continue working while using child-rearing work hours and nursing care work hours, employees are expected to be more conscious about their work and try to acquire time management, risk management and communication skills to consistently achieve results within their limited time. At the same time, managers are expected to exercise their management capabilities to raise motivation while understanding each and every employee's situation.

### Comment from employee who used Kangaroo Staff program

Kaori Tanaka,  
Key Account Sales Department II, Shiseido Sales Co., Ltd.

Using the Kangaroo Staff program enabled me to enhance awareness to carry out work according to plan. Also, it allowed me to spend more time on childcare, for the sake of the mental security of my child. I am grateful for this program which helps raise one's motivation to work.

I appreciate the support and cooperation of the Kangaroo staff and everyone around me which enabled me to work and perform childcare every day. I am carrying out my daily activities with the attitude that

I should work in such a way that will contribute to the Company so that such systems will be passed on to fellow BCs.

### Overview of Work/Childcare and Nursing Care Programs Previously Introduced by Shiseido

Support Program	Year Introduced	Details
Maternity/paternity leave	1990	A system by which employees may take leave after having a baby until the child is three years old for a total of up to five years (Employees may take leave a total of up to three times for the same child in the case of special circumstances. <Revised in 2009>)
Child-rearing work hours	1991	A system by which employees may shorten work hours by up to two hours a day if they have children in up to the third grade of elementary school.<Revised in 2008>
Nursing care leave	1993	A system by which employees can take up to one year off at a time per family member for a total of up to three years.
Nursing care work hours	1993	A system by which employees may shorten work hours by up to two hours a day for up to one year at a time per family member for a total of up to three years.
Cafeteria system for childcare support (fixed annual amount)	1998	A system by which employees can receive a fixed annual subsidy to offset childcare fees for children in nursery school.

Cafeteria system for childcare support (as needed)	1998	A system by which employees can receive a need-based subsidy to offset the cost of extended childcare for a babysitter, daycare center or other childcare facility if they have children in up to the third grade of elementary school.
Childcare plan	1999	A plan implemented to improve communication structures that enable employees to confirm with their managers the process from pregnancy onward to return to the workplace.
Kangaroom Shiodome	2003	An in-house daycare center for Shiseido employees' children at the Shiodome Office. Accommodating a fixed number of children, the center is also partially open to the children of employees of nearby companies.
Short-term paid parental leave	2005	A system by which employees may take leave up to two consecutive weeks until the child is three years old. This short-term paid parental leave system encourages male employees to take leave.
Nursing care leave system for children	2005	A system by which employees may take paid leave if they have children not yet enrolled in elementary school who require nursing care due to sickness or injury. Employees may take leave of up to five days per year for one child and up to ten days for two or more children per year. (Paid leave) Half-day leave is also permitted. <Revised in 2010>
Childcare support center	2006	Medical office staff at the head office provide support centering on health issues, including various concerns or questions related to pregnancy, birth and child-rearing.
Maternity wear	2006	A system in which maternity wear is provided for BCs.
Kangaroo Staff system	2007	A system by which alternative staff relieve BCs taking time off for childcare.
Guidelines governing transfers of employees with childcare and nursing care responsibilities	2008	A system of rules that prevents transfers of employees that would require them to move while taking time off for childcare or nursing care.
Spousal accompaniment for childcare	2008	A system by which employees with childcare responsibilities (e.g., with children up to the third grade in elementary school) may request to accompany their spouse who is transferred within Japan.
Leave to accompany spouse when transferred overseas	2008	A system by which the company allows up to three years of leave so that employees can accompany spouses who are transferred overseas.
Encourage fathers whose infants are less than 8 weeks old to take paternity leave	2010	A system by which the company allows fathers who acquired paternity leave within 8 weeks after their spouses gave birth may take paternity leave again.

## General Business Owner Action Plans Complying with the Next-Generation Nursing Support Measures Promotion Law

Shiseido has once again obtained the “Kurumin” next-generation accreditation mark for 2013, after first obtaining it in 2007. The Tokyo Labor Bureau awards the mark to companies that have drafted “General Business Owner Action Plans” based on the Next Generation Nursing Support Measures Promotion Law, and that have achieved the goals.

From fiscal 2013, Shiseido has formulated Phase 4 of the General Business Owner Action Plans, working on events themed on work-life balance and running measures to reduce overtime work.

Its distributors have also drafted their plans and are undertaking similar efforts, having acquired the “Kurumin” next-generation accreditation mark in 2007.



### Shiseido Company Limited's Phase 4 General Business Owner Action Plans For the period from July 26, 2013 to March 31, 2015

No.	Goals	Time, Actions
1	Host events that are themed on and promote work-life balance.	<From June 2013> Develop content; seek participants. <Sept. 2013> Run event.
2	Implement measures to reduce overtime work.	<From FY2013> Enact a Labor Hours Guideline and manage its progress.
3	Run events that target male employees during the child-care stage, aiming to correct work-first notions and preconceptions of gender roles.	<From Aug. 2013> Develop content; seek participants. <Jan. 2014> Run event.
4	Run annual Family Day events where children get to visit their parent's company. Aim to help children develop their own views on vocation and create active communication in the home and workplace. (Consider holding the event not only at the headquarters office, as in the past, but at other offices as well.)	<From every June> Develop content; seek participants. <Every August> Run event.



## Shiseido Sales Co., Ltd. Limited's Phase 4 General Business Owner Action Plans For the period from December 1, 2013 to March 31, 2015

No.	Goals	Time, Actions
1	Host events that are themed on and promote work-life balance.	<From June 2014> Develop content; seek participants. <Sept. 2014> Run event.
2	Implement measures to reduce overtime work.	<From FY2013> Enact a Labor Hours Guideline and manage its progress.
3	Run events that target male employees during the child-care stage, aiming to correct work-first notions and preconceptions of gender roles.	<Feb. 2014> Run event.
4	Run annual Family Day events where children get to visit their parent's company. Aim to help children develop their own views on vocation and create active communication in the home and workplace. (Consider holding the event not only at the headquarters office, as in the past, but at other offices as well.)	<From June 2014> Develop content; seek participants. <August 2014> Run event.

## Realize Work-life Balance

Shiseido is working to eliminate long working hours and increase ways of working in order to realize work-life balance while also expanding and improving systems and measures to balance work, childcare and nursing care.

Shiseido business sites and domestic affiliated companies are concluding labor-management agreements pertaining to overtime work by business site according to laws and regulations, and reporting to concerned administrative authorities.

As for concluding the labor-management agreements, not only do we state the statutory limit related to working hours but also include aspects of the risk of long-time work based on government guidelines. With this agreement, Shiseido is setting a maximum of 80 hours per month of overtime work even in exceptional cases (from 45 to 80 hours of overtime work per month is limited to occurring up to 6 times per year). Shiseido's efforts to reduce long working hours are as follows.

## 1. Spread knowledge of the labor-management agreement

Based on the understanding that overtime work is mandatory upon the order of the employer (supervisors), Shiseido ensures that personnel in charge at respective workplaces are informed of and follow the details of the agreement, while various initiatives are carried out such as providing employees with relevant information by using in-house bulletin boards and other means.

## 2. Promotion of activities to review how employees work

From fiscal 2011, Shiseido established the guidelines (key performance indicator (KPI) and goals related to working hours) for reviewing how employees work and is currently promoting activities to review how employees work at all domestic business sites. In the guidelines for reviewing how employees work, we have devised three objectives to 1) observe "Agreement 36 (Saburoku kyotei)" (including special articles), 2) achieve the acquisition rate of 60% in annual paid leave and 3) reduce overall actual working hours. Accordingly, we are making progress in terms of reviewing promotion methods of work that address each business location and workplace. We are also horizontally expanding good internal examples by developing and distributing a collection of case studies for review. To strengthen this activity, in fiscal 2011, among the goals indicated in the guidelines ("Agreement 36 (Saburoku kyotei)"), Shiseido puts particular emphasis on reducing monthly overtime work to a maximum limit of 60 hours (which can occur up to 6 times). In this way, Shiseido is making greater efforts to reduce long working hours at workplaces.

## 3. Measure to switch off lights at 10 p.m.

Since fiscal 2009 at the head office, lights have gotten switched off at 10 p.m. This measure will extend to all domestic business sites, including affiliated companies. Promotion of switching off lights in offices and "Leaving Office On Time Day" The HQ office has been making efforts to switch off lights at 20:00 since 2011.

\* Excluding factories, stores and storefronts that are implementing 24-hour operations or shift work.

## 4. Verification of actual status of overtime work between employer and employees

Actual work hours and acquisition rate of paid leave are being regularly verified between employer and employees, reflecting the results in labor-management initiatives.

Additionally, with regard to leaves and shortened work hours systems, in order to respond to the requests for more diverse working forms, Shiseido is improving childcare- and nursing care-related leaves and short working hours and time-off systems based on laws and regulations. In particular, the Company made it possible for employees to use the system for childcare for children up to the third grade in elementary school (conditions for limited-term contract employees vary depending on contract terms; however, the conditions are higher than what have been stipulated by law.)

Furthermore, the Company has a spousal accompaniment for childcare system in place, by which employees with childcare responsibilities may request to accompany a spouse transferred within Japan. As for overseas transfers, we have a leave system to allow employees to take leave up to three years so that then can accompany spouses who are transferred overseas. At the same time, regarding work-related systems, the Company introduces a specialized discretionary work hour system for researchers at research centers. In addition to these systems, in fiscal 2011, Shiseido has introduced a work-at-home system for employees at the head office who are going through a phase of childcare, nursing or preparation for childbirth.

## Personnel affairs and fair evaluation

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### Promotion Structure of Fair Evaluation and Work Conditions

In order to be a stronger corporate group in Japan and overseas, Shiseido Group has established its global personnel affairs policy, thereby defining rules and guidelines regarding various aspects such as evaluations and work conditions as a personnel affairs policy measures.

Rules refer to globally unified standards that should be followed throughout the Shiseido Group and personnel affairs measures are developed according to this policy.

#### Rules for Evaluation and Work Conditions

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- Implement system operation that will seek a degree of employee satisfaction while also ensuring fairness of work conditions internally and externally.
- Eliminate evaluations that are based on preconceived ideas or impressions and strive to carry out highly transparent evaluations based on objective facts.

Guidelines refer to various aspects that specifically define the operational standards of personnel affairs measures based on globally unified rules. Specific plans or operations of a system are promoted based on these guidelines in view of attributes of respective countries and regions or subsidiaries.

#### Guidelines for Evaluation and Work Conditions

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- Implement evaluations based on target management
- In addition to accomplishment and performance, promote a development-type ability evaluation with an emphasis on process (exert abilities).
- Provide evaluation feedback to employees and disclose relevant standards, including evaluation and promotion standards.
- Implement evaluation interview with employees at least once a year

Based on the aforementioned Shiseido Global Personnel Affairs Policy, the Shiseido Group in Japan is also evaluating processes and actions along with achievement in an appropriate manner, thereby building a system with a high degree of fairness and satisfaction.

Moreover, as a means of enhancing fairness and satisfaction of evaluation, the Group is also improving and expanding opportunities for training and offering feedback to personnel in managerial positions. Specifically, we are enhancing the skills of assessors on various occasions by means such as management training and newly appointed assessor training. Additionally, with the implementation of the 360-degree evaluation program for managers, Shiseido is working to enhance the management abilities of managers by encouraging them to recognize their strengths and points to be improved in respective work behaviors through results of 360-degree observation from supervisors, colleagues and subordinates.

## Structure for Listening to Employee Opinions

The Shiseido Group Engagement Survey is conducted once a year targeting all Group employees working at domestic business sites with the aim of "creating a dynamic organizational culture" in which each and every Shiseido Group employee is able to enthusiastically work in an open and transparent workplace and gain a sense of satisfaction toward their work.

This survey was initiated as part of management reforms being promoted throughout the Shiseido Group. Shiseido must tackle a multitude of issues in order to promote such reforms, and employees are constantly expected to "change their awareness and actions." As these reforms proceed, various concerns may arise such as a gap between employees in terms of their awareness and efforts or motivation for undertaking such efforts may decline due to a sense of placing a heavier burden on employees. This in turn may reduce the speed of realizing Shiseido's vision. Consequently, the survey results are used so that the members of top management can take the initiative in listening to employees' opinions, clarifying current issues and utilizing the information to develop specific actions toward solving any concerns or problems.

Additionally, the results of the engagement survey are provided to employees via the persons in charge of respective workplaces. At the same time, all employees carry out initiatives in their respective workplaces to improve issues that have been identified in business operations and work environments.

The survey was conducted in September in fiscal 2010 and the feedback of survey results was provided to Shiseido (head office, research centers, factories), Shisedo Sales Company Limited as well as employees of affiliated companies, including limited-term contract employees.

Accordingly, respective workplaces have reflected the results in relevant initiatives to realize improvement in fiscal 2011, such as in activities for "developing personnel and workplaces with appeal" companywide, and in individual initiatives.

Shiseido established the in-house Shiseido Consultation Office in 2000 and the Shiseido External Consultation Office, which is outside the Company, in 2002, thereby addressing various matters such as inquiries and whistle blowing related to employment regulations and violations of laws and regulations from employees, limited-term contract employees and temporary employees.

## Utilization and development of human resources

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### Human Resources Development Policy

Shiseido has been earnest in its human resources development since it was founded. The Company, in fact, was once known in society as "Shoseido" which translates to "hall of scholars." Such distinction of corporate culture endures today as the Company reflected in the "Shared Education" Declaration launched in 2006. The declaration seeks to cultivate people by linking workers' self-realization to the growth of the company.

In accordance with its "Shared Education" Declaration, Shiseido opened a corporate university called Ecole Shiseido in 2006 to implement the Company's human resources development policy and oversee companywide training. A variety of training initiatives are being offered, including professional training in a variety of fields, new employee and management training that cuts across fields, and training to develop the skills required in upper management positions. While the president serves as the chancellor of the university, corporate officers take the lead in developing a pool of interested and talented employees by serving as the deans of the faculties in the university that correspond to their own areas of responsibility.

### Promotion

In terms of human resources development, Shiseido categorizes the areas in which employees take active roles into seven segments (Beauty, Sales and marketing, Advertising production, R&D, Production, Finance and accounting, and Corporate staffing), whereby individual employees are expected to establish their core area of career. Employees work to improve themselves based on ability requirements according to area while aiming to become more professional through various opportunities.

The Beauty Field Career Development Plan Program established in 2009 is an example of a structure aimed at fostering professionals. Under this program, BCs, hair and makeup artists and salon stylists who are Shiseido employees in the beauty field, join the selective Shiseido Beauty Academy as a career path, then proceed to become advanced beauty professionals at the top of their respective fields in Shiseido Group after graduating from the academy.

We have defined specific code of conduct - the "Core Traits" - to practice the Shiseido group corporate philosophy "Our Mission, Values and Way", which was stipulated in 2011. "Core Traits" clarifies "Our Values" and "Our Way" that each and every employee should be aware of as code of conduct in order to realize "Our Mission". We will develop human resources that can practice the "Core Traits" in order to further enhance Shiseido's characteristics to become a strong corporate group.

### Ecole Shiseido

The Career Design Center was established in April 2011 to support employee career development. In conjunction, we started a system to support employees' careers from the time they join the company to the time they retire through various means including individual career counseling and seminars. While employees receive such support, they also independently develop their careers utilizing an in-house job challenge system, a free agent system and others. At Ecole Shiseido, which supports the development of professionals skill development, a total of approximately 11,600\*1 employees annually take courses in about 580 training programs. The expenses incurred to implement these programs are roughly 0.09%\*2 of net sales. The training programs conducted at Ecole Shiseido are summarized each fiscal year by the heads of respective faculties at the head meeting to discuss human resources development policy, development measures and more.

Shiseido is also developing and expanding e-learning or correspondence courses to enhance each and every employee's skills. Available courses include programs to help improve action and capabilities, programs to develop specialized knowledge and skills required for respective fields, and programs for acquiring official certifications aimed at enhancing language ability and OA skills.

\*1,2 Prospect of results in 2012

## Globalization of human resources and human resources development in globalization

In accordance with the expansion of our overseas business performance, Shiseido promotes globalization of human resources. In Japan, "global business training" and "global career development programs" are implemented targeting employees of middle standing and junior employees, thus continuously cultivating human resources with "adaptability to deal with other culture" and "understanding global businesses".

Externally outside of Japan, "the Shiseido Regional Leadership Program (SRLP)" started in 2011, promoting human resources development in respective regions. From now on, targeting mainly local subsidiaries' managers and head office employees, talent management initiatives on a global scale, are launched, accelerating to train and utilize talent in respective groups.



the Shiseido Regional Leadership Program

## Support to develop employees' career track

In April in 2011, "the Career Design Center" was established as an organization to support development of employees' independent career. In "the Career Design Center", professionally trained employees are deployed, helping provide services to support employees' careers from the time they join the company to the time they retire through various means including individual career counseling and seminars.

While employees receive such support, they also independently develop their careers utilizing "job challenge system (in-house job challenge system)" to which employees apply to be a candidate, and "free agent system" by which employees can challenge to get certain post if they want and other systems. Shiseido is also providing information for employees to review their careers and is introducing seminars and specific past cases corresponding to each employee in addition to introduction of "the Career Design Center" at in-house portal site. As a company, Shiseido tries to face with each career in each employee and is supporting each employee to make feel rewarded in one's work so that employees could be motivated to play their roles in respective fields in respective life.



Career Design Book



## TOPICS : The Career Design Seminar was held.

Starting from 2011, Shiseido takes place "The Career Design Seminar" targeting employees over 40 years old with the viewpoint of "our Time, our Life for 80 years old".

In such an initiative, the seminars are providing opportunity for employees to reflect upon how they should build up their remaining job careers in the latter half in a company, and what is one's own strength, and weakness as well as what they want to achieve in future after looking back each career track. The seminar is promoting for participants to review their life planning from the viewpoint of life long careers ( their roles and way of living in their respective life including their job careers).

Shiseido held such seminars 7 times with total 253 participants including BCs in addition to management positions and comprehensive positions since 2012.

### The Career Design Seminars



In order to realize more substantial careers, participants can review their job careers with a diversified viewpoint.



In World Café, they touch upon diversified ideas through sessions among participants belonging in different sections with different experiences, to be inspired in various way.



Job career theory is changing day by day. Participants learn the basic way of thinking with an additional viewpoint of their personal life.

## Safety and health of employees

### Health Management Policy

Shiseido is pursuing companywide personal development as it strives to achieve its vision of filling the Company's organization with interesting and talented people. It is of paramount importance that each and every employee be able to work in a fresh and lively manner, healthy in body and spirit, and we believe that healthy living is the foundation of personal development. That is why Shiseido has established its basic health management policy to protect the invaluable health of each and every employee and supports their physical and emotional wellness.



### <Shiseido's Basic Health Management Policy>

As a company supporting "This moment. This life. Beautifully" for customers, Shiseido promotes healthy, sound management. This helps each and every employee to live "This moment. This life. Beautifully" by being physically and emotionally well, in turn.

1. Employees will actively take various initiatives, such as improving lifestyles, to be healthy, and the Company will support employee health through the health business.
2. Shiseido will support employees through creating a safe and comfortable workplace environment so that each and every one can fulfill a professional role by fully exercising their abilities.
3. Shiseido will promote health management based on compliance with laws and regulations while thoroughly pursuing the appropriate use and management of personal information, including health information.

## Promotion Structure of Safety and Health

To ensure that the basic health management policy functions effectively across the Shiseido Group, the Company holds a Local Hygiene Council seminar in each area to discuss companywide promotion of health programs and efforts suitable for results of the area. Participants include the human resource managers of domestic Shiseido Group companies, industrial physicians, occupational health nurses, regular nurses and other industrial health staff, labor union representatives, staff from the Head Office Human Resources Department and health insurance union representatives.

At the Group's domestic business offices, hygiene committees are being established to point out and improve hazardous areas by making tours of the offices in accordance with laws and regulations.

Research centers and factories are established with occupational safety and health policies and safety and health committees. Accordingly, respective entities regularly check offices, shared facilities and operation sites, pointing out hazardous areas or dangerous behaviors to make improvements to. At the same time, new facilities are being verified prior to their start of operation to ensure absence of dangers.

Measures are also being taken at the domestic factories to prevent the occurrence of major accidents by setting the goal of eliminating layoffs caused by disasters every year.

## Safety and Health Education for Employees

Shiseido distributes a pamphlet entitled Achieving Physical and Mental Health to all employees as a means of promoting the health of each and every employee. The company provides information under various themes centering on measures to prevent lifestyle-related diseases, which requires self control. Also, in addition to health counseling, we are also implementing programs such as health-related seminars and conducting the following health education.

## Preventing lifestyle-related diseases

The Company is holding seminars to prevent lifestyle-related diseases at position-specific training sessions primarily attended by employees in their 30s and 40s. This seminar is aimed at encouraging employees to improve bad lifestyles by making them aware of the importance of being healthy.

## Discouraging tobacco use

Shiseido is implementing non-smoking in the company with the objective of improving employees' health, enhancing customer satisfaction and fulfilling social responsibility. Enlightenment activities included no-smoking days to foster understanding within the Company prior to implementation of the non-smoking rule.

## Providing mental healthcare

Shiseido is conducting self-care training for general employees and line-care training for managers mainly at the head office. A program to support employees resuming work is also available for those who have been on long-term leave, helping to smooth their return to work. Measures are also being taken to spread relevant knowledge through manager training so that the program operates appropriately. An internal mental health counseling office is also established and external counseling offices are available for making general health inquiries.

## Supporting women's health

Shiseido is consecutively implementing Health Seminar for Women at its domestic business sites where 77% of employees are women. The seminar aims to increase awareness for managing individual health and explain diseases that are specific to women according to life stages.

## Regular health check (Including a health check for lifestyle-related diseases conducted by health insurance society)

The Company allows employees to individually select certain items besides statutory health check items, thereby raising employees' interest toward their health through regular health checks.

## Interview to prevent long-time work

To prevent health disorders due to long-time work, Shiseido business sites, including the head office, have established standards that exceed statutory standards and industrial physicians are conducting interviews among all relevant employees.

## Measures to prevent new influenza

New influenza-related and other relevant information, including generation status and warning levels, is introduced via the intranet. Shiseido is taking measures to establish employee action standards in accordance with warning levels and enhancing employee recognition.

## Education and increasing awareness about infectious diseases

Information calling attention to infectious diseases is posted on the intranet for employees traveling overseas while a booklet on infectious disease prevention is distributed to employees prior to their transfer to work overseas.

## Mental Health

Shiseido promote and utilize the "'workplace stress check in 5 minutes' on the 'Kokoro no Mimi', which is a mental health portal website" on the internet run by the Ministry of Health, Labour and Welfare i. to enable employees to check their emotional status or degree of stress. With this system, employees can easily perform the check using their personal computers at home or cell phone terminals when necessary. Additionally, an in-house mental health counseling office is established. It is run by industrial health staff, including specialized counselors, industrial physicians, occupational health nurses and regular nurses, constituting a counseling system that realizes cooperation with workplaces and healthcare. Moreover, in order to provide for emotional care of employees who are concerned about their personal lives besides work, an external cooperative counseling office is also available through the Employee Assistance Program, for a system that can be used 24 hours a day, all year round. In fiscal 2009, we established a system to support employees returning to work. Since that unified management had not been previously implemented at business sites regarding workplace returnees, this program clarifies the steps for returning to work and also establishes uniform standards (guidelines) for Shiseido Group in Japan.

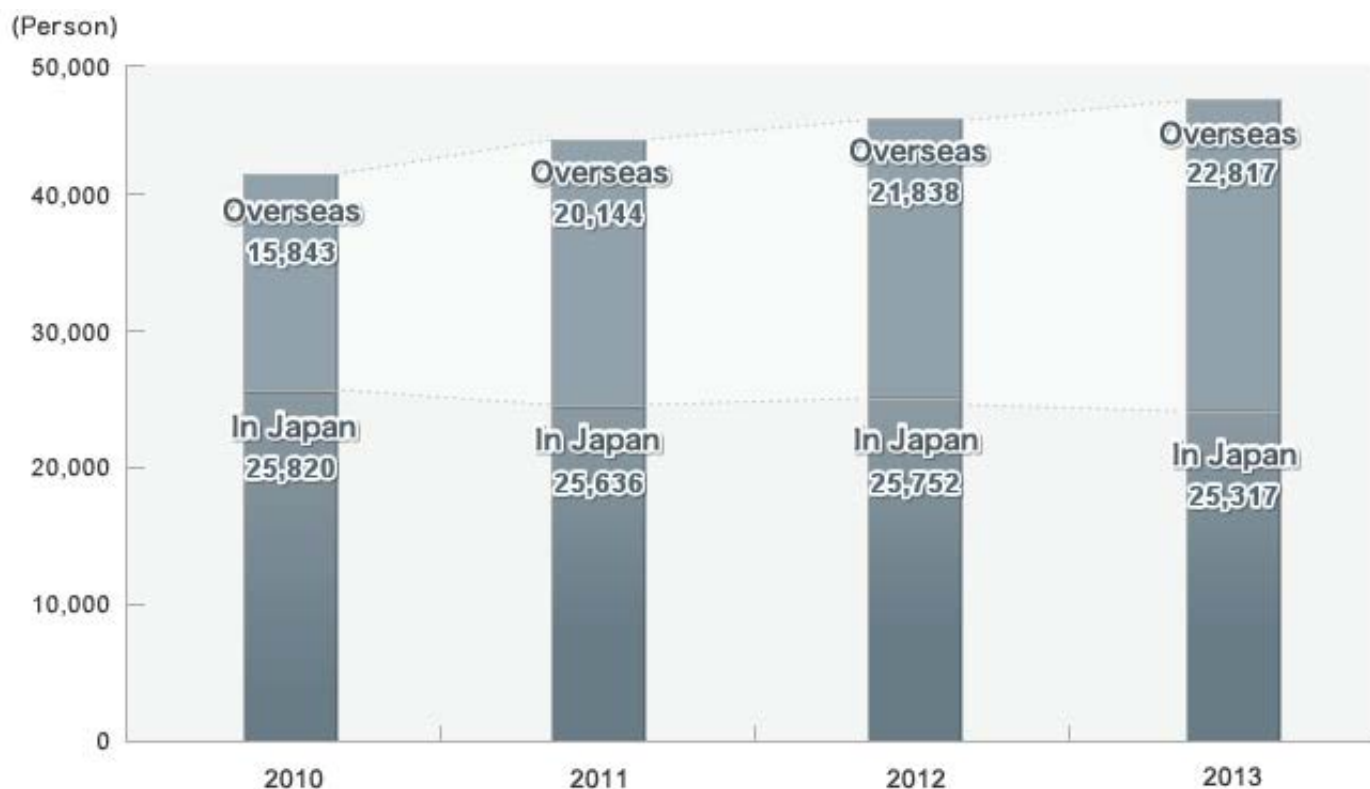
## Employment and Labor

### The Number of Employees

All the Shiseido Group companies worldwide apply diversified employee working conditions in accordance with each business and each specific role expected to each employee, aiming to maintain and improve our competitive strength.

As of the 1st April, 2013, the number of employees throughout our Group companies totals 48,100, 510 up over the previous year. The number of employees within Japan is about 25,300, leveling off year on year comparison, meanwhile, that of local branches and subsidiaries overseas has dramatically increased due to the fact that Bare Escentuals joined Shiseido Group in 2010. Since then, as the expansion of our business scale, the number of employees has been increasing.

## The number of employees in Shiseido Group companies



\* each figure is based on the data as of the 1st April, the overseas data is based on the number of those who worked under the direct labor contact mutually with local branches and subsidiaries as of the end of December in 2011.

## Wage

The wage system of Shiseido is the well-organized system based on abilities and results, which eliminated some elements such as promotion by seniority and dependence on personal background. In addition, the system for evaluating abilities and results is fair and transparent based on the rules for handling evaluations, and also the system for increasing the satisfaction level of employees.

The basic salary ratios of employees in the domestic Shiseido Group in FY2013 by job category and gender are as follows: Management level: Male100 : Female95; General management: Male100 : Female97; and Beauty staff: Male100 : Female110 (As of April 1, 2013).

## Employee benefits and welfare

Aiming for our employees and their families to achieve "the realization of prosperous and comfortably affluent life", we are putting the force on fulfillment of employee benefits and welfare as well as making our working conditions in good order so that they can be actively engaged in corporate and social activities.

## Our welfare facilities to support our employee to accumulate their business career and design their own life style

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Shiseido is supporting our employees to accumulate their business career and design their own life style based on their self-control and responsibility in their work and life, providing them with our various welfare facilities. The domestic Shiseido Group appropriately provides social insurance and holidays, which are stipulated in laws and regulations in compliance with labor-related laws, to employees including fixed-term contract employees in line with respective contract contents.

## Life planning support for employees by corporate pension plan

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Shiseido contributes to support employees' life planning management.

Retirement allowances in Shiseido Group companies consist of "defined benefit pension plan", "defined contribution pension scheme" or "allowance for employee retirement benefits" and "lump sum retirement pay".

Employees enjoy benefit after selecting a plan between defined contribution pension scheme and allowance for employee retirement benefits. With regards to defined contribution pension scheme, Shiseido helps support our employees to actively practice post retirement life design planning through asset management and investment information periodically provided by Shiseido.

Partially some local subsidiaries are providing defined benefit type plan, lump sum retirement pay and defined contribution type plans.

## Employment

In Shiseido Group Companies, both companies and employees are maximizing their efforts to maintain employment of workers, and our commitment to stabilize the employment is certainly comply with laws and regulations in each respective region in each respective operating country.

In employing workers, upholding the Shiseido Group corporate philosophy of "Our Mission, Values and Way", we try to respect diversity and to realize such a working environment that employees could feel rewarded.

Basically, Shiseido introduces regular employment system twice a year in spring and summer, and as far as targeted candidates are concerned, it does not matter whether it would be a new graduate or previous graduate. Meanwhile, the Group companies also employs experienced candidates, targeting those already accumulated their professional career. Offering diversified job opportunities, with an objective of careful adjustment of employees' working conditions, Shiseido tries to organize employment systems. Furthermore, in case that an employee could be significantly affected in their life accompanying with relocation of a new branch or transferring to another office, our labor agreement stipulates that Shiseido should set up a commission consisting of management and labor union members to sincerely settle specific problems based on a discussion between labor and management for immediate solution.

We have decided to "restructure production/R&D sites" in January, 2012, and we are scheduled to close down the Kamakura Factory in March of 2015 and Research Center Kanazawa-hakkei in September of 2013. The company has explained the situation to employees of Kamakura Factory and Research Center and have been confirming the intention of each employee through individual interviews and responding to discussions with labor unions.

## Good Relationship with labor union

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Based on the concept that "good labor-management relations are fundamental to corporate management," the Shiseido Group actively promotes information sharing regarding general corporate activities and discussions with employees to resolve issues in a concerted manner.

Shiseido Company, Limited and certain Group companies' (including overseas subsidiaries') employees are organized according to labor unions. In Japan, Shiseido's labor union, representing Shiseido Company, Limited, Shiseido Sales Co., Ltd. and certain affiliates' employees, adopts and operates the Union Shop System (applicable to approximately 11,600 Shiseido Group employees in Japan as of April 1, 2013).

In the union agreement document, Shiseido Company, Limited and Shiseido's labor union confirmed aims to "recognize the social mission of Shiseido's business, strive to realize sound development of the Company and maintain and improve the economic and social status of employees, thereby sustaining labor-management relations based on goodwill and trust." On this basis, both parties aim to honor their mutual stance and hold management councils as well as labor-management discussions in consideration of various issues. In fiscal 2010, joint consultations were actively promoted based on themes including "employees' work conditions and welfare" and "reviewing how employees work, work-life balance and correcting long working hours" to help optimize business operations.

Overseas subsidiaries are also doing business while respecting labor laws and regulations of respective countries, and are thereby striving to build and maintain asound labor-management relationships through communication with management, labor unions and employees.



## Environment

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Shiseido will strive to achieve a society in which people and the Earth coexist beautifully, promoting "Shiseido Earth Care Project", which is an environmental project by all Shiseido Group employees worldwide.

We are pursuing environmental initiatives, including product-related environmental responses and the reduction of CO<sub>2</sub> emissions at business sites.

## Environmental policy

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Shiseido has pursued its business in a spirit of gratitude for the blessings of the Earth since its founding, living up to the phrase that inspired its name: "Praise the virtues of the great Earth, which nurtures new life and brings forth new values."

## Significance of environmental initiatives

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### Ethos of Shiseido derived from its name


至哉坤元 万物資生

Our corporate name is derived from one passage in "I Ching," a Chinese classic literature.

This means "Praise the virtues of the great Earth, which nurtures new life and brings forth new values."

Shiseido has proposed new beauty, utilizing various blessings of the Earth. In order to keep proposing beauty to consumers, we need to coexist with the Earth while returning the favor to it.

### Corporate message

This moment. This life. Beautifully. 

This corporate message also serves as our commitment to the Earth. We cannot sincerely respond to the desire of each and every consumer to "live beautifully" without contributing to a beautiful global environment. In the "Toward Society and the Earth" section of Our Way, which defines how individual Shiseido employees should conduct themselves, we declare: "We will strive to achieve a sustainable society in which people and the Earth can coexist in beauty while pursuing environmental action in line with our own rigorous standards, taking the need to conserve biodiversity into account." Shiseido will dedicate our utmost efforts to promote environmental activities to care for our planet and realize a balanced, beautiful global environment, in the same manner as we care for our skin.



## Shiseido EcoPolicy

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Since 1992, when the Company adopted the Shiseido Eco Policy, a set of guidelines detailing how environmental considerations should weigh on management decisions, environmental protection has been a key effort in all of Shiseido's business activities.

### Shiseido Eco Policy

In order to undertake efforts to preserve the global environment in all of Shiseido's business activities:

1. Consider the environment and use natural resources and energy with great care
2. Promote the development and application of new technologies that do not place a burden on the environment
3. Aim to raise the level of employee awareness toward environmental protection
4. Endeavor to work closely with local communities and society

## Shiseido's Core Approach to Environmental Activities

As suggested by the origin of its name, Shiseido has consistently strived to be a good steward of the bounty of the Earth since its founding. Today, this bounty is being lost at a rapid pace, casting into doubt our ability to pass them down to future generations. Shiseido has returned to its roots and reaffirmed the importance of conducting its business while acting as good stewards of the Earth's bounty. We have embraced a "new Policy on Biodiversity" that places "the preservation the bounty of the Earth" at the core of our environmental activities. This policy complements the first principle of the Shiseido Eco Policy ("Consider the environment and use natural resources and energy with great care"). Shiseido is pursuing the three principles of "conserving biodiversity (i.e., preserving the bounty of the Earth)," "reducing CO<sub>2</sub> emissions," and "reducing use of resources." We aim to achieve a sustainable society through these principles.

### Biodiversity at Shiseido

Shiseido is grateful for the benefits of the Earth, the source of new values. Recognizing that the resources of the Earth are limited, we will use them wisely and fairly for the sake of future generations. Working proactively for their conservation, we will strive to realize a sustainable society.

Meanwhile, we have consolidated our thoughts regarding "fresh water resources" as following manner, in 2013. We will aim for sustainable water use with respecting the healthy water circulation and the water-related culture practices of the local community. First, we will create an understanding of the actual situation of our water use through the value chain of our business activities. Then, based on it, we will work towards minimizing the impacts on the water circulation and the local water-related culture.

## About Shiseido Earth Care Project

### Mission of Shiseido Earth Care Project

Shiseido Earth Care Project is an "environmental project" promoted by all Shiseido Group employees worldwide in every aspect of its business activities.

In order to continuously promote new beauty while receiving the benefits of the various bounties of the Earth, it is necessary to coexist with and show gratitude to the Earth. As Shiseido live in harmony with the Earth, our mission is to care for our planet and realize a balanced, beautiful global environment, in the same manner as we care for our skin. The mission of the Shiseido Earth Care Project is to create "a society in which people and the Earth coexist beautifully" based on the Shiseido Eco Policy, which is designated as the Shiseido Group's Corporate Mission and management policy on the environment.

### Aim of Shiseido Earth Care Project

In addition to basic environmental activities that should be carried out as a social responsibility as a matter of course, including CO<sub>2</sub> reductions and resource conservation, the aim of this project is to realize "a new lifestyle that connects 'beauty' and 'eco-friendliness'" by strongly promoting environmental activities unique to Shiseido.



## Symbol mark of the Shiseido Earth Care Project



This ring symbolizes the Earth, recycling, and commitment:

The Earth gives us a rich range of blessings.

Recycling represents a beautiful cycle that continues for eternity.

Commitment links Shiseido with society and with the Earth.

The mark's beautiful blue color symbolizes water. About 70% of the surface of the Earth is covered with water, which also accounts for some 60% of the human body. It is essential for every ecosystem, just as it is important in cosmetics. By combining the camellia flower, which symbolizes Shiseido, with the ring, we have expressed the coexistence of our corporate activities and nature.

## Environmental Management

### Structures

Shiseido launched the Shiseido Earth Care Project as an environmental project with a membership consisting of all employees worldwide in fiscal 2009. We also created the Shiseido Earth Care Project Promotion Council consisting of corporate officers in charge of the Shiseido Group's various departments, both to share progress in the Company's internal planning of environmental activities, and to consider and consult on a variety of environmental issues.

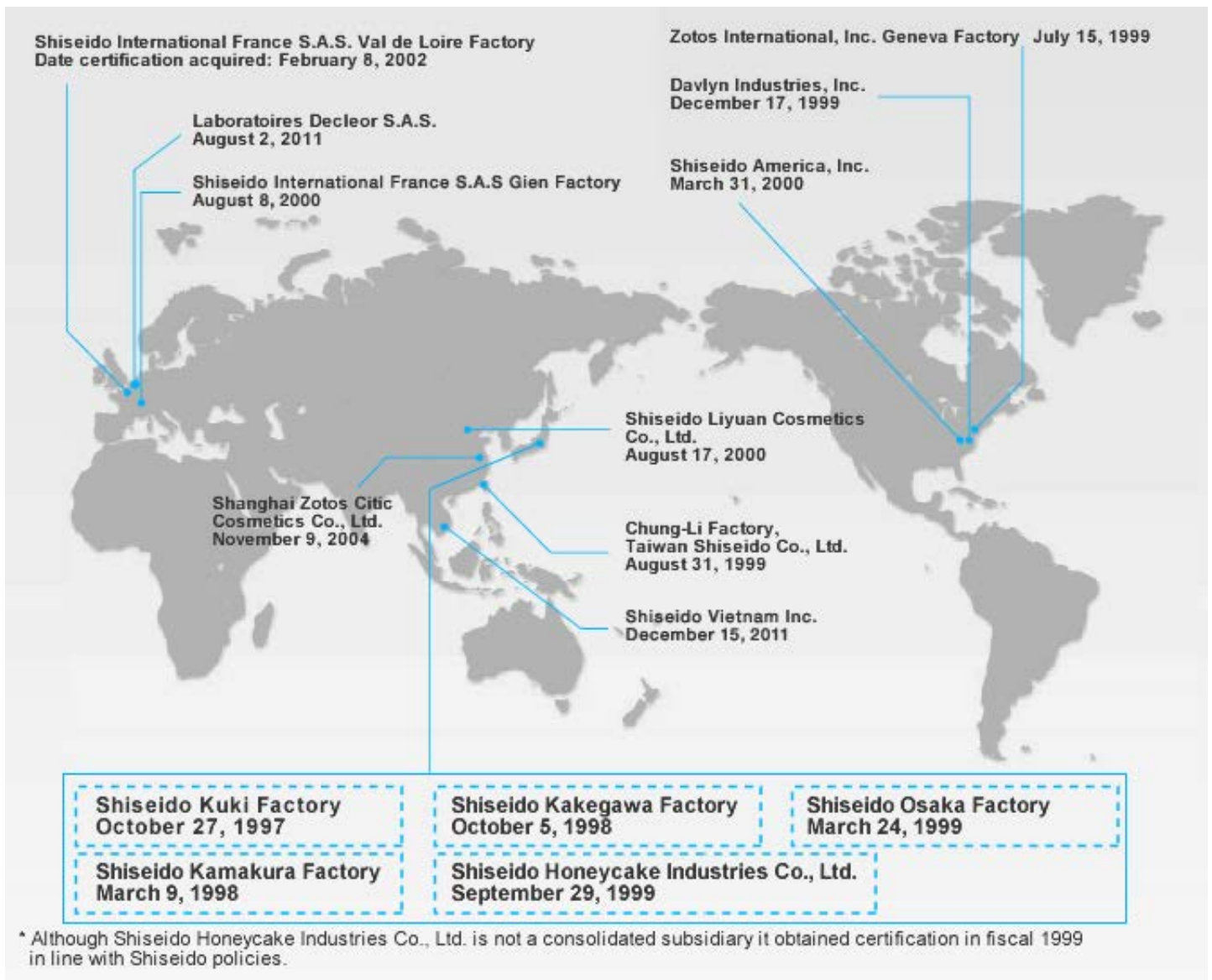
### Associated structures



## ISO 14001 certification initiatives

ISO 14001 is an international standard governing environmental management that was established in 1996. Since initial certification, the plant has been subject to an ongoing certification process to verify that its environmental management system is maintained and improved through annual inspections and a renewal investigation every three years, both conducted by an outside organization. Production factories of shiseido use a management system based on ISO 14001, and they strive to improve management structures and reduce environmental impacts through the repeated use of the PDCA cycle ("Plan," "Do," "Check," "Action").

### Fiscal 2012 Status of ISO 14001 Certification



## Eco Standards

In fiscal 2010, we adopted and began implementing the Production Eco Standards and the Sales Promotion Tools Eco Standards comprising rules for the environmental compliance of products and promotional materials from a life cycle perspective based on changes in the circumstances surrounding environmental issues. We also compiled and began implementing the Office Eco Standards outlining environmental compliance in offices.

## Commitment to Society

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In November 2008, Shiseido announced its participation in Caring for Climate, a climate change initiative also being spearheaded by the Global Compact, and declared to the world its commitment to pursuing environmental activities in business activities while also supporting and actively taking part in global initiatives related to climate change.

In Japan, Shiseido became the first company in the cosmetics industry to be certified as an "Eco-First Company" in March 2009 and made a declaration of its activities to be carried out in accordance with the Eco-First Commitment. And in response to the revision of the terms issued (in September 2010) by the Ministry of the Environment, Shiseido declared the new environmental conservation effort target as the "Eco-First Commitment" in May 2012 and was re-certified. In addition to reporting on the progress of future initiatives to the Minister of the Environment, we will make relevant information available regularly on our website and by other means.

## About the Eco-First Program

The Eco-First Program was created by the Ministry of the Environment in April 2008 to "encourage leading companies in each industry to redouble their environmental protection activities by having them make a commitment to the Minister of the Environment concerning their environmental protection initiatives such as measures geared to combat global warming, reduce waste, and spur recycling." Certified companies are permitted to use the Eco-First Mark in publications and advertising.



Eco-First Mark

## Shiseido's Eco-First Commitment

**In May 2012, Shiseido made a commitment for 4 new efforts with the Minister of the Environment.**

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1. We will proactively promote environment responsiveness of our products by also focusing on the 3 Rs (reduce, reuse, recycle) of containers and packaging.
2. We will proactively work on the conservation of the blessings of the Earth which are the sources of value making.
3. We will engage actively in providing environmental education to our employees to foster human resources that may contribute to the conservation of the blessings of the Earth.
4. We will proactively promote efforts to prevent global warming.

## Environmental targets and results

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The current three-year (2011-2013) environmental program commits Shiseido to pursuing "environmental friendliness throughout the product life cycle" and "global initiatives to reduce CO<sub>2</sub>" as two pillars.

## Current three-year (2011 to 2013) environmental policies and targets

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The current three-year environmental program, which began in fiscal 2011, commits Shiseido to pursuing environmental friendliness throughout the product life cycle and reducing CO<sub>2</sub> emissions worldwide.

Making our Products More Environmentally Friendly  
Throughout Their Total Life Cycle

Global Initiatives to Reduce CO<sub>2</sub> Emissions



## Environmental friendliness throughout the product life cycle

Pursuing environmental friendliness throughout the product life cycle consists of lowering environmental impacts throughout the life cycle in accordance with the Production Eco Standards, Shiseido's unique set of environmental standards addressing research and development, product planning, procurement, production, distribution, sale, use, disposal, and recycling.

We began using sugarcane-derived polyethylene for containers in order to save a finite petroleum resource and reduce CO<sub>2</sub> emissions during disposal and incineration from fiscal 2011. In addition, we are actively working to increase the environmental friendliness of our products, for example by increasing availability of refill products and using paper manufactured from bagasse, the fibrous material that remains after sugarcane is pressed, for product packaging.

We are also moving to conserve water resources by reducing the amount of water required to manufacture and use our products.

### Environmental friendliness product targets

Item	Objective
Utilization of plant-derived containers	We will switch over 70% of the polyethylene used in the domestic cosmetics business from petroleum-derived polyethylene to plant-derived polyethylene by 2020.
Acceleration of the shift to refills	We will make refills available for 100% of foundation (compact type)/ face powder/jumbo sized shampoo and conditioner in the domestic cosmetics business by 2020. We will make refills available for over 70% of lotion/emulsion (dispenser type).
Proactive utilization of bagasse paper*	We will promote the switch to bagasse paper in new products and renewed products that use paper in domestic cosmetics business starting in 2012.

\* Nonwood paper made from the residual fibers (bagasse) after refining sugar from sugarcane

## Global initiatives to reduce CO<sub>2</sub> emissions

To reduce CO<sub>2</sub> emissions worldwide, we endeavor to manage and reduce CO<sub>2</sub> emissions at all facilities, including those located overseas (head offices, research centers, production facilities, sales companies, and affiliates), starting in fiscal 2011.

### CO<sub>2</sub> emission reduction targets

#### Fiscal 2013 target

Targeted entity		Target
Domestic	Production facilities	Reduce by 15% compared to fiscal 2009 levels (absolute amount)
	Non-production facilities	Reduce by 5% compared to fiscal 2009 levels (absolute amount)
Overseas	Production facilities	Reduce by 20% (compared to BAU)※1
	Non-production facilities	Reduce by 4% compared to fiscal 2009 levels (absolute amount)※2

#### Fiscal 2020 target

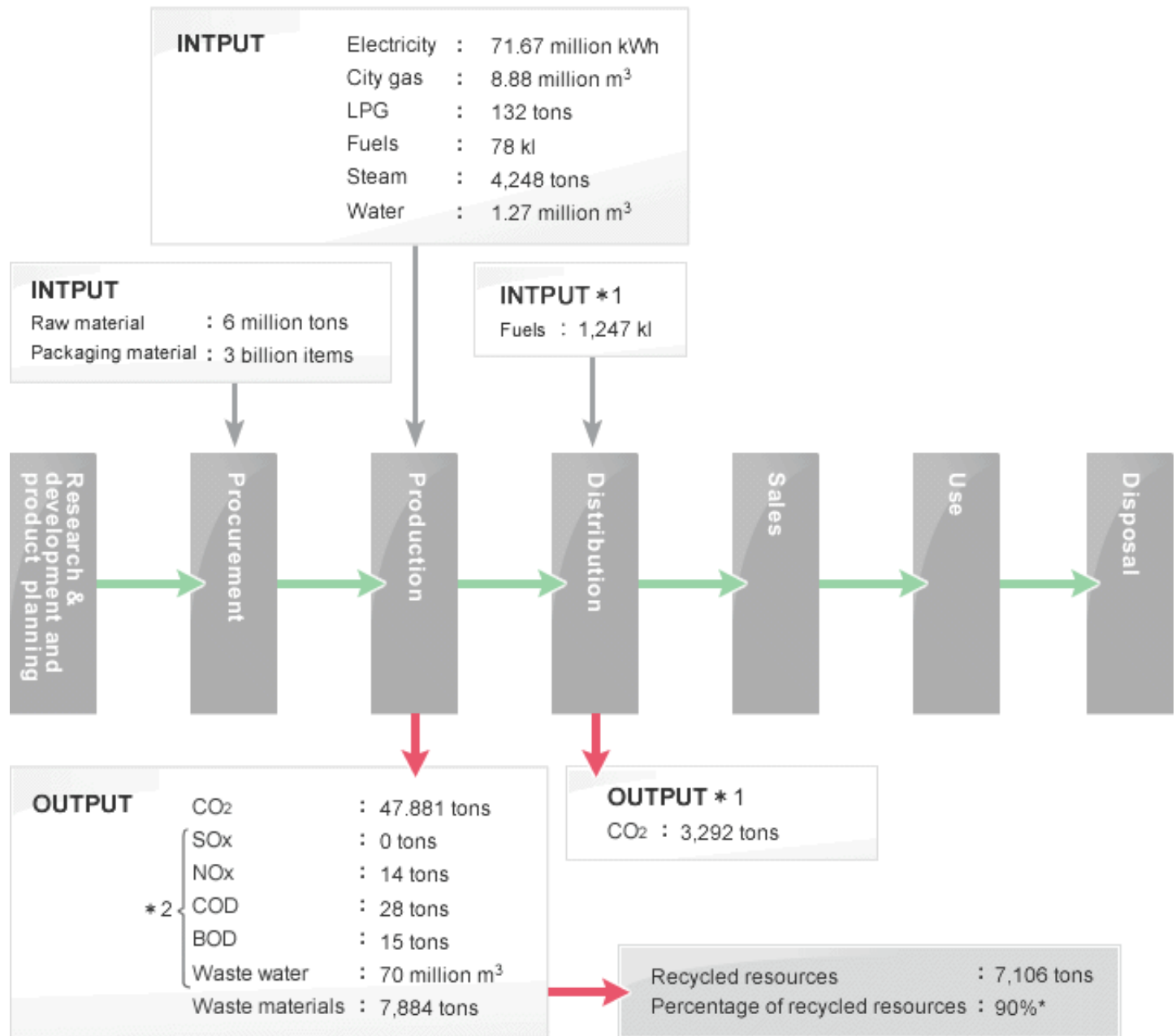
Targeted entity		Target
Domestic	Production facilities	Reduce by 20% compared to fiscal 2009 levels (absolute amount)
	Non-production facilities	Reduce by 14% compared to fiscal 2009 levels (absolute amount)
Overseas	Production facilities	Reduce by 23% (compared to BAU)※1
	Non-production facilities	Reduce by 11% compared to fiscal 2009 levels (absolute amount)※2

※1 BAU ratio : A comparison of the CO<sub>2</sub> emissions that would be expected if particular reduction measures were not implemented ("business as usual," or BAU) and the CO<sub>2</sub> emissions that would be expected if reduction measures are implemented.

※2 Excludes facilities from which data has not yet been acquired.

## Environmental impact results

The following are the environmental impact results for Shiseido's fiscal 2012 business activities.



### Target range

- \*1 Shiseido Company, Limited
- \*2 Domestic production facilities

\* The following production facilities have achieved zero-emissions with more than 99.5% of the recycling rate.

Domestic : Osaka Factory, Kakegawa Factory, Kuki Factory, Kamakura Factory  
 Overseas : Shiseido International France S.A.S. Val de Loire Factory, Laboratories  
 Decl or S.A.S. Argenteuil Factory, Shiseido Vietnam Inc. Shanghai Zotos  
 Clitic Cosmetics Co., Ltd.

## Environmental Accounting

### Basis for environmental accounting calculations

Target Period : April 1, 2012 - March 31, 2013

Scope of Target : Domestic production facilities, overseas production facilities, research centers in Japan, and Head Office.

Unit : Millions of yen.

### 1. Environmental Conservation Costs

Category		Main Initiatives	Investment	Expenses
(1) Costs breakdown by operation			360	281
Breakdown	(1)- 1 Pollution prevention costs	Water contamination, atmospheric pollution, etc.	21	68
	(1)- 2 Global environmental conservation costs	Promotion of energy conservation, measures to protect the ozone layer, etc.	336	29
	(1)- 3 Resources recycling costs	Waste Processing, recycling, wastewater re-use, reducing materials, etc.	3	184
(2)Upstream/downstream costs		Costs associated with Recycling of Containers and Packaging Recycling Law, green procurement product recycling, etc.	0	289
(3)Administrative costs		Personnel expenses (excluding R&D) for environmental management	0	561
(4)Research and Development costs		R&D for environmentally friendly products, etc. (including personnel expenses)	0	71
(5)Social contribution costs		Support of environmental groups, disclosure of environmental information, environmental advertising, etc.	0	45
(6)Environmental remediation costs		Environmental remediation costs, etc.	0	0
(7)Other costs			0	0
Total			360	1,247

### 2. Environmental Conservation Outcomes

Outcomes		Economic effect
Earnings	Revenue from the recycling of waste generated in main business activities and the recycling of used products, etc.	25
Cost savings	From energy conservation	87
	Waste-related	2
	From Resource conservation	27
	Other	0

## Product initiatives

Shiseido adopted the Production Eco Standards, a series of environmental standards governing the product design process, in fiscal 2010. To ensure that these standards are observed in all relevant operations, we are holding workshops and other programs for product planning departments. Our goal is not simply to incorporate environmental considerations into product planning, but rather to propose a new lifestyle through our products by facilitating the coexistence of beauty and ecology through manufacturing without sacrificing products' value as cosmetics (in terms of effectiveness texture, usage experience, ease of use, beauty of design, etc.)

### Mark indicated on products

Shiseido indicates the symbol mark for "Shiseido Earth Care Project" on products that use more than 20% (weight ratio) of plant-derived plastic, such as sugarcane-derived polyethylene, in the overall container.



\* As part of the Shiseido Earth Care Project, we number our symbolic environmental activities.

### No.055-2

### Using polyethylene produced from sugarcane for *SUPER MiLD* containers

In September 2011, Shiseido adopted containers made from sugarcane-derived polyethylene for its *SUPER MiLD* hair care brand. This is the first time this material was used for cosmetics and daily basic goods in Japan.

Incineration of sugarcane-derived polyethylene involves the release of carbon dioxide (CO<sub>2</sub>), which sugarcane absorbs as they grow, so it can be said that there is no difference in the level of CO<sub>2</sub> in the atmosphere when this material is incinerated. Because of this and other reasons, it is said that incineration of sugarcane-derived polyethylene releases over 70% less CO<sub>2</sub> than petrol-derived polyethylene in their life cycles.

Now approximately 96% of the materials used for the Super Mild bottles (both regular and jumbo sizes) are sugarcane-derived polyethylene and approximately 34% for refill packs, and thus CO<sub>2</sub> emissions were successfully reduced by approximately 188 tons in the first year after this change was introduced (according to Shiseido's estimate).

There is another benefit of using sugarcane-derived polyethylene for containers – because this polyethylene is made mostly from residual liquid after refining sugar from the juice of sugarcane, so that it can prevent competition between food usage and plastic usage.



*SUPER MiLD*



the mark indicated on products that use plant-derived plastic, such as sugarcane-derived polyethylene.

**No.073****Shiseido Reduces Plastic Use by Adopting Paper Exterior Packaging Boxes for the *ELIXIR* Skincare Series**

Shiseido is working to improve the environmental friendliness of its core lines *ELIXIR* Skincare Series.

Shiseido has switched from plastic to paper exterior packaging boxes for *ELIXIR SUPERIEUR RETINO VITAL*, a sophisticated product launched in September 2009 as part of *ELIXIR SUPERIEUR* series, which is designed to create rich, firm skin. In addition, Shiseido switched from plastic to paper exterior packaging boxes for *ELIXIR WHITE*, a new brightening line launched in February 2010, and for *ELIXIR SUPERIEUR* products in September 2010. Together, these measures are expected to cut the company's use of plastic by about 90 tons per year.

In addition to reducing use of non-renewable resources, the move to paper exterior packaging boxes opens up more room on the packaging for useful information. Shiseido plans to take advantage of this space to incorporate information that will help consumers make purchase decisions, including product features such as ingredients and directions for use.

Furthermore, in September 2012, Shiseido released refills for *ELIXIR SUPERIEUR* and *ELIXIR WHITE* lotion and emulsion. The refill containers are made from sugarcane-derived plastic, which can lead to lower CO<sub>2</sub> emissions than petroleum-derived plastic containers. Also, when you refill the bottles, plastic waste can be reduced by approximately 85% compared to when you buy these products in bottles (bottle weight ratio).



*ELIXIR SUPERIEUR RETINO VITAL*



Left: *ELIXIR WHITE*

Right: *ELIXIR SUPERIEUR*

**No.084****Reducing plastic use by making *HAKU* refills available**

Shiseido launched a new "replaceable refill product" in line with the renewal of its *HAKU melanofocusCR* skin brightening serum in February 2011.

The amount of plastics used to make this refill container is reduced by approximately 60% compared with the amount used for the original product container. Adopting a refill item for this product reduced a roughly 19 tons of plastics used for one year versus manufacturing the original product container only.



In addition to the environmental consideration of saving resources, another main objective of introducing this refill product is closely tied to Shiseido's desire to respond to consumers' feedback, including: "It's such a waste to throw out a wonderful package" or "Please make a container so that you can check how much remains in the container." Additionally, in terms of the development of the refill container, we have put a lot of ingenuity into creating a structure so that consumers can replace the container as easily as possible.

Moreover, another environmental measure was taken by replacing the exterior plastic packaging with packaging made from bagasse paper (non-wood paper made from fiber after extracting the sugar content from sugarcane), and in turn, curbing the use of petroleum, which is an exhaustible resource, and changing to a sustainable plant-based raw material.

\**HAKU melanofocus CR* (released in February 2013) also adopts these environmentally-friendly container and packaging.



Left: *HAKU melanofocus CR*

Right: Refill

## No.083

### Environmental initiatives associated with the redesign of *Clé de Peau Beauté* Skincare Products

In order to meet the satisfaction of consumers seeking total "authenticity," Shiseido's luxury brand, *Clé de Peau Beauté*, aims to be "luxurious" in all aspects, naturally in terms of product quality as well.

At this time, Shiseido has conducted forward-looking initiatives such as the following in line with the renewal of skincare products in January 2011.

1. Formulated with some fragrances such as sandalwood procured from fair trade sources.
2. Deployed first refill products for *the cream* (cream).
3. Adopted bagasse paper for exterior packages and package inserts (instructions) of products (non-wood paper made from fiber after extracting the sugar content from sugarcane).

As part of the makeup product renewal in January 2013, we adopted premium argan oil procured through fair trade for some products such as *Enriched lip luminizer* (lipstick) and *Luminizing face enhancer* (face color).

*Clé de Peau Beauté* places importance on connections with nature and society and delivers products that take into account the environment as well as product quality.

\* Fair trade is an initiative aimed at improving living standards and promoting the independence of producers and workers in developing countries by continuously purchasing raw materials or goods at optimal prices. It also contributes to environmental preservation by preventing such aspects as the overexploitation of resources in order to realize sustainable use.



Clé de Peau Beauté  
the cream <cream>



the cream (refill)\*  
\*Only in Japan.



Left:Enriched lip  
luminizer<lip stick>  
Right:A refill must be set  
in the proper holder  
before use.



Luminizing face  
enhancer <face color>

## No.088

### Reducing the glass bottle weight and employing labels that are easy to peel off for *Pure White W* and *The Collagen* beauty drinks

In 2012,Shiseido reduced the weight of the glass bottles for *Pure White W* and *The Collagen* products by about 10 percent because consumers had indicated that they throw out several empty bottles at a time and wanted them to be as light as possible.  
We reduced CO<sub>2</sub> emissions by about 427 tons for one year (Shiseido's estimate).

Consumers also indicated that they did not want others to know what they were drinking and that they wanted to remove the labels before disposing of the bottles, but the labels were difficult to peel off.

We responded to this feedback by switching to easily removable labels.



*Pure White W* and *The Collagen*



An easily removable label

**No.075****Shiseido adopts Cartocan eco-friendly paper containers for *Kirei no Susume***

*Kirei no Susume*, which was launched by Shiseido on July 21, 2010, is packaged in Cartocan, an environmentally friendly paper beverage container. In addition, we also changed the package of *Chou-meisou* from aluminum can to Cartocan in 2013. Cartocan offers the following features:

**(1) Promotion of forestland conservation by using wood from thinning operations**

Thinning, a process by which weak trees are cut from crowded forests, is a critical part of developing healthy forests. Cartocan makes extensive use of thinned lumber. In addition, by using over 30% domestic materials, the material promotes the conservation and healthy development of domestic forests. Since those forests absorb CO<sub>2</sub> when they grow healthily, the material also helps reduce CO<sub>2</sub>.

**(2) Contribution to the Midori no Bokin (Green Fund)**

A portion of sales is donated to the Midori no Bokin (Green Fund) and put to use in the development of forests in Japan.

**(3) 100% recyclability**

Cartocan can be recycled in the same manner as milk cartons.

Although initially it was difficult to provide Shiseido's desired shelf life with Cartocan, we decided to use the container after our business partners were able to extend its shelf life.



*Kirei no Susume*



*Chou-meisou*

## No.079

**Awafuru Eco Soap for Hotels that is Gentle on the Environment and Skin**

In October 2010, Shiseido launched 10g and 18g sizes of *Awafuru Eco Soap*, a hotel-use soap that is gentle on the environment and skin. Shiseido Amenity Goods Co., Ltd. distributes the soap and handles hotel guestroom amenities and other facilities as well as professional-use cosmetics.

Until now, hotels have had difficulty dealing with soap. Minimal amounts of soap are used in guestrooms at hotels and other facilities during guests' stays and the soap remains are disposed of as industrial waste. *Awafuru Eco Soap* (hereinafter, "the product") contains micro airbubbles that cause it to form lather and dissolve

quickly for easier consumption. As a result, soap remains are reduced, making it possible to reduce waste significantly. From its practical usage testing, the Shiseido Research Center learned that the volume of remains for disposal of the new type of soap compared with Shiseido conventional soap was about 90% less for the 10g soap bars and about 67% less for the 18g soap bars. According to Shiseido estimate, the new soap reduced the disposal soap by a total of 12.4 tons for one year. Also, the inclusion of air bubbles helps to reduce not only waste but also the amount of raw materials used by approximately 30% without reducing soap size.

Moreover, the product adopts the "*wakuneri*" manufacturing method used for premium facial soap rather than the "*kikaineri*" (machine mixing) manufacturing method generally used for hotel-use soaps. For this reason, while common soaps used at hotels contain no or small amounts of moisturizing ingredients, *the new product* is formulated so that approximately 30% is comprised of moisturizing ingredients. With rich lather containing plenty of these ingredients, the product provides a luxurious feel that other hotel-use soaps cannot match for washing the face and other parts of the body. (Patent pending for respective technological processes and formula)

*The soap* has both considerable eco appeal and beauty appeal for its gentleness on the environment as well as skin. As a result, Shiseido is already receiving requests from many hotels for introduction of the product.



Awafuru Eco Soap



Contains micro air bubbles



Differences between remaining volumes before and after use, comparing *Awafuru Eco Soap* and Shiseido's conventional products.

**No.065****ZOTOS INTERNATIONAL, INC.****Recycling of Plastics Used for Hair Care Product Bottles**

ZOTOS INTERNATIONAL, INC. (Connecticut State, U.S.A.), which manufactures professional products for hair salons for the Shiseido Group, has reduced the amount of virgin resin usage while maintaining quality, safety and also the look of the bottle.

With the introduction of plastic bottle molding equipment, bottle production, which was previously outsourced, has been shifted in-house. After that, the development of molding technology featuring an original four-layered structure, which is innovated by sandwiching two layers that contain recycled plastic with outer and inner layers comprised of thin, virgin plastic, has enabled a maximum of 70% of recycled plastic per container to be used. This is expected to reduce the usage amount of new plastics by nearly 75 tons per year in addition to curbing CO2 emissions by approximately 360 tons annually.



JOICO

## Production initiatives

The production departments aggressively practice the PDCA cycle with specific action plans in order to achieve reduction targets. We will also investigate the possibility of installing solar power systems at production facilities and achieving zero emissions at all production facilities over the long term.

\* As a part of Shiseido Earth Care Project, we number our symbolic environmental activities.

### No.082

### ZOTOS International, Inc. introduced the wind power electricity generation in Geneva factory

ZOTOS International, Inc. which manufactures products for hair salons, installed the 2 large-scale wind power generators in the Geneva factory (NY, USA) began operation in December of 2011.

We expect these 2 generators to generate approximately 5 million kWh per year total. According to American Wind Energy Association (AWEA), this is the biggest power generation (within own premises) among manufacturing companies within the US.

Operation of these wind power generators can cover approximately 50% of the annual electricity consumption at the Geneva factory. Furthermore, the Geneva factory has already begun promoting the "carbon offset\*" program. With the operation of these wind power generators, the Geneva factory will become a "zero CO<sub>2</sub> emission factory."

In 2012, ZOTOS international, Inc. received "2012 Green power Leadership Award" from U.S. Environmental Protection Agency (EPA).

Date operational	December 2011
Annual capacity	About 5 million kWh
CO <sub>2</sub> emissions reduction	About 2,600 tons/year

\* Carbon offset: Collective term for the concept or activities to attempt cancelling out emitted greenhouse gas such as CO<sub>2</sub>, which is inevitable in the course of daily lives or economic activities, by making investments in activities to reduce greenhouse gas with the equivalent amount for the emitted gas.



Wind power generators at the Geneva factory





**No.078****Introduction of Solar-Powered Lighting and LED Lamps Saves Energy**

As of May 2010, the Shiseido Kuki Factory has introduced solar-powered lighting in its storage facility, making it the first building of its kind in Saitama Prefecture with a system installed that eliminates use of electricity.

Solar-powered lighting is a new kind of illumination system that uses sunlight collected from rooftops rather than electricity to provide light in buildings.

Reflection plates with specially processed curved surfaces effectively collect sunlight even in the morning or late afternoon, or when the sun is low in the sky in winter. Meanwhile, prism reflection diffuses collected light into the building, brightening up corners of the storage space that had been dimly lit under mercury lights. The solar-powered lighting thereby enhances operational efficiency and safety. Since solar-powered lighting uses solar energy, it also contributes to reducing environmental load by totally eliminating CO<sub>2</sub> emissions and does not require maintenance after installation.

Also during this same period, all external lights on the factory premises were changed from mercury lamps to LEDs that consume half as much energy. These two initiatives are expected to help reduce CO<sub>2</sub> emissions by about 45 tons annually.



Solar-powered lighting (rooftop)



Solar-powered lighting (image)



Solar-powered lighting  
(inside storage facility)

**No.074****Shiseido Develops a Protective Material for Transporting Products that Offers Flexibility and Recyclability**

Shiseido's Osaka Factory and Kakegawa Factory have developed a new environmentally friendly protective material for transporting products. The facilities began using the new material in April 2010.

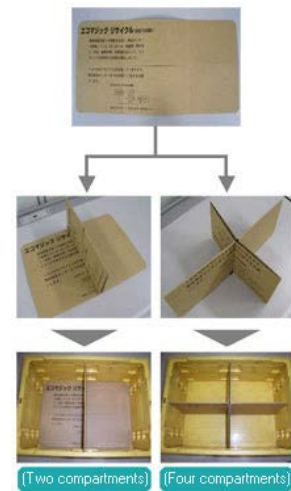
In the past, the factories' approach to shipping products involved the use of a variety of protective materials according to the shape and quantity of the product, and these materials were typically discarded after shipment due to the difficulty of reuse.

Working with Shiseido distribution partner Hitachi Collabonext Transport System Co., Ltd., the factories developed a standardized system of partitions that can be reconfigured to accommodate a variety of shapes.

These partitions can be folded to segment packaging into two or four compartments, allowing them to be flexibly reconfigured to suit the purpose at hand.

Best of all, they can be folded up into a compact size and shipped back to the factory, allowing their reuse.

Shiseido expects to cut its annual transportation-related CO<sub>2</sub> emissions by about 43 tons thanks to a reduction of some 53 tons in annual cardboard use and increases in shipping efficiency made possible by the ability to reuse the partitions.



A cardboard insert can be flexibly altered

**No.072****Environmentally Responsive Vietnam Factory**

Shiseido's 15th factory commenced operations from April 2010 as an "environmental model factory in Asia."

At the Vietnam Factory, we have introduced a central energy monitoring system from Japan as an energy saving measure, thereby optimally controlling energy consumption by visualizing energy use within the factory. Additionally, energy saving and ecofriendly measures are also pursued in terms of lighting and cooling and airconditioning equipment through various means such as introducing these systems from Japan and neighboring countries.

Additionally, surplus soil generated from excavation during construction was reused for landscaping the premises rather than disposal, and then achieving zero emissions at the moment.

The Vietnam factory values "sustainability," which is the most important aspect when considering the environment and all the factory workers are continuously engaged in various activities to conserve the environment such as planting trees within the factory site every year. This new factory will grow as these trees planted by the employees grow.



Vietnam Factory



The trees planted within own premises

**No.051****Installing a solar power system at Shiseido's U.S. factory, Shiseido America, Inc.**

East Windsor, New Jersey-headquartered Shiseido America, Inc. (hereinafter, "SAI") completed the phase 1 of a fixed-tilt solar power system in May 2007. In August 2010, the company completed the phase 2 of the project by installing a solar tracking system that changes the angle of panels in step with the position of the sun during the day. With this installation, together with the system that was initially installed, the system is expected to generate approximately 23,000 MWh of power on an annual basis. This will cover more than 70% of electricity consumed annually at SAI using solar power generation. In addition, approximately 1,200 tons of CO<sub>2</sub> emissions can be reduced annually by utilizing the solar power generation equipment, ranking the system among the largest installations in the state.

In 2010, SAI received the New Jersey Governor's Environmental Excellence Award.

In addition, Davlyn Industries, Inc. installed the solar power system in April 2012.

Date operational :	May 2007 (phase 1) and August 2010 (phase 2)
Annual capacity :	About 23,000 MWh
CO <sub>2</sub> emissions reduction :	About 1,200 tons/year



Phase 1 installation (fixed tilt system)



Phase 2 installation (solar tracking system)

**No.067****Development of Low-Energy Manufacturing Process for Skincare Emulsions**

The conventional process of manufacturing emulsions generally has entailed cooling after heating and emulsifying all ingredients. Shiseido has reviewed this process and developed a manufacturing process, whereby a concentrated emulsion is made by heating a small portion of ingredients and then letting the emulsion cool down naturally by diluting it with room temperature water. In addition to reducing energy used for heating, this development has realized a low-energy technique for manufacturing that eliminates the need for a cooling process.

With this change, it is anticipated that CO<sub>2</sub> emissions will be reduced by roughly 22 tons annually during production\* while also reducing content loss and manufacturing time.

Manufacturing using a low-energy technique is currently utilized for producing ROSARIUM rose body milk RX products and is slated to be consecutively introduced for other products as well.

\* The figure refers to the case in which all targeted emulsion products are switched to this process.



ROSARIUM rose body milk RX



**No.064****Development of Manufacturing Process for Shampoo Using Minimal Energy**

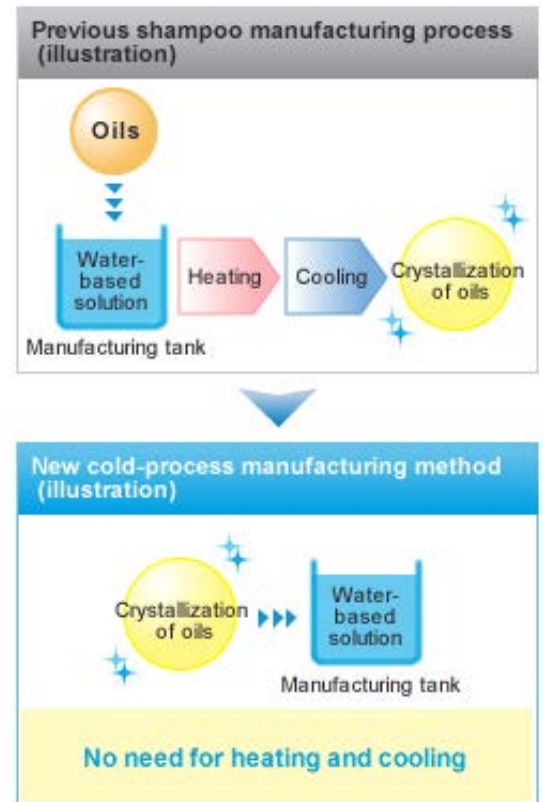
The Kuki Factory has successfully developed a manufacturing process using minimal energy by reviewing the shampoo manufacturing process.

Shampoo is generally manufactured by mixing oil content with a water-based solution to give hair a shiny appearance. In the conventional manufacturing process, manufacturing tanks are heated once in order to evenly mix oil content in the solution and then cool it down to crystallize oil content.

In the currently developed manufacturing method using minimal energy, the order and timing of putting crystallized oil content procured from raw material manufacturers, water and cleansing ingredients into tanks were reviewed, thereby eliminating the process of heating and cooling.

With this development, a reduction in CO<sub>2</sub> emissions and manufacturing time can be realized. Further, CO<sub>2</sub> emissions are expected to be reduced by approximately 500 tons annually when all shampoo products produced at the Kuki Factory are switched to this process.

The process is already being adopted for certain professional-use shampoo products for hair and beauty salons, and Shiseido plans to consecutively expand the process for other products in the future.



## Initiatives in research, procurement, distribution, and sales

In addition to developing environmental technologies to reduce CO<sub>2</sub> emissions, Shiseido strives to create new value through its research and development operations by conducting research into new technologies for implementing value for consumers in an environmentally friendly manner and pursuing software development.

In procurement, we strive to use raw materials that do not increase atmospheric concentrations of CO<sub>2</sub> at the time of disposal or incineration, for example through joint research into sugarcane-derived polyethylene, and we work closely with our business partners to develop environmentally friendly technologies. In March 2006, we began verifying suppliers' agreement with and adherence to the Shiseido Group Supplier Code of Conduct (which was revised in May 2010). Going forward, we will continue to work with suppliers to take biodiversity into account and contribute to a sustainable society.

In distribution, we are working to reduce CO<sub>2</sub> emissions through such means as reassessing the viability of high-frequency, small-volume shipments and conducting joint distribution operations with other companies in the same industry (that is, sharing distribution facilities).

Sales initiatives, we strive for transitioning to LED lighting at stores and developing environmentally friendly promotional tools for use in stores. We introduced a sales vehicle-sharing system in fiscal 2009, and in fiscal 2010 we purchased 10 electric automobiles.

\* As part of the Shiseido Earth Care Project, we number our symbolic environmental activities.



**No.063****Switch to Plant-Based Fermented Alcohol**

At Shiseido, all synthetic alcohol used by our four domestic factories and research centers has been switched to carbon-neutral, plant-based (sugarcane-based) fermented alcohol. In order to avoid competing with food sources as much as possible, we select alcohol that uses sugarcane as a raw material and is produced by individually managed processes from procurement to shipping. With this switch, we are able to reduce several thousands tons of CO<sub>2</sub>.

**No.085****Developing a new procurement route to promote the use of bagasse paper**

Shiseido has established new routes to procure bagasse paper and expand its use for product's outer packaging from fiscal 2010.

Bagasse is the residue after extracting the sugar content from sugarcane and is the raw material of bagasse pulp, a basic ingredient that is processed into bagasse paper. Since this raw material would otherwise be disposed of as waste, the use of bagasse, rather than wood-based paper promotes waste recycling, curbs deforestation and preserves ecosystems.

Until now, there has been little or no progress in promoting the use of

bagasse paper due to product quality and procurement cost issues.

Working together with business partners, Shiseido has now established new routes overseas for procuring bagasse pulp made using more eco-friendly manufacturing processes.

As a result, product quality and costs issues have been resolved, opening up the possibilities for greater usage of bagasse paper for various purposes that include outer packaging.



**No.058****Starting Delivery Using 10-Sided Cardboard Boxes**

Shiseido has introduced machinery for making 10-sided cardboard boxes for product shipments as well as for putting products into these boxes at the Kuki Factory. These boxes are currently adopted for *TSUBAKI*, *SUPER MiLD*, *AQUAIR* and *SEA BREEZE* hair care brands, etc.

The 10-sided cardboard box developed by Shiseido is configured with the four corners removed from a conventional six-sided box (octagon-shaped when viewed from the top) and since its strength is increased due to a higher number of support columns, can be made thinner than conventional paper cardboard boxes. At the same time, the box enables many products to be packed inside without leaving extra spaces, thereby making delivery more efficient.



The reduction in the amount of cardboard materials used and greater delivery efficiency have enabled Shiseido to save resources and reduce CO<sub>2</sub> emissions by more than 800 tons annually. In this way, Shiseido promotes comprehensive environmental activities encompassing all processes from manufacturing to shipping and delivery.

**No.080****New Skincare Product Display Tray That Utilizes Recycled Plastics the First to Acquire Eco Mark in the Cosmetics Industry in Japan**

From October 2010, Shiseido realized a skincare product display tray with standard specifications, which previously differed by brand, and achieved resource saving through the use of recycled plastics.

By standardizing skincare product display tray specifications, Shiseido managed to reduce the use of metal molds (steel) when molding trays. Additionally, since the tray can be used for other skincare brands by simply replacing showcards inserted into trays, it can be used for a relatively long period and contributes to waste reduction. Furthermore, about 70 tons of virgin plastics will be reduced since 68% of the overall tray is made up of recycled plastics. The skincare product display tray is also the first to acquire the Eco Mark in the cosmetics industry in Japan.



Eco Mark stamp (enlarged image)

## No.066

**MAQuillAGE Makeup Line Specification Change for Tester Trays and Product Display Stands**

Shiseido has switched its conventional plastic tester trays used for displaying tester products prior to the launch of new products to paper tester trays for its *MAQuillAGE* makeup line. The function of a product display stand, which is used for displaying products after launch, has also been added, thereby developing a unified display unit that may be utilized as both a tester tray and product display stand.

In addition to being able to reduce the use of plastic resin by approximately 27 tons as a result of shifting from plastic to paper, the amount of paper and cardboard materials can be cut by roughly 20% by integrating the functions of tester trays and product display stands, which were previously produced separately, into a single unit. Further, it is expected that the number of 10-ton trucks used for transport and delivery will be reduced by 96 vehicles annually.



Tester tray developed only for displaying testers prior to the launch of new products

## No.061

**Eco Processing of Beauty Consultant Uniforms**

In regard to the disposal of Beauty Consultants' uniforms for which the issue period for use has ended, from 2009 Shiseido shifted from thermal recycling, which reuses heat generated during incineration, to chemical recycling, which uses coke ovens to produce chemical raw materials. The new recycling method enables complete recycling of fibers into materials such as chemical raw materials with no residues (ash) after processing. Additionally, there are almost no CO<sub>2</sub> emissions, thereby enabling a significant reduction compared with conventional incineration processing.

**Initiatives to conserve biodiversity**

All Shiseido products derive from the bounty of the Earth. It is critical that we conserve this bounty in the form of biodiversity so that we can continue to make use of it in the future. We must be aware that we are benefiting from the bounty of the Earth when we create products, and we must strive to conserve it in all its forms throughout the product life cycle. Shiseido places the conservation of the Earth's bounty at the core of its environmental activities, and we have put forth a statement of this policy entitled "Biodiversity at Shiseido."

## Initiatives for the issue of palm oil

The demand for palm oil, which is a raw material for food and cosmetics, has been drastically increasing in recent years. Tropical rainforests of *elaeis guineensis*, which is the raw material, have been illegally logged for major plantation developments, and endangered wildlife and effect for global warming from reduced forests have become issues. Shiseido has been participating in the "RSPO: Roundtable on Sustainable Palm Oil," which was established with the aim of conserving the environment and promoting and operating sustainable palm oil industry, since 2010. Based on the RSPO conference in March, 2012, we have declared to switch all of palm oil and palm kernel oil used by the Shiseido Group with palm oil certified by the RSPO by 2013. Certification requires employing the Book & Claim system\* as determined by the RSPO. Shiseido's declaration has been posted on the RSPO website.



\*A system for trading the output of palm oil and palm kernel oil produced at RSPO-certified plantations as certified credits. The system has the same structure as green electricity, which means that the purchase of certificates is recognized as the purchase of RSPO-certified oil.



The wild orangutan that inhabit the rainforest



The employee listening to the description of the oil palm

## Biological investigation conducted in the areas near Ginza

As the headquarters on the Namiki Dori Street are being reconstructed (completion scheduled for fall 2013), Shiseido conducted biological investigation to study animals (including birds and insects) living in the greens in the areas near the Ginza district, in order to design a building in harmony with the local ecosystem by providing green space on the rooftop and to make contributions to the community of Ginza.

This investigation was conducted in cooperation with Takenaka Corporation and Regional Environmental Planning Inc.

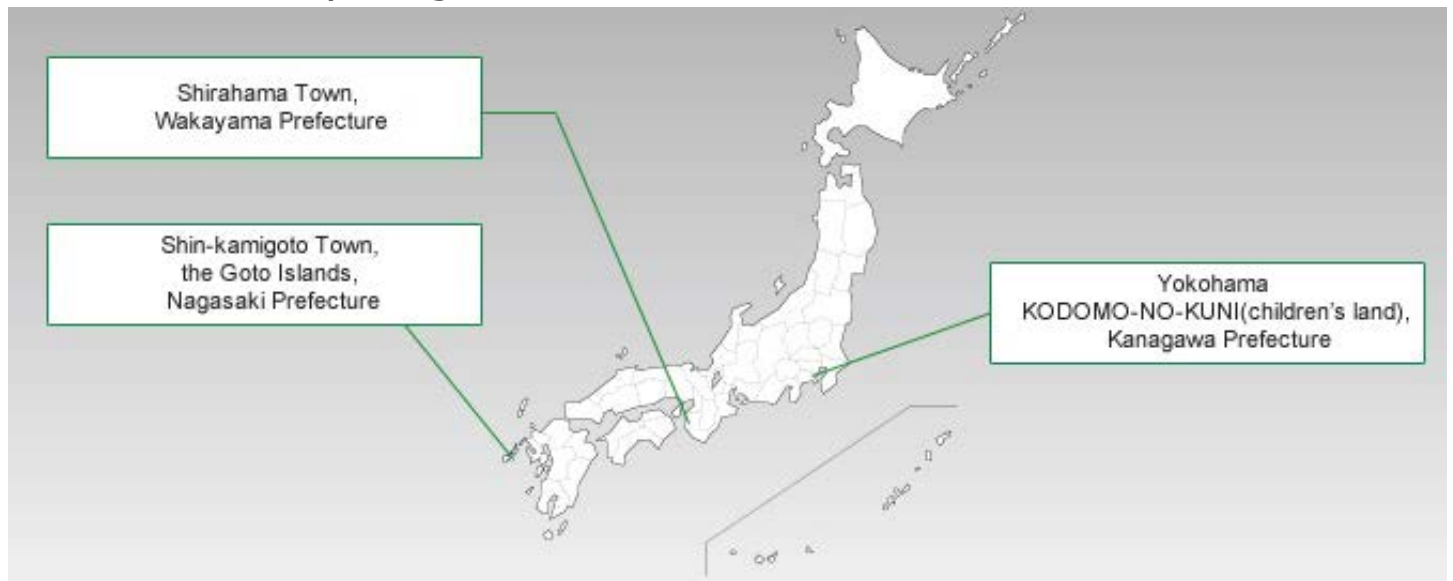
The investigation results showed that the Ginza district had a small animal population with a small number of types of animals. On the other hand, it was confirmed that in the neighboring large greens such as Hibiya Park and Hamarikyu, there was a large animal population and they are breeding and foraging. From these results, we found that if we had green space on the rooftop of the new headquarters building, that could be a stopping point for birds and insects, thus we could contribute to the biodiversity-friendly community development.

Based on the results of this investigation, Shiseido will consider creating an environment in which animals prefer to live by providing green space on the headquarters rooftop and contributing to the development of the community where a variety of animals can co-exist. Moreover, we will disclose the results of the investigation and encourage their wide use. Hopefully this information will be of some help to the development of the Ginza district.

## ■ Camellia planting and conservation volunteer activities

In order to provide an opportunity to gain a better understanding of the importance of conservation of bounty of the Earth, Shiseido has held events where its employees and their families volunteer to plant and conserve camellia trees every year in Wakayama Prefecture since 2009 and in the Goto Island in Nagasaki Prefecture and Yokohama KODOMO-NO-KUNI (children's land) in Kanagawa Prefecture since 2011.

### The Place of Camellia planting and conservation volunteer activities



\* As a part of Shiseido Earth Care Project, we number our symbolic environmental activities.



## No.089

## Camellia planting and conservation activities in the Goto islands, Nagasaki Prefecture, where an ingredient for *TSUBAKI* hair care brand products is produced.

In May 2013, Shiseido held its third volunteer event to plant and conserve camellia trees in the Goto Islands, Nagasaki Prefecture, where camellia oil used in its *TSUBAKI* hair care brand products is produced.

Working with assistance from community members of Nagasaki Prefecture and the town of Shinkamigoto, Shiseido held its 1st camellia planting and conservation event in 2011 with the participation of volunteer employees in this place where an ingredient of its product is produced. This year, 42 employees and their families and 19 local children engaged in environmental conservation activities in the town of Shingamigoto-cho with a total of 61 people participated in this event to plant and conserve camellia trees.

After the participants carefully planted one nursery tree each, they wrote a message on a wooden tag wishing for healthy growth of the tree, and placed the tag in the ground beside it. In about 10 years from now, camellia oil from these trees will be used in our *TSUBAKI* products. Then, the participants conserved the camellia trees by clearing away the undergrowth around the nursery trees that had been planted in the past events and by removing vines from the natural camellia trees. In addition to the planting and conservation, the participants had an opportunity to actually made camellia oil from camellia seeds in simple manner. After grinding down hard camellia seeds in sweat, they shouted with joy when they saw camellia oil flowing out of the oil press.

Shiseido will continue to learn the importance of protecting and nurturing the bounty of the Earth through this event as well as conducting environmental activities in line with its business activities.



Tree planting



Extracting camellia oil from camellia seeds.



a commemorative group photograph

**No.070****Tree-Planting and conservation activities in Shiseido Tsubaki Forest**

In May 2012, which is the 4th year, a total of 189 employees and their families from various places in Japan, mainly from the Kinki district and some from Kyushu, Nagoya and Tokyo, participated in the event.

They received instructions from the local forest owners' association and prefectural office staff and planted approximately 200 Japanese camellia nursery trees and cleared away the undergrowth. It was a hot day but the participated employees worked hard at planting and mowing, wishing for healthy growth of nursery trees that they planted.

The feedback from the participated employees include; "This work made me realize how hard it is to look after the forest," "I was tired because I am not used to this kind of work but it was new experience for me to sweat in the greenery and I felt good" and "I was happy to see the nursery trees that I had planted previous year were growing big! I will definitely come back here again to see how the nursery trees that we planted will grow."



Planting camellia trees



Clearing away the undergrowth



4th volunteer activity



Planted camellia nursery trees



## The second volunteer event to conserve camellia trees held in the Forest of Camellia Trees in Yokohama KODOMO-NO-KUNI (children's land).

In July 2012, Shiseido held the second volunteer event to conserve camellia trees in the Forest of Camellia Trees in Yokohama KODOMO-NO-KUNI in Kanagawa Prefecture.

Shiseido bought a collection of camellia trees owned by Choka Adachi, who initiated the Adachi-style flower arrangement, as part of its 100th anniversary project and donated it to Kodomo-no-kuni (operated by the Yokohama City and social welfare service organization Kodomo-no-kuni Association) in 1972. Most of the camellia trees in Kodomo-no-kuni are cultivars, and these are different from Japanese camellia trees that you often find naturally growing in Wakayama and Nagasaki Prefectures and do not produce many seeds, which are used to make camellia oil.

However, in Kodomo-no-kuni, there are about 7,000 camellia trees (about 600 species) including sasanqua trees, and the Forest of Camellia Trees is colored with a lot of beautiful camellia flowers in winter and spring and sasanqua flowers in late fall and winter.

Unfortunately it was drizzling on the day of the event, but the employees and their families totaling 16 conserved camellia trees. They cut off vines around the camellia trees, cleared away the undergrowth and pruned the tree branches. Conserving the trees during summer when the undergrowth is thick helps them grow healthily.

Most of the employees participated in the event for the first time, therefore they were not used to doing these, but they were doing their job earnestly, wishing for the healthy growth of the camellia trees that they conserved.

The feedback from the participants includes "I think this is a valuable place, property where we can appreciate a lot of camellia trees all together." Shiseido will continue to organize this event in KODOMO-NO-KUNI as an opportunity where its employees living in the Kanto district and its surrounding areas can feel the importance of the bounty of the Earth and realize how fun it is to contact with nature.



A sign at the entrance of "the forest of camellia tree"



Cutting off vines



The commemorative group photograph

**No.086****DECLÉOR's contribution to Madagascar's essential oil through NGO**

DECLÉOR is a natural skincare brand using natural essential oils properties for the Shiseido Group. 25% of DECLÉOR's products use natural essential oils produced by small producers in Madagascar. Madagascar is one of the poorest countries in the world and its infrastructure is seriously underdeveloped.

DECLÉOR started to improve living conditions of Madagascar population through NGO ASMADA\* Association by protecting the environment and water resources since 2008.

DECLÉOR conducted the support through the sales of Madagascar eco-sponsored product and donated profit of Eco-sponsored product to ASMADA and the donation was used for planting in Madagascar. DECLÉOR made products using essential oils collected from Madagascar's trees.

Then, DECLÉOR allocated a portion of its profit to Madagascar through ASMADA again.

DECLÉOR will contribute to Madagascar's social development through NGO.

\*ASMADA is a NGO that supports Madagascar's social development since 2003. They worked on supporting Madagascar's population and received highly praises from the local community. For example, they planted more than 80,000 trees and installed solar systems to school as part of the education support.



Eco-sponsored product

Left: Organic cotton bags (FY2009)

Right: Aroma Diffuser (Fragrance in a room, FY2010)



Planting trees supported by ASMADA

**No.069****Research on KODA**

Shiseido has discovered through conducting joint research\*1 with Sumitomo Forestry Co., Ltd. that KODA ( $\alpha$ -Ketol-OctadecaDienoic Acid), which is a new type of natural plant fatty acid with the stimulatory effect of activating flower initiation (process of flower formation), has a stimulatory effect on



Stimulatory effect of KODA on rhizogenesis of cuttage of Somei-yoshino

rhizogenesis (root formation) of cuttage. Application of this effect has significantly increased the cutting propagation rate of Somei-yoshino cherry trees through cuttage, for which root formation was previously considered unstable. propagation rate of Somei-yoshino cherry trees through cuttage, for which root formation was previously considered unstable.

Subsequently, together with Sumitomo Forestry, Shiseido has succeeded in the propagation of successor saplings originating from camellia trees that are over 300 years old at Reikan Temple in Kyoto as well as 350 years old Camellia Sasanqua trees at Ankokuron Temple in Kamakura city that were in danger of dying due to decay. The stimulatory effect of KODA on rhizogenesis has contributed to preventing the loss of a "diversity of species" from a biodiversity perspective.

Research on KODA started with developing cosmetic ingredients through plant tissue cultures. We are now researching in the joint project\*2 on the development of flower initiation control technology of fruit trees. In addition, various research into KODA is currently underway in such areas as the agricultural products in which yields are declining due to global warming. Such technology is expected to contribute to the impact on agricultural products caused by climate change, which is induced by global warming.

The partners won the 18th Chemical and Bio Technology Prize for their discovery of KODA.

\*1 Joint research project ("Enhancement of CO<sub>2</sub> sinks by improvement of afforestation technology in tropical forests") funded by the Environment Research & Technology Development Fund administered by the Ministry of the Environment

\*2 Joint research project ("Development of flower initiation control technology of fruit trees using KODA") supported by a grant-in-aid from the Research and Development Program for New Bio-industry Initiatives

## No.053

## Tree-Planting Activities in China

In April 2008, Shiseido launched a 10-year tree planting program in the city of Lanzhou in China's Gansu Province. In the 6th activity implemented in April of 2013, over 90 persons in total, including volunteer employees from the Shiseido Group in China and Japan, government officials and clients from Gansu and Lanzhou City, and teachers and students from the Shiseido Group's scholarship target colleges (repayment is not required for this scholarship), participated.

The participated employees provided comments such as "The desertification on the site has spread to the wider area than I thought. I hope that the plants we planted on the precipitous slope will actually grow here," "I want to participate in this activity next year, too," and "I want to tell my colleagues who could not come this year about this activity".

The total number of trees that we have planted for 5 years until 2012 is approximately 68,000 trees and the rate of their taking root and growing is over 92%; therefore, it means that we have made the waste land green with the size of 7.5 Tokyo Domes.

The initiative seeks to contribute to Chinese society, including by deepening the bonds of friendship between Japan and China, protecting the environment by reducing CO<sub>2</sub>, and creating opportunities for local employment.

Location	Lanzhou city, Gansu Province, China
Planting area	Approx. 36ha
No. of trees	Approx. 68,000 (April 2008, to December 2012)
Program duration	Approx. 10 years



A monument commemorating the tree-planting base



Volunteers plant trees



**No.033-2****Volunteers Plant Mangrove Trees in Thailand**

Shiseido Thailand Co., Ltd. , which is the sales company of the Shiseido Group, cooperated in the mangrove rehabilitation project hosted by Bangkok, Thailand in 2008 and planted 2,600 trees along with the elementary school located next to the mangrove forest.

We have continued this tree-planting activity since then. In August of 2013, which was the 5th activity, 25 local employees planted approximately 400 trees at the Mangrove Conservation Center in Samut Songkhram Province.

Beauty consultants who conduct activities at counters also participated this time and planted one by one with their whole hearts even though their feet got stuck in the mud.

The participated employees provided comments such as "I feel very happy that I can be a part of saving the earth and environment,""I want to go again to check whether the mangrove trees we planted are grow up or not".

Beauty consultants who conduct activities at counters also participated this time and planted one by one with their whole hearts even though their feet got stuck in the mud.

The participated employees provided comments such as "I feel very happy that I can be a part of saving the earth and environment,""I want to go again to check whether the mangrove trees we planted are grow up or not".

Since plants in mangrove forests grow 1 meter in a year under good conditions and actively absorb CO<sub>2</sub> from the air, global warming prevention effects can be expected.

Mangrove forest is also called "Cradle of Life" due to the fact that diverse creatures gather in mangrove forests and rich ecosystem can be formed.

Shiseido Thailand Co., Ltd. will continue the environment conservation activities with an intention to hand down beautiful nature to the next generation.



20 beauty consultants participated in the activity



Tree planting



Shiseido Thailand employee volunteers

## Other initiatives

Since fiscal 2010, Shiseido has been supporting the activities of the non-profit organization Earthwatch Japan by participating as a volunteer in a variety of field research projects both in Japan and overseas. We also joined the Japan Business Initiative for Biodiversity (JBIB) in fiscal 2011. In addition to continuing to examine potential solutions to biodiversity-related issues by actively participating in these groups' meetings and workshops, we will pursue opportunities to cooperate with a broad range of stakeholders.



The mudflats biological research after the Great East Japan Earthquake (Miyagi, Japan)



Dormouse biological research (Kiyosato, Japan)



Coral reef research (Okinawa, Japan)

## Responding to Environmental Risks

There is a broad array of risks related to the environment and laws related to this issue are growing stricter every year in respective countries worldwide. Based on these circumstances, Shiseido's Head Office takes the lead in gathering information about new environmental laws, analyzing their provisions, disseminating information to the relevant departments and ensuring thorough compliance. Observance of environmental laws and regulations is evaluated in production departments based on ISO 14001 standards to ensure thorough compliance. Investigations of domestic and overseas affiliates revealed no major violations of environmental laws or regulations during fiscal 2012. Going forward, Shiseido is committed to managing its operations in an appropriate manner.

## Thorough Management of Industrial Waste

While waste producers are being held accountable with regard to the illegal disposal of industrial waste, Shiseido is promoting optimal management to address this issue centering on industrial waste, which is a position created at all domestic worksites. Additionally, initiatives are being undertaken to practice thorough compliance by carrying out evaluations including environmental laws and regulations in production departments based on ISO 14001 standards.



Industrial Waste management training in progress Top of Page



## Management of Chemical Substances

Shiseido not only satisfies the legal reporting requirements set out in the for Pollutant Release and Transfer Register (PRTR) Law and Promotion of Chemical Management but also proactively conducts voluntary management of the use and disposal of chemical substances such as ingredients and reagents in factories and laboratories.

From the standpoint of workplace safety, we ensure that Material Safety Data Sheets (MSDS) are issued to business partners, for example by systemizing the issue of MSDS for semi-finished products when supplying chemical substances containing ingredients specified by laws such as the PRTR Law and the Industrial Safety and Health Act to customers.

## Correspondence to the PRTR Law PRTR target substance emissions and transfers

### Fiscal 2012 (unit: tons)

Legal No.	Substance name (legal designation)	Amounts of Emissions			Amounts of Transfers	
		Atmospheric	Public water	Soil	Sewage	Waste
13	Acetonitrile	0.0	0.0	0.0	0.0	3.0
56	Ethylene oxide	0.0	0.0	0.0	0.0	0.0
71	Ferric chloride	0.0	0.0	0.0	0.0	0.0
127	Chloroform	0.0	0.0	0.0	0.0	2.0
207	Ditertiary butyl 4-cresol	0.0	0.0	0.0	0.0	0.0
275	Lithium dodecyl sulfate	0.0	0.0	0.0	0.0	4.0
300	Toluene	0.0	0.0	0.0	0.0	1.4
334	Methyl-4 p-hydroxybenzoate	0.0	0.0	0.0	0.0	0.0
389	Hexadecyltrimethylammonium Chloride	0.0	0.0	0.0	0.0	0.2
409	Sodium poly (oxyethylene) dodecyl ether sulfonate	0.0	0.0	0.0	0.0	17.6

Scope of Data : Shiseido Company, Limited (Kamakura, Kakegawa, Osaka, Kuki factories and Research Center), Shiseido Irica Technology Inc. The above chemicals are PRTR Specified Class I Chemical Substances and are reported when a single facility annually handles one ton or more.

(Specified Class I Designated Chemical Substances are reported when 0.5 tons or more are handled.)

Released amount Transferred amount

\*1 PRTR (Pollutant Release and Transfer Register) Law: Law concerning reporting, etc. of the release of specific chemical substances into the environment and promoting improvements in the management of such chemical substances.

Legal number Name of substance (legal designation)

## Environmental communication

### Awards

#### Shiseido received the 2012 Environment Minister's Award for Global Warming Prevention Activity

In December 2012, Shiseido received the "2012 Environment Minister's Award for Global Warming Prevention Activity organized by the Ministry of Environment for the low-energy emulsion manufacturing process" developed by the Shiseido Research Center and used in the factory manufacturing process. We also received the 2nd Kanagawa Global Warming Prevention Award in February for this effort.

President Hisayuki Suekawa attended the award ceremony held at the KKR Hotel Tokyo on Wednesday, December 12, and received the award. The Ministry of Environment has been giving the Environment Minister's Award for Global Warming Prevention Activity since 1998 to honor individuals or groups that have made significant contributions towards preventing global warming yearly in December, designated as Global Warming Prevention Month, as part of efforts for promoting countermeasures against global warming.

For 2012, a total of 30 individuals and organizations received the award. This award has five categories; Technological Development and Commercialization, Countermeasure Technology Introduction and Dissemination, Implementation of Countermeasures, Environmental Education/Dissemination and Enlightenment and International Contribution, and Shiseido received the award in the category of Technological Development and Commercialization.



The commemorative photo of the ceremony



The certificate of commendation

#### Awards received

Month/Year	Award	Organizer	Reason for award
April 2000	Minister for Environment Award of the 9th Grand Prize for the Global Environment Awards	The Fuji Sankei Group	Continuous environment improvement activities based on Shiseido Global Eco Standard
April 2002	Minister of Education, Culture, Sports, Science and Technology Award of the 11th Grand Prize for the Global Environment Awards	The Fuji Sankei Group	Establishment of a recycling system for used glass bottles for cosmetic products
February 2004	Encouragement Award for Environmental Reporting of the 8th Environmental Communication Award of the 21st Grand Prize for	Ministry of Environment and the Global Environmental The Fuji Forum	The contents of the CSR Reports

June 2009	Logistics Award of the Japan Packaging Contest 2009	The Japan Packaging Institute	Resource-saving packaging with 10-sided cardboard boxes
May 2010	The 18th Chemical/Biotechnology Prize	The Chemical/Bio Tsukuba Foundation	Research on the "Discovery and Development of the Physiological Effects of KODA( $\alpha$ -Ketol-Octadeca Dienoic Acid)
June 2010	Cosmetics Packaging Category Award of the Japan Packaging Contest 2010	The Japan Packaging Institute	Use of polylactic acid containers for <i>URARA</i> hair cleansing products.
June 2010	Cosmetics Packaging Category Award of the Japan Packaging Contest 2010	The Japan Packaging Institute	Reduction of CO <sub>2</sub> emissions by introducing <i>Soka Mocka</i> compressed cotton balls to improve the volumetric efficiency during transportation and storage
December 2010	"The 2010 New Jersey Governor's Environmental Excellence Awards" Clean Air Section	The state of New Jersey (U.S)	Introduction of a photovoltaic power system at Shiseido America, Inc.
June 2011	Cosmetics Packaging Category Award of the Japan Packaging Contest 2011	The Japan Packaging Institute	Reduction of plastic use by adopting refill containers for <i>ELIXIR WHITE Reset Brightenist Cream</i>
June 2011	Appropriate Packaging Award of the Japan Packaging Contest 2011	The Japan Packaging Institute	Reduction of plastic use by adopting refill containers for <i>HAKU Melano Focus W</i> refill containers
September 2011	1st Biomass Product Popularization and Promotion Achievement Award	Japan Society of Biomass Industries	Adoption of cosmetic containers made from sugarcane-derived polyethylene
October 2011	Good Design Award 2011	The Japan Institute of Design Promotion	Environmentally friendly container designs of <i>Cle de Peau BEAUTE</i> and <i>HAKU Melano Focus W</i> products
February 2012	2nd Kanagawa Global Warming Prevention Award (Greenhouse Gas Reduction Technology Development Category)	Kanagawa Prefecture	Development of low-energy emulsion manufacturing process
February 2012	Award of Excellence (Environmental TV Commercial Category) of the 15th Environmental Communication Awards	Ministry of the Environment and the Earth, Human and Environment Forum	Corporate commercial, "Finger Energy version"
April 2012	The Japan Federation of Printing Industries Chairman's Award of Japan Packaging Competition 2012 (JPC Exhibition)	The Japan Federation of Printing Industries	Adoption of containers made from sugarcane-derived polyethylene for its <i>SUPER MILD</i> products

April 2012	Japan Business Federation Chairman the Global Environment Awards	The Fuji Sankei Group	Use of camellia oil produced in the Goto Islands in its products and planting and conservation of Japanese camellia trees, whose seeds are used to make the oil
June 2012	President of Japan Marketing Association Award of the Japan Packaging Contest 2012	The Japan Packaging Institute	Adoption of containers made from sugarcane-derived polyethylene for its <i>SUPER MILD</i> products
December 2012	2012 Environment Minister's Award for Global Warming Prevention Activity	Ministry of the Environment	Development of low-energy emulsion manufacturing process
September 2012	2012 Green Power Leadership Award	United States Environmental Protection Agency	Introduction of two large wind turbine generator systems at ZOTOS International
February 2013	Award of excellence (Industrial Use Category) of the 2012 Cogeneration Grand Prix	The Advanced Cogeneration and Energy Utilization Center Japan	Energy-saving activity through the introduction of a highly-efficient warm water utilization system at Kuki factory

## Exhibitions

### Shiseido Introduced Environmental Initiatives at Eco-Products Exhibition 2012

Shiseido exhibited its products at the Eco-Products Exhibition held at the Tokyo Big Site from Thursday December 13 to Saturday December 15, 2012.

The Eco-Products Exhibition is one of the largest environment protection exhibitions in Japan, and this year 711 companies and organizations exhibited their products and services to over 170,000 visitors. The Shiseido booth had a lot of visitors who saw our efforts to protect the environment.

At the Shiseido booth, we introduced our corporate environment protection activities, our efforts to make environmentally-friendly products and containers including active development of refills as well as our activities to plant and conserve camellia trees in the Goto Islands in Nagasaki Prefecture where an ingredient of its "*TSUBAKI*" hair care brand products, camellia oil is produced. In addition, we conducted demonstrations under the following two themes on the stage next to the booth.

#### 1. Professional's secrets to environmentally-friendly life

Hair & makeup artists of the Shiseido Beauty Creation Research Center introduced how to use up make up products such as lipsticks and eye colors which are difficult to do so.

#### 2. Fullmake Washable Base (FWB) Demonstration

Shiseido researchers introduced the world's first technology which enables



Shiseido booth



The camellia tree from the Goto Islands in Nagasaki Prefecture

us to wash off makeup applied over the base using only warm water and our environment protection activities based on the "water foot print\*." They also demonstrated how makeup is washed off using the product.

\* Water foot print:

A method to quantitatively measure use of water through a product life cycle from raw material procurement to production, disposal and recycling, and its influence on the environment and society



*Fullmake Washable Base (FWB)*  
Demonstration

## Other activities

### Environment-themed advertisements

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Shiseido introduces its efforts to protect the environment through TV commercials and magazine advertisements

- TV commercial "Refill version", "Finger energy version"
- Magazine advertisement "Shiseido's environment protection activities version (January 2010 to January 2011)"

## Fair Business Practices

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Toward Business Partners. Activities for promoting fair business in accordance with ethical action standards.

## Fair Competition and Comprehensive Transactions

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### Policy for Fair Transactions

Based on "Toward Business Partners" in Our Way, which is denoted in "Our Mission, Values and Way," Shiseido also aims to realize a good partnership in terms of CSR activity with all business partners, including retailers and suppliers.

Shiseido purchases ingredients and perfumes used in the manufacture of cosmetics, packaging, promotional sales materials, and other products from outside companies. We view all suppliers as partners in the creation of new value and consider mutual understanding, including in the promotion of CSR activities, to be of the greatest importance.

### Aiming to Strengthen Partnerships with Our Business Partners - Briefing Session on Purchasing Activity Policy

In order to address changes of the times and social requirements, with regard to Shiseido's concept of procurement, Shiseido considers it important to promote manufacturing along with business partners by gaining their understanding with a sincere approach to society. As a means of expanding the circle of "creating a beautiful lifestyle culture at the global level," Shiseido clearly stated that the Company aims to achieve growth together with its business partners while promoting "coexistence with society" via procurement activities and practicing "new value creation" also from the perspective of procurement. Since the understanding and cooperation of business partners is indispensable in promoting CSR initiatives, and in order to address social requirements in the future, Shiseido considers it important that our business partners show greater understanding toward Shiseido's concept of CSR and promote manufacturing together with a sincere stance for society.

To this end, domestic procurement departments are holding annual briefing sessions of purchasing activity policy and section meetings of purchasing activity policy sessions, which are held by respective fields such as raw materials, fragrance and materials, with our business partners. These sessions are held with the aim of strengthening the partnership with our business partners, in which Shiseido's idea of corporate social responsibility (CSR) is communicated while reaffirming that the respective parties will work together in this endeavor.

In fiscal 2011, approximately 140 companies of business partners participated in these sessions in May in which Shiseido conveyed the Company's aspirations regarding the environment and CSR in greater detail and asked for continued cooperation from partners.





Scene from the FY2013 "Purchasing Activity Policy Briefing Session"



We have also started holding the "Purchasing Activity Policy Briefing Session" in China in FY2011. Approximately 140 business partner companies from business partners for raw materials/fragrance materials/ingredients in China participated. We communicated Shiseido's concept and needs on procurement and promoted understanding.

Scene from the FY2013 "China Purchasing Activity Policy Briefing Session"



## TOPICS : Inviting business partners to the Shiseido Corporate Museum in Kakegawa to commemorate the 140th anniversary

We held the section meeting for the "Briefing Session on Purchasing Activity Policy," which is normally held in Shiseido Shiodome Office every year, in Kakegawa Factory and the Shiseido Corporate Museum in Kakegawa in 2012, which marked Shiseido's 140th anniversary. We took the 140th anniversary as an opportunity not only to communicate our gratitude to business partners that have always supported Shiseido but also to enable them to be exposed to the history and culture of Shiseido. We have confirmed our willingness to mutually make efforts to realize Shiseido's corporate philosophy of "appreciating genuine, meaningful values, creating beauty, and creating wellness" as good partners. 211 people from 207 business partners participated in the briefing session. The directors of Kakegawa Factory and the Shiseido Corporate Museum communicated Shiseido's culture and passion toward manufacturing, and we were able to share a fulfilling time. People from business partners who participated in the briefing session shared many voices, saying "Please do continue these initiatives in the future." We were able to mutually cultivate a sense of unity as partners.



Shiseido corporate Museum (Kakegawa)



Scene from the policy briefing session section meeting in Kakegawa Factory

**TOPICS :** Holding a beauty seminar for female employees of business partners to commemorate the 140th anniversary

In order to express our gratitude to our business partners for raw materials for products and container materials, which have been cooperating with our production activities since the time of the company's founding, we invited female employees of these companies and held a beauty seminar.

51 female employees from 28 business partners participated in the seminar with the cooperation of Shiseido Sales Co., Ltd. Kinki Branch Office. We introduced correct skincare practices and makeup using the latest colors, which had just been released.

Participants, who seemed slightly nervous in the beginning, gradually started to show relaxed expressions as the seminar went on, and we were able to conclude the seminar with beautiful smiles at the end. Employees of business partners who participated in the seminar shared their voices, such as "I have learned that different degrees of smiles give different impressions to the other person. It was very educational" and "I will aim to become a beautiful woman by utilizing the facial expression muscle training and makeup, etc. that I learned today." We were able to help them experience the joy and power of makeup.



Scene from the beauty seminar

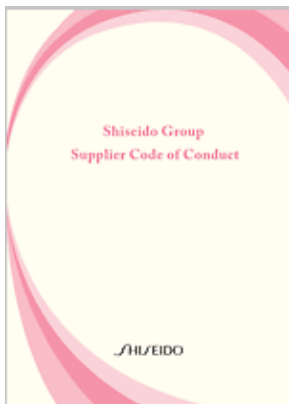


Cosmetics used in the beauty seminar

## Shiseido Group Supplier Code of Conduct

Shiseido aims to realize "We cultivate relationships with people, we appreciate genuine, meaningful values, we create beauty, we create wellness" and works on researching, developing, manufacturing, and sales of "high quality, secure, and safe" superior products and services that gain customer satisfaction. We consider every business partner a "partner who will create new value with Shiseido" with the aim of sustainable development with mutual understanding of highly ethical standards. Triggered by the participation in the United Nations Global Compact, we have established the "Shiseido Group Supplier Code of Conduct" in 2006 that clearly stipulates the standards that are relevant to "Human Rights," "Legal Compliance," "Labor Practices," "Protection of Intellectual Property and Maintenance Confidentiality," "Protection of the Environment," and "Fair Operating Practices." We revised this Code of Conduct in December, 2011, by incorporating the New Shiseido Group Corporate Philosophy "Our Mission, Values and Way" and the concept of "ISO26000," which is the world's first international standard on social responsibilities. As of March, 2012, the said standard has been introduced to major business partners, which cover 99% of our purchasing dealings, by the procurement department that procures raw materials in Shiseido's major factories in Japan, and we have concluded "memorandums of understanding regarding compliance with Supplier Code of Conduct" with the business partners. We have also concluded agreements with over 1,000 business partners outside of Japan.

Additionally, in order to qualitatively assess compliance status, Shiseido also uses questionnaires and direct interviews related to control systems, including quality and delivery deadlines, CSR initiatives and other relevant aspects on a regular basis. In the unlikely event that a violation of the "Shiseido Group Supplier Code of Conduct" is identified, Shiseido will strictly request remedial action and implement corrective guidance and support.



## Protection of Intellectual Properties

Shiseido Group is doing business with business partners who have necessary measures in place to protect the intellectual property rights, thereby ensuring the confidentiality of business partners, Shiseido Group and third parties. In addition to promoting the acquisition of intellectual property rights related to transactions with Shiseido, as a means of steadily promoting items that include those for preventing violation of intellectual property rights, identification and management of business confidentiality, protection of individual information and other relevant aspects, Shiseido Group expects its business partners to have policies and procedures to train and provide guidance to their employees.

\* Intellectual properties refer to intellectual property rights (patent rights, trademark, copyrights on registered designs, etc.) and business confidentiality (know how, etc.).

## Information Security Management

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### Policy Related to Information Security

Shiseido establishes Information Security Management Policy (Security Policy) for all people working in the Shiseido Group to protect and maintain various essential information assets owned by business sites of the Shiseido Group by establishing robust information security. Annually we have continuously promoted information security training for employees through initiatives such as conducting relevant e-Learning.

### Policy Related to the Protection of Individuals' Information

Shiseido deeply recognizes the importance of individuals' information acquired through business and other relevant activities and considers it a social responsibility to thoroughly protect such information. Accordingly, the Company endeavors to steadily take action by establishing the individuals' information protection policy.

## Consumer Issues

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Toward Customers. Shiseido is working to manufacture safe, reliable products and disseminate information with the aim of being "100% customer-oriented."

## Promotion of Reliable and Safe Manufacturing

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### **Establishment of Unique Product Safety Standards**

Product research and production at Shiseido are designed to create products that customers can use with confidence and peace of mind. Based on our belief that correct knowledge of the skin is critical, the cosmetics development process starts with intensive research into skin structure conducted in collaboration with Japanese and overseas dermatologists, universities, and other research institutions utilizing state-of-the-art technology from a broad range of disciplines related to cosmetics (including the life sciences, dermatology, interface science, ergonomics, and psychology). Then ingredients are thoroughly investigated for impurities and other substances that might adversely affect the skin, and only those of unquestionable safety are selected for use. Finally, we conduct patch tests and dermatologist-supervised trials to ensure that the resulting formulations will be free of problems when used in products.



Sensory testing of cosmetics



### **Safety, Backed Up by Data**

When treating patients with dermatitis (rash) suspected to have been caused by cosmetics, dermatologists attempt to track down the cause of the condition by conducting patch tests with the cosmetics used by the patient, as well as their ingredients. Statistical data summarizing the rate of positive results for these patch tests for individual manufacturers can be interpreted as an indicator of the effectiveness of those companies' safety assurance programs. Published reports show that the rate of positive results for Shiseido cosmetics is the lowest of all domestic and overseas cosmetics manufacturers\*, and that a high level of safety has been maintained.

\* 「Fujimoto et al., Patch test results in 492 patients of suspected cosmetic dermatitis (1996-2000), Environ. Dermatol., 9, 53-62, 2002.」

## Total Reassurance and Safety Management of Chemical Substances

### A Basic Approach Based on Health and Environmental Considerations

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Shiseido manages chemical substances used in products and containers based on the international goal of "minimizing adverse effects that the manufacturing and use of chemical substances have on human health and the environment by 2020," as adopted at the 2002 World Summit on Sustainable Development (WSSD).

Shiseido collects information about chemical substance safety and trends in the regulation of chemical substances in Europe, the Americas, Asia, Japan, and other regions. This data is evaluated based on the latest scientific knowledge and put to use in order to ensure safety by evaluating the effects of chemical substances used for products on people or the environment.

In the event that concerns about the effects of ingredients used in products on human health or the environment were to be brought to our attention, we would make a judgment as to whether to continue their use based on the latest scientific knowledge available at that point in time. Based on this judgment, if necessary, we would halt the use of respective substances immediately and switch to an alternative substance.

### Complying with the European REACH Regulation

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Under Europe's new chemical substance regulatory framework, known as the Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) Regulation, which was put into force in June 2007, all chemical substances contained in cosmetics and containers exported to Europe from Japan are subject to regulation. In particular, substances imported into Europe in quantities of one ton or greater per year must be registered in accordance with procedures set forth in the REACH Regulation. Shiseido has assessed all such substances which must be registered.

The REACH Regulation also requires that manufacturers provide information to business partners and customers concerning products and containers that contain at least 0.1% of certain substances that are feared to have an effect on the human body or the environment, known for the purposes of the regulation as Substances of Very High Concern (SVHC). At the present time, Shiseido has verified that none of its products or containers falls under this category. The SVHC list is updated periodically. However, in the event that a substance used for a product or container is included on the SVHC list, Shiseido's policy is to halt use of the respective substance, for example by switching to an alternative substance.

## Policy regarding the use of cosmetics raw materials derived from genetically engineered plants

Global consensus has not necessarily been reached with regard to the safety of genetically engineered plants. Also, as with food, customers strictly expect the safety of cosmetics. Consequently, Shiseido's corporate policy is to make scientific determinations such as that a product "does not contain genetically engineered proteins or those derived from genetic engineering," thereby ensuring that cosmetics raw materials deemed to have been derived from genetically engineered plants are not used.



## Establishment of Manufacturing Eco Standards and Sales Promotion Tools Eco Standards

In fiscal 2010, Shiseido established the Manufacturing Eco Standards and Sales Promotion Tools Eco Standards to devise rules of environmental responses for products and sales promotion tools from the perspective of life cycles and commenced operations accordingly.

## System for Stable Supply of High Quality Products

Shiseido is observing the quality standards of designated global guidelines worldwide and producing cosmetics under strict quality control. In order to ensure customer assurance by placing the highest priority on quality and safety, we have continuously worked to maintain and manage product quality by establishing Shiseido Good Manufacturing Practice (Shiseido GMP) as self-imposed standards related to manufacturing.

Shiseido observes all items (e.g. organizations and systems from educational training to acceptance, manufacturing management, inspections, etc.) that are stipulated under the ISO22716, which was established as an international standard related to cosmetics manufacturing in 2007, and is delivering reliable, safe, high quality products that have been produced under comprehensive quality control.

In order to protect safety and high quality in terms of healthcare products beginning with food, Shiseido is intensively carrying out quality control in respective stages of raw material selection, product commercialization, production and distribution. In doing so, we are manufacturing products enabling customers to use our products regularly with a peace of mind. In selecting raw materials, Shiseido is gathering information from around the world and using only raw materials that are confirmed as reliable by looking at local data, including that regarding soil and pesticide residues. In product commercialization, production and distribution, the Company also has a system in place to realize a stable supply of high quality products by employing respective standards, including HACCP\*1, ISO9000, ISO22000 and GMP\*2 as well as self-imposed specifications.

**\*1 HACCP :** HACCP is a method of food sanitation control developed to ensure the safety of space food in the United States in the 1960s.

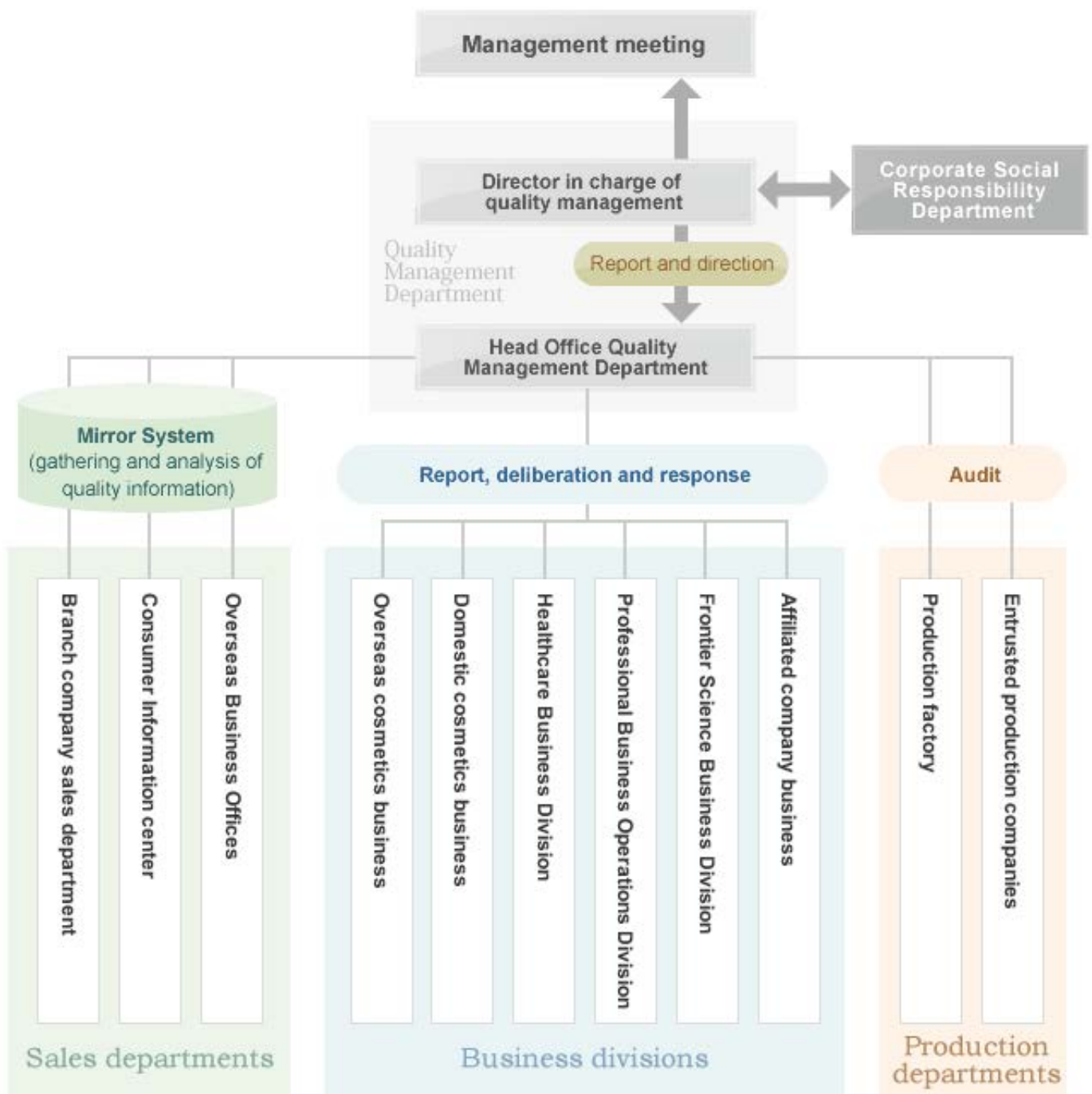
**\*2 GMP :** Good Manufacturing Practice (GMP) is a quality control standard applied to pharmaceuticals that was established by the Minister of Health, Labour and Welfare based on the Pharmaceutical Affairs Law.

## Response to Product Accidents

In order to promote research, development, manufacture and sales of safe products that will achieve customer satisfaction, Shiseido clarifies where the authority and responsibility lie in terms of quality assurance, including product planning, manufacturing, sales and imports, and product accident prevention. At the same time, obligations to report accidents are in statutory form, thereby strengthening and comprehensively promoting quality assurance and product accident prevention activities at Shiseido and the Group companies.

In the unlikely event of a quality accident and/or product liability accident involving the Company's products, a department that receives information is expected to immediately report the case to the Quality Management Department, Business Division and Corporate Social Responsibility Department. The Corporate Social Responsibility Department will establish the response level in accordance with the degree of severity and decide on the accident response methods. The Quality Management Department will investigate the cause and the Business Division will promote various initiatives, including responses.

## Response to Product Accidents



## **Appropriate Provision of Product Information**

Our Way is a summary of actions that each and every person at the Shiseido Group should take. In Our Way, Shiseido stipulated that "we do our work with a greater sense of ethics in regard to our product information and labeling or advertising and labeling as well as observing respective countries' and regions' laws and regulations, including corporate regulations."

## **Compliance Status of Laws and Regulations Related to Advertising and Labeling**

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Details that should be indicated on cosmetics are stipulated under the Pharmaceutical Affairs Law (statutory labeling). At the same time, aspects of advertising are restricted under the Standards for Fair Advertising Practices of Drugs, Quasi-drugs, Cosmetics and Medical Devices (Notification from the Director-General of the Pharmaceutical Affairs Bureau, Ministry of Health and Welfare, October 9, 1980). Based on these standards, the Japan Cosmetic Industry Association (JCIA) industry organization has established Appropriate Advertising Guidelines including Cosmetics as self-imposed industry standards that clarify relevant examples and explanations.

As for statutory labeling, Shiseido operates by defining "labeling regulations." With regard to advertising, the Company observes laws and regulations by following the Appropriate Advertising Guidelines including Cosmetics.

Also, JCIA established the Advertising and General Publicity Committee within the organization and the Cosmetics Advertising Deliberation Council as an institution pertaining to the committee. This council independently carries out deliberations to enhance the reliability of and optimize cosmetics advertising expressions. These deliberations, conducted three times annually, are based on the Pharmaceutical Affairs Law, the Standards for Fair Advertising Practices of Drugs, Quasi-drugs, Cosmetics and Medical Devices, Appropriate Advertising Guidelines including Cosmetics and other relevant laws and regulations and addresses television, newspaper and magazine advertising.

## **Implementation of Study Sessions Related to Advertising and Labeling**

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At Shiseido, we implemented the Statutory Labeling Seminar and Advertising Appeal Seminar in fiscal 2012 which were attended by a total of about 360 employees.

## **Activities to Enhance Customer Satisfaction**

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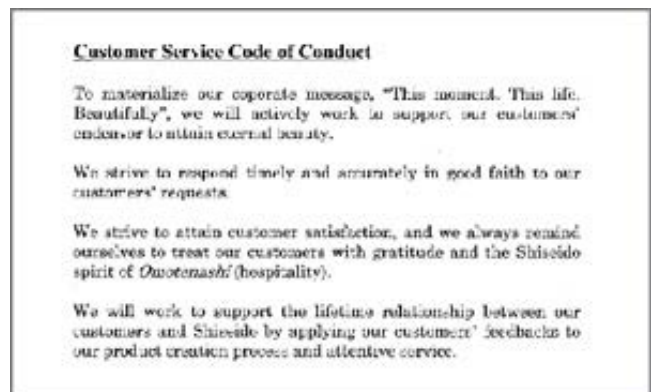
Based on Our Way, which is denoted under the Group's corporate philosophy of "Our Mission, Values and Way," Shiseido aims to help customers and society. Products and services with values generating customer satisfaction will be created by uniting the hardware of cosmetics and the software of various information and beauty methods that accompany the hardware. To this end, Shiseido is also promoting various initiatives in terms of counseling and services to address customers' beauty and health needs.

## A Structure that Reflects Customer Feedback

In order to realize 'Customer first strategy' manufacturing, Shiseido is promoting initiatives to internally report back the valuable feedback, including consultations and requests received from customers, and utilize it for product development and service enhancement. By quickly detecting changes in customers or society and reflecting these changes in corporate activities, Shiseido is gathering and analyzing customer feedback information and working to share information throughout the company. In doing so, we are requesting that relevant departments respond to develop and revamp products, beauty information and service with the aim of becoming 'Customer first strategy'. The Shiseido Consumer Information Center is responsible for taking the central role regarding such initiatives.

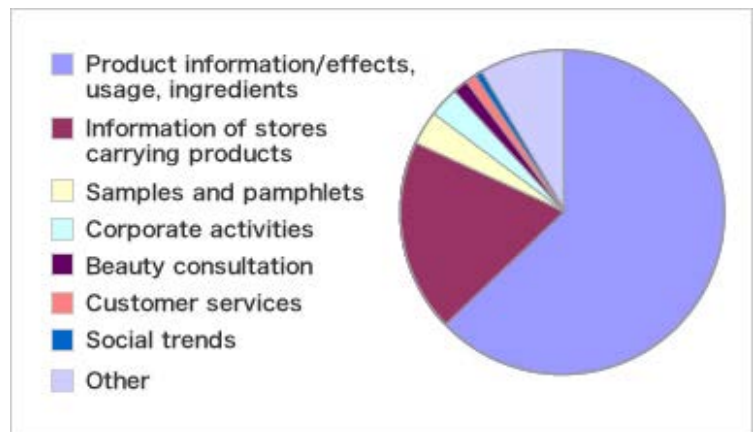
### Customer services – action policy

The Shiseido Consumer Information Center, which was established in 1968, offers sincere response to inquiries and consultations from customers and transmits information that can be further utilized by customers. We also started the “watashi+” service that connects the website and stores in 2012 and newly established the “watashi+ support center.” We aim to promote proactive communication with customers.



### Gathering and Sharing Customer Feedback

In Japan, Shiseido gathers customer feedback in various ways. Approximately 110,000 opinions and inquiries (about our products [63%], about our shops of our products [19%]) are directed annually to the Consumer Information Center via toll-free numbers, e-mail and letters, and about 90,000 customers provided feedback to Beauty Consultants that they came into contact with at the storefronts, and voices from SNS (Social Networking Service) such as Twitter. Afterwards, Shiseido fosters an environment for managing such information using a system and people to conduct analysis on a case-by-case basis.



Shiseido employees share customer feedback via the intranet in order to refine products and create value that further satisfies customers. Furthermore, we also devote ourselves to Collaborative Nurturing (Learning) activities with the aim of gaining a deep understanding of customers' feelings, which they feel in daily lives with cosmetics, and their backgrounds and to develop products and services that can further help customers. This enables us to consider things from customers' perspectives by being exposed to their true voices, presenting opportunities for us to review our operations.



"Customer feedback" seminar at a factory



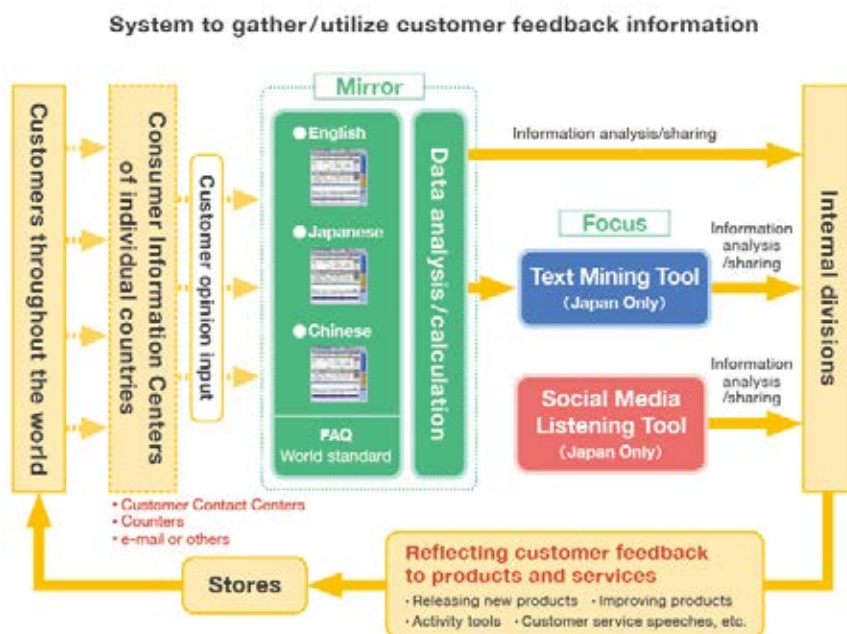
Workshop to utilize the customer feedback information

## System to support the foundation to utilize customer services and customer feedback information

Shiseido has enhanced the system, which had been utilized since 1996, into a system that can share and utilize customer feedback information from all over the world along with the globalization of the business. This system, which was named "*\*Mirror*," was introduced within and outside of Japan in 2011. We are taking on the challenge of creating values for the Shiseido Group by enhancing our response to consultations and requests that come to customer service centers throughout the world and gathering/analyzing customer feedback information from all over the world in an efficient manner through the introduction of "*Mirror*."

In Japan, we are establishing an environment in which all employees can easily analyze/utilize the customer feedback information, which has been accumulated in "*Mirror*," according to the objectives by linking the information with the text mining system "*Focus*" and visualizing customer feedback. We also utilize SNS (Social Networking Services) listening system in order to reflect customer feedback, which is not normally directly delivered to the company, to corporate activities.

*\*Mirror*: The name reflects our hope to review/show the reality of Shiseido's activities on the "mirror" through customer feedback.





## Product Manufacturing that Reflects Customer Feedback

### "ELIXIR SUPERIEUR" "ELIXIR WHITE" Lotion Emulsion

We have made an improvement in the product with a refillable container, which makes it easy for customers to continue using the product, to not only be considerate for customers' environmental awareness but also enable them to thoroughly experience skin effects in the future. We have utilized a 2-cap system for the container so that customers can refill the product without spilling the contents without changing the existing usability. We have designed the container not only to reduce the resin amount by utilizing plant-based plastic for the refillable product but also to enable customers to refill the contents easily by the opening of the container.



### "HAKU" Melanofocus CR

In response to customers' opinions, such as "I can't see the contents, so I don't know when to buy the next one" and "It's wasteful to throw away the container every time," etc., we developed a refillable container that enables customers to confirm the remaining amount while maintaining the stability of the contents upon the product renewal in 2011. Through this, we have reduced the resin amount used in containers by approximately 60%. In the renewal in 2013, we have changed the shape of the refillable container so that it is easier to grip and easier to refill.



### "d program" Power Vital Solution

We had utilized Shiseido's first "new push container" to enable customers to use the product in a sanitary manner without dust or bacteria to be used on delicate skin with security. However, we received customer feedback that "The cap is difficult to open" immediately after the product release. We made a correction to the container to make it easier to open by adding 2 finger grips on the cap. Customers can use the product with more comfort.



### "SHISEIDO CHOUMEISO" <Drink> N

In response to customer feedback, such as "It's troubling to throw out cans," "The pull tab is hard and difficult to open," and "The can is heavy and hard to carry home," etc., we changed the container from "aluminum cans" to "paper beverage containers" that are easier to use in March, 2013. The package is friendlier to the environment by utilizing paper beverage containers made from domestic timber from forest trimming.





## Customer Satisfaction

Beauty Consultants (BCs) have major roles in responding to customer needs at the storefronts and introducing products and beauty information according to each and every customer's skin and cosmetic lifestyle. Since 1988, Shiseido has been first in the industry to introduce an in-house BC proficiency exam system certified by the Minister of Health, Labour and Welfare. The system relating to beauty knowledge and techniques was aimed at enhancing the quality of counseling activities as the group engaged in professional beauty service. Also, Shiseido has incorporated the "customer satisfaction from degree of response" criteria in activity evaluation of BCs as a means of realizing "Customer First Strategy". Customer feedback is reported to BCs on a monthly basis, leading to further improvements in response level and customer satisfaction by reviewing activities and recognizing issues. Overseas, Shiseido has also been working on counseling innovation to expand the number of regular users by maximizing customer satisfaction. Specifically, in addition to developing and introducing Customer Satisfaction Flow with the objective of enhancing skincare consultation capability, Shiseido also distributed the SHISEIDO BC OMOTENASHI CREDO, which is an action indicator for Beauty Consultants worldwide to realize the spirit of hospitality at the storefronts, and is utilizing it in daily activities.

### TOPICS : SHISEIDO Global Beauty Consultants Contest

Shiseido held the "3rd Global Beauty Consultants contest," in which Beauty Consultants who are active in 89 countries and regions worldwide, including Japan, compete their beauty techniques that they cultivate every day and the enhancement in their customer service skills through the "spirit of Omotenashi," at the hotel Grand Pacific Le Daiba in July, 2012. We have been holding the contest once every 4 years since 2004. The total number of participants in this contest was approximately 20,300, and 32 BCs (16 from Japan and 16 from overseas) who were selected after passing preliminary contests demonstrated their beauty techniques, proposal capabilities, and Omotenashi,. In this contest, 2 male Beauty Consultants from Japan and Hong Kong participated for the first time in the history of the contest, attracting attention in the venue.

The contest was held with the following 2 objectives for Beauty Consultants who communicate with customers in stores. One is to review and refine their daily beauty techniques and customer services through the contest and to improve skills as beauty professionals. The objective of the contest is not to compete for ranking but to create opportunities for BCs to improve their daily counter activities. The other objective is to realize the Customer-First Strategy that all employees promote. The objective of the contest is to consider and take actions for what one can do to accompany customers' feelings and make them happy and what kind of customer-first that one can do.

Ms. Zhu Jing (Shiseido China Co., Ltd.), who won the Grand Prix Award in Category B (for BCs with more than 3 years of experience in Shiseido) stated her renewed resolution, saying "This award was given to me not only because of my own efforts but also because of the support of many people. I hope to communicate the many realizations that I have gained through the contest to my colleagues, mutually progress, and practice the kind of counter activities that can communicate the spirit of Shiseido's 'Omotenashi'."



Grand Prix Award: Ms. Zhu Jing  
(Shiseido China Co., Ltd.)



Scene from the skincare section competition

## Education and Services for Customers

### Shiseido Website

Shiseido provides extensive product, beauty, and company information on Shiseido group website and watashi + (Japanese only), reflecting efforts to create appealing content and administer the site in response to customers' desires and needs.



Shiseido group website



watashi+ (Japanese Only)

## Listener's Cafe (Japanese only)

Provides the audio equivalents of content such as beauty information and basic cosmetics knowledge for visually challenged individuals.



## Beauty Club for Kids (Japanese only)

Provides daily beauty information for children, including face washing and UV-protection methods in an easy-to-understand manner, thereby enabling children to become familiar with suitable ways to treat their skin and maintain beautiful skin for many years.



## Mamahatena? (Japanese only)

Mamahatena? is a website in a weblog format for Shiseido employees who have experienced childbirth or childcare to share thoughts, both as employees and persons outside the Company. Volunteer employees who became core members update the blog twice a week, creating text based on exchange of information via internal lunch meetings and bulletin boards. The content deals with beauty care during childcare and simple hints to save time while raising children. Plans are currently underway to deepen ties on site, such as by inviting Shiseido customers for family factory tours.



## Universal Design Initiatives

Universal design takes into account the environments in which all kinds of people live. It is an important approach for Shiseido given our commitment to create products that all customers can enjoy with confidence and peace of mind.

Shiseido adopted the Shiseido Universal Design Guidelines in 2005 based on expert theory and legislation, and crafted to reflect the characteristics of our products. The guidelines span 6 principles and 14 provisions and describe a product development process in which all product planning and design departments share information. A key point during the formulation of the guidelines was to precisely identify what kind of customers used actual products, as well as how they used them and in what circumstances. It was also important to imagine as many such situations as possible.

For example, the principle requiring that it be obvious how to use the product includes an "intuitive design" checkbox indicating that users should intuitively understand where to hold the container and twist in order to open it. Designs that take such considerations into account are defined as easy-to-use designs. Conversely, a design that contravenes the user's intuition by having a non-functional design element that looks like a button that should be pressed to open the container would be a difficult-to-use design. In fall 2008, we launched ELIXIR PRIOR for customers aged 60 and over. During the development of the container, designers met many times with customers in the target age group to solicit feedback on what they found inconvenient about their daily makeup routine and to give them an opportunity to handle the actual container. The requests and concerns that emerged from those meetings were incorporated into the design as shown in the photograph on the right.

Shiseido will continue to value customers' perspectives in product development.



A space between the bottle and cap provides a finger-hold, making it easier to open the product.



We incorporated enlarged item names like "lotion", which had been displayed in English on the front of the product as design elements, into easily visible positions on the back of the product. Moreover, the product seals are also easy to peel off.

## Initiatives in Response to Animal Testing and Alternative Methods

### Shiseido's Policy towards Abolishing Animal Testing for Cosmetics

Shiseido does not test its cosmetic products or ingredients on animals except when absolutely mandated by law, or in the rare case where there are absolutely no alternative methods for guaranteeing product safety.

Shiseido's mission is to provide safe and effective products to customers, and to comply with the cosmetics regulations in force, while understanding and respecting the principles behind animal protection.

We will, through collaboration with domestic and international industry groups and institutions working to verify alternative methods, continue to exert our utmost efforts on developing alternative methods that would enable us to eliminate animal testing at the earliest possible opportunity as well as to approach authorities of each country more proactively to advocate for the acceptance of alternative testing methods as part of official regulation standards under each country's law.

Year	SHISEIDO's Studies contributing to development of alternative methods and safety evaluation
2011	Development of in vitro sensitization test using changes of cell surface thiols as a biomarker (SH test)
2008	Study on a tier evaluation system for eye irritation test using monolayer culture of SIRC cells and a three-dimensional dermal model
2005	A Japanese ring study of human Cell Line Activation Test (h-CLAT) for predicting skin sensitizing potential of chemicals in vitro Studies on the effects of light sources used in alternative methods for phototoxicity testing
2003	Studies on the use of culture cell lines as alternative methods for acute toxicity testing
2002	Research on the development of a predictive algorithm for skin permeability and its use for predicting skin sensitizing potential of chemicals
2001	Studies on the use of CD86 and MHC class II expression in THP-1 human monocytes as an index of an alternative method for skin sensitization tests
2000	Studies on the induction of unscheduled DNA synthesis in epidermis by skin carcinogens
1999	Comparative study on the neutral red uptake phototoxicity methods in three different cell lines
1997	Studies on the use of cytotoxicity assays as an alternative alternative method for skin irritation test for evaluating the irritant properties of water-insoluble chemicals
1996	Studies on the use of quantitative measurements of pro-inflammatory cytokine gene expression as an alternative method for skin irritation test
1994	Studies on the application of electrophysiological techniques on neuronal cells for use as an in vitro skin sensory irritation test
1992	Studies on the use of red blood cells photohemolysis and yeast growth inhibition assays as alternative methods for phototoxicity tests

1991	Study on the use of hemoglobin denaturation assay as an alternative method for eye irritation tests Study on the use of liposomes prepared from lipids extracts of bovine cornea, as an alternative method for eye irritation test
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Above studies were awarded by various organizations such as the Japanese Society for Alternatives to Animal Experiments.



## Participation in Community and Development

Toward Society. Shiseido's social participation activities as a community member.

### Employee-led social contribution activities

Shiseido's employee-led social contribution activities are promoted through the "Mirai Tsubaki Activities" and "Social Contribution Club."

The Mirai Tsubaki Activities are social contribution activities which employees of the entire Shiseido group have been promoting as part of their operation since 2012, which was the 140th anniversary of the company. We will return our gratitude to customers and society that have always supported Shiseido by practicing activities formulated/planned by employees themselves.

The "Social Contribution Club" creates opportunities for employees who "want to do something to help society" to participate in society by offering activity programs that they can choose according to individual environments and schedules.

#### "Social Contribution Club" Activities

130 offices throughout the world promoted 569 activities in 2012, in which 21,400 employees participated. Employees who have participated in the activities have shared their comments, such as "I was able to truly experience the feeling of contributing to the community and society and communicate my gratitude" and "Connections between employees have been enhanced through activities, and ties were created." Shiseido will continue to promote Mirai Tsubaki Activities in the future to sustain ties with customers and society for a long time.

#### Japan

#### Higher, Bigger, Better Hopes for Fukushima - "Balloons of Colorful Hopes"

Following "～For Tohoku ～Colorful Love Letters from Shiseido hair and makeup artists," which was held in Sendai in January, 2012, we held "Balloons of Colorful Hopes" in the Iwaki Business Innovation Center from December 21 (Fri) through 25 (Tue), 2012, with the strong hopes of continuing to support the Tohoku area that is making efforts to recover.

Shiseido and the Mainichi Shimbun, which both celebrated the 140th anniversary, launched the joint project "Higher, Bigger, Better Hopes for Fukushima" with the theme of "searching for Fukushima's future and hopes." This exhibit was jointly hosted by the 2 companies as the main event of the project.



Dr. Bugs and florists – drawings of "my future self" have been turned into artworks

24 hair and makeup works, which were created from the drawings of "my future self" by elementary school students of Fukushima, 8 essays on "my plan to make the adult(s) I love more beautiful" by elementary school students that were made come true by Shiseido beauty top specialists, and all of the submitted 307 drawings and essays were exhibited.

At the venue, children took commemorative photos in front of the artworks and talked to artists and designers. The balloon art and eco bag workshops and hair arrangement experience corner, etc. were also great hits among families.

Many messages were left on the questionnaires by the visitors.

"This is an area with a number of concerns due to the quake and nuclear power plant accident, but this was a wonderful event that completely cheered us up"

"I can't believe that great imaginations have created such pop and cute balloons from children's drawings!"

"It was nice to see children's love for their families pouring out"

"I thought to myself that Fukushima has to stay strong"

The exhibited posters, submitted works by children, scenes at the venue, and videos can be found on the special website for the "Balloons of Colorful Hopes." 725 messages from within and outside of Japan as well as the donation of 506,000 yen have been received through the website. (The donation has been donated to the Fukushima Future Center for Regional Revitalization in Fukushima University.)



Moms, dads, and grandmas change wonderfully



Hair arrangement experience by artists

## Support for the development of the next generation/dietary education activities through "food" by Shiseido Parlour

Shiseido Parlour promotes restaurant customer service training, table manner seminars, dietary education instructions, field trip support, and internship hosting, etc., targeting those who will lead the next generation in cooperation with various educational institutions in order to disseminate the wonders of food culture.

This year, we have hosted junior high school students of 4 schools in Miyagi, Aichi, Iwate, and Akita for field trips and have given lectures on dietary education and table manners not only to students but also to teachers of Ota-ward.

We have cooperated with the Personnel Department and hosted lunch for students of Ogatsu Junior High School in Ishinomaki, Miyagi, who were affected by the Great East Japan Earthquake, on their school trip. We gave instructions on table manners while they enjoyed traditional menus.

With the internship hosting, we hosted 6 students from hotel schools and culinary schools, etc. and thoroughly trained them in the field.



Ogatsu Junior High School at Ishinomaki City, Miyagi Prefecture

We have also conducted a class on food coordination demonstrations to students of the Faculty of Health and Nutrition in Tokyo Seiei College and conducted a special onsite class for Christmas cake making with the patisserie of the main branch as the lecturer to students from the Food Business Course in the high school section of the Adachi Special Education School, through which the students learned the joy and difficulty of cake making.



Adachi Special Education School

We have conducted table manners and dietary education classes to the high school section of the Tokyo Metropolitan Katsushika School for the Deaf and the high school section of the Adachi Special Education School. This is the 7th year for the efforts as a commemorative event for senior students for both schools who are getting ready for graduation. Shiseido Parlour will continue to promote efforts in the development of the next generation through "food".

## Initiatives in Ginza and at the Shiodome Office Social Studies Club Donates Wells in Cambodia

The Social Studies Club was inaugurated in July 2007 as a circle mainly comprised of Cosmetics Business Planning Department members to conduct volunteer activities based on the idea of "seeking ways to help society by considering and taking our own action outside of work." The circle actively promote activities for collecting used stamps, cards and postcards that are unusable due to writing errors and other items, with the aim of supporting school attendance of children in developing countries. Activities for donating wells are also carried out in view of water-related issues in those countries. In developing countries where clean water is not available, people are forced to drink water from muddy ponds or rivers, which infect children with various diseases, including contagious ones, and result in the loss of precious lives.



Completed construction of Khpob Veng Secondary School and well in Kandal Province.

To this end, the Social Studies Club has collected funds through various events, such as sales of books or DVDs contributed by respective members. Charity bowling competitions serve as another means for members to deepen ties. In turn, the club has been donating wells in Cambodia. To date, a total of four wells have been donated, to Khpob Veng Secondary School 1 in Kandal Province and Prey Veng Krong primary school in Prey Veng Province, 23 Cambodia, In addition to improving lives of schoolchildren, these wells have also contributed to the daily living of neighboring residents. As a result, the Social Studies Club received a certificate of appreciation from the Cambodian government twice.



Certificate of appreciation from the Cambodian government.

In addition to the initial members of the Cosmetics Business Planning Department, the Club has expanded and currently has volunteers from eighteen departments in all, Continuous efforts are being made to further improve such activities.



## Water cleanup relay

Shiseido Sales Co.,Ltd Chubu Branch Office promoted environmental conservation activities for rivers, ocean, and lakes in each area from May to November, 2012. A total of 345 employees participated in the activities. 13 representatives from each area formulated the plan for the cleanup relay for rivers, ocean, and lakes to "return favors to the blessings of nature" and "contribute to local communities" with the theme of "beautiful water," which is deeply connected to cosmetics, with the perspective of 100% participation by employees. Specifically, we promoted cleaning activities for rivers, etc. in the Chubu region by dividing into areas for each office. This has given us the opportunity not only to contribute to environmental conservation but also to communicate with people in the community. Furthermore, a sense of unity was established in the organization through the efforts toward the activities, and a sense of connection was also enhanced while passing the baton of activities from one area to another in a relay form. Ties within and outside of the company were deepened. Employees who have participated in the activities have shared their comments, such as "Since I didn't have opportunities to participate in cleaning activities or social contribution activities, I was looking forward to the day of the activity. It made me happy to know that I have been able to contribute to the community, seeing many trash bags that we collected on the day of the activity. This also encouraged communication between participating people. Although it was for few hours in early morning, it was a very fulfilling time".



Employees of Chubu Branch Office who participated in the activities



Scene from the activities in Fujimae-higata

## China Tree-Planting Program

We began promoting the 10-year Tree-Planting Program in 2008 in the "plantation base of the Shiseido Group" in Lanzhou city, Gansu Province, China. We have planted approximately 70,000 young trees on a hill of a mountain of 36ha in 5 years up to 2012. We are maintaining the growth rate of over 90%, and green areas are certainly spreading.

Approximately 80 employees and related people, including those from the subsidiary in China, business partners in China, and Japan, participated in the 6th Tree-Planting Program on April 18, 2013, and made a lot of efforts. Many of the participants were members who voluntarily participated in the program.

We aim to make this program into efforts that can contribute to the Chinese society by deepening the friendly relationship between Japan and China, conserving the environment by reducing CO<sub>2</sub>, and creating local employment opportunities, etc.



Scene from Tree-Planting

## Asia and Oceania

### Shiseido Hong Kong provides comprehensive support for new graduates in preparation for job hunting

Shiseido Hong Kong Ltd. held 4 sessions of "Makeup/skincare course for 'new graduates'" starting in July for women who were getting ready to start job hunting. In addition to information on skincare and makeup, Shiseido Hong Kong also introduced a wide variety of useful information in a comprehensive manner for job hunting and company life, such as personal appearance for interviews, coordination of clothes, and even stories of personal experience in workplaces, etc. These sessions were planned and implemented by Shiseido to support participants to get ready to become members of society so that they can cultivate their own work philosophies and display their potentials. Participants were able to gain great confidence as members of society by learning makeup techniques and knowledge on personal appearance as members of society.



Skincare course



Participants and employees of Shiseido Hong Kong

### America and Europe Shiseido Canada Inc. participated in an event against women's cancer

Shiseido Canada Inc. participated in the "Weekend to End Women's Cancer," which is a walking event against women's cancer, on September 30, 2012. This event is a charity event for breast cancer care hosted by "Shoppers Drug Mart," which is a customer of Shiseido.

When walking employees passed in front of the Princess Margaret Cancer Centre, there was a touching scene in which employees of the hospital, who research women's cancer, gave words of appreciation. Many people cheered from the street.



Employees of Shiseido Canada Inc. who participated in the walking



Scene from the walking event

## Employee-led social contribution activities

Shiseido's employee-led social contribution activities are promoted through the "Mirai Tsubaki Activities" and "Social Contribution Club."

The Mirai Tsubaki Activities are social contribution activities which employees of the entire Shiseido group have been promoting as part of their operation since 2012, which was the 140th anniversary of the company. We will return our gratitude to customers and society that have always supported Shiseido by practicing activities formulated/planned by employees themselves.

The "Social Contribution Club" creates opportunities for employees who "want to do something to help society" to participate in society by offering activity programs that they can choose according to individual environments and schedules.

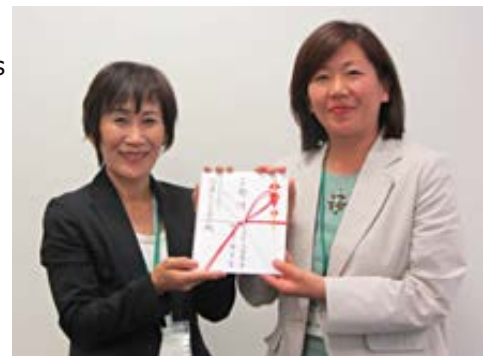
### "Social Contribution Club" Activities

"Social Contribution Club," which was established in 2005, is a system in which domestic employees can casually participate in social contribution activities. With approaches such as "volunteer work" and "donation," we offer a number of activity programs. We have established various support systems for volunteer activities in order to establish the climate in which "each and every employee possesses a perspective for social issue solution and voluntarily consider and take actions" and to encourage employees' sense of unity to develop and expand their perspectives.

### Camellia Fund

The Camellia Fund, an employee organization designed to encourage social contributions, was founded in 2005. Group employees who share its goals make monthly contributions from their salaries to sound, transparent groups selected from the three standpoints of improvement regarding social issues affecting women, improvement in quality of life through cosmetics and global environmental conservation. Administered by employees who either volunteer or are recommended by their peers, the organization also makes decisions on collecting donations from employees in the event of natural disasters. We have been donating a total of approximately 90 million yen (from fiscal 2005-2012) from employees to recipients since the establishment of the fund.

In addition to current employees, participation by employees who have reached Shiseido's mandatory retirement age is welcomed, as is participation by shareholders who elect to enroll in the Support for Global Environment Protection Activity benefit program. Shiseido also donates money and other items to aid recipients in proportion to Camellia Fund contributions. In fiscal 2012, ¥5,380 thousand in shareholder contributions was donated to WWF Japan (World Wide Fund for Nature).

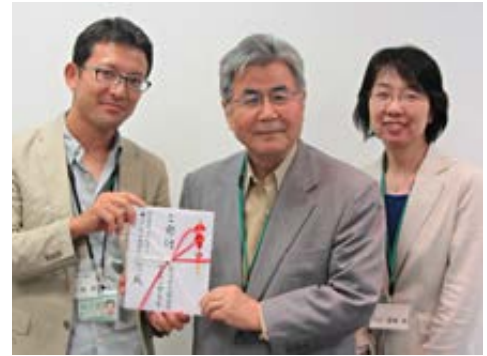


Presentation ceremony of the donations collected via the Camellia Fund for the fiscal 2012. Presented by steering committee member Ms. Takami (left) to Ms. Yamazaki (right) of the United Nations High Commissioner for Refugees.



In May, 2013 a donation presentation ceremony of the Camellia Fund was held at Shiseido's Shiodome Office. Donations collected during the second half of fiscal 2012 were presented to organizations on the day of the ceremony. During the event, in addition to expressing their appreciation, representatives of respective recipient organizations also reported on the achievements of their activities in fiscal 2012 and future plans regarding the use of contributions.

Listening directly to various parties involved in activities conducted by respective organizations enables Shiseido employees to better understand each activity and presents valuable opportunities to recognize their importance. Steering committee members' comments included "I was moved by the serious situation in Japan and the world," "As an employee representative, I want to properly evaluate and select recipient organizations," and "I would also like to consider workplace activities to enhance the degree to recognition of the fund."



Presentation ceremony of the donations collected via the Camellia Fund for the fiscal 2012. Presented by steering committee member Mr. Sunaga (left) to CEO, Mr. Matsushima (center) and Fundraising Director, Mr. Mikami (right) of Operation Smile Japan.

	Japan	Overseas
Women	All Japan WOMEN'S SHELTER NETWORK	Save the Children Japan
	SHISEIDO SOCIAL WELFARE FOUNDATION	JAPAN ASSOCIATION FOR UNHCR
Cosmetics	Japanese National Network of Xeroderma Pigmentosum (XP)	Operation Smile Japan
Environment	The NATURE CONSERVATION SOCIETY OF JAPAN	World Wide Fund for Nature (WWF Japan)
Reconstruction assistance	JAPAN PLATFORM Up to support schedule March, 2014	—

#### **TOPICS :** Employee-led seminar and volunteer activities at a general meeting of XP, an incurable disease

On November 24 (Sat) and 25 (Sun), 2012, the 2nd general meeting of the "Japanese National Network of Xeroderma Pigmentosum (XP)," which is one of the organizations supported by the Camellia Fund, was held at "Aichi Health Plaza" in Aichi Prefecture. 14 employees from Shiseido held a seminar and participated in childcare volunteer activities for children with XP.

XP is a progressive disease which causes serious skin and neurological problems. Due to the fact that this disease has a high probability of developing skin cancer after their skin is exposed to sunlight (UV rays), patients must be extremely careful to prevent exposure to UV rays from childhood throughout their lives. This is an incurable disease with unknown cause, with which some patients experience multiple serious physical and intellectual disabilities as they grow.

Shiseido has been promoting various support activities, including donation support by employees, volunteer activities, and seminars, etc., in addition to providing support through donation of money and sunscreen cosmetics to XP patients since 2000.

This general meeting was held with the aim of promoting the understanding of the current state and the future of XP research and mutually exchanging information, which is necessary in patients' lives, between members based on research presentations by doctors belonging to an incurable disease study group.

Shiseido' seminar involved researchers introducing the latest findings about sunscreen cosmetics and beauty consultants of Shiseido Sales Co., Ltd. Chubu Branch Office performing demonstrations on the correct application/removal techniques to 40 pairs of patients and family members. We also had a product display booth and responded to questions they have in their daily lives and provided consultation. Childcare volunteer employees were active as friends and caregivers of children with XP in place of their parents who were promoting activities.

Patients and family members shared their voices, such as "We feel encouraged that the performance and actual application and texture of sunscreen have advanced" and "We were able to experience the actual application amount and the force to apply or remove sunscreen in the demonstration, and it was very educational," etc.



Introducing the application/removal techniques through demonstrations



Consultation for families at the product display booth

**TOPICS:** "Akaya Day" volunteer work through collaboration between the "Nature Conservation Society of Japan (NACS-J)," which is an organization supported by the Camellia Fund, and employees

On November 17 (Sat) and 18 (Sun), 2012, a total of 30 people including employees of Kanetsu Branch Office and the HQ and their family members participated in the "Akaya Day" environmental conservation activity volunteer work as part of the Akaya Project (in which people make efforts to restore the biodiversity of the "Akaya Forest" and establish sustainable local community in Minakami-machi, Gunma Prefecture), which is supported by the Camellia Fund.

The "Akaya Project" is a model project to manage the forest ecosystem of the 10,000- hectare national forest with thick woods and streams that provide habitats for rare raptors, animals, and plants through the efforts of 3 parties with different positions, including the Nature Conservation Society of Japan (NACS-J), the Forestry Agency, and local councils.

On the day of the collaborative activities, we proactively promoted the following activities in light rain and snow:

1. Feeding habitat monitoring of Japanese martens (small mammal)
2. Harvest level survey for nuts
3. Firewood/charcoal wood gathering
4. Trash picking along the Old Mikuni Road, etc.

We cut out approximately 300kg of firewood from trees that were cut down in the thinning operation of plantation that could not be sold. The total weight of the trash (mainly large sake bottles) we picked along the Old Mikuni Road was as much as approximately 120kg. We were also able to learn a lot about the characteristics of animals and plants in Akaya from those in local councils during the activities. The collaborative activities were beneficial.

Employees who participated in the activities shared many voices, such as "I have learned that there are a number of different tasks involved in protecting forests. It was also interesting to see animals that I saw for the first time," "This was a good opportunity for me to learn the importance of nature again. My own work-related stress was also resolved by being in nature," and "I truly felt that the nature of Akaya is supported and protected by rangers and local volunteers participating in the activities and that they truly love and treasure nature." Many participants shared their sense of fulfillment after the activities and their wish to participate in the activities again.



Employees and family members after the activities



Mountain of picked trash weighing 120kg total

## Other Activities

### Efforts of "TABLE FOR TWO" in all offices with cafeteria facilities

Shiseido has been participating in the "TABLE FOR TWO (TFT hereafter)" activities since 2009. "TFT" refers to a new social contribution activity originating in Japan, which was initiated to resolve the "imbalance of food" between "developed countries with excess food" and "developing countries with a lack of food" and to make people in developed countries and developing countries both healthy. In this program, we set the price for healthy menus with lower calories and better nutritional balance than standard menus by adding 20 yen and donate the 20 yen through TFT to be used for school meals for children in Africa. Starting with the introduction in the HQ cafeteria (Shiodome Office) in 2009, Shiseido currently promotes TFT activities in all 7 offices in Japan with cafeteria facilities, including factories and research centers. We provided a total of 50,022 meals to children in Africa in 2012. These school meals not only contribute to children's growth but also offer joy and motivation for children to study.



Certificate of appreciation received from TFT secretariat (May 2013)

## TOPICS : Report session on the contents of support for Africa by TFT

On October 17 (Wed), 2012, we held an activity report session for TFT at the cafeteria in Shiseido Shiodome Office, and 43 employees participated. In the report session, Mr. Masahisa Kogure, the TFT representative, reported how the 20 yen donation is utilized for African children with explanations of the local reality in an easy-to-understand manner.

Thanks to this report, we were able to learn the reality of the "food imbalance" in the world and that the donation is not only utilized to improve nutrition for children but also involved with the improvement of the school enrollment rate, quality of education, and agricultural productivity, etc.

This was a good opportunity for us to truly feel that eating TFT menus leads to support.

Employees who participated in the session shared their voices, such as "It made me feel encouraged that I want to keep giving support after seeing the smiles of children whose study efficiency has improved and who can now have hopes and dreams" and "I can now understand that TFT is volunteer work that we can casually participate," etc.



Lecture by Mr. Masahisa Kogure, the TFT representative



Participants passionately listening to the lecture

## Volunteer Activity by Collecting Various Items

Shiseido is implementing activities to support pregnant and parturient women and providing educational assistance for children in developing countries by collecting various items such as used stamps, miswritten postcards, coins and notes. This activity, which was formerly conducted by respective departments, was integrated from 2005 and has expanded into a company-wide initiative. In addition to volunteer activity that enables everyone to easily take part basically at any time anywhere throughout the year, we are also conducting campaigns twice a year.

Collected used stamps are used for various purposes via the Japanese Organization for International Cooperation in Family Planning, including payment of recycled bicycle shipping costs and activities (White Ribbon Campaign) to save lives of mothers and babies in developing countries. Also, miswritten postcards, coins, notes and other items are used for the Darunee Scholarship Fund via the Education for Development Foundation to support children in Thailand, Laos and Cambodia.



## Social Studies Days

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Since 1993, Shiseido's Social Studies Days Program has allowed employees to participate in social contribution activities instead of coming to work for up to three days each year. A total of 145 days were utilized under this system in fiscal 2012, in which 124 participants took this time to hone their skills for volunteer and social contribution activities, and to register as volunteers.

## Disaster support activities

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### Great East Japan Earthquake

The Great East Japan Earthquake in March damaged Shiseido's offices and factories, clients and business partners. In accordance with our Business Continuity Plan, immediately after the earthquake, Shiseido established the Headquarters for Emergency Disaster Response at our head office to determine damage and set up an organization to maintain continuous product supply. At the same time, we initiated support activities in affected areas.

## Shiseido's initiatives toward the Great East Japan Earthquake

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We would like to express our sympathy for the people affected by the Great East Japan Earthquake. Shiseido wishes to support affected people right by their sides through beauty support activities and activities that only Shiseido can promote.

### Concept of reconstruction support

Company lives with society, and society is what lets us survive. Our hope is to fulfill the company's responsibilities as a member of society when society faces difficulties.

Reconstruction of the Tohoku region, which received unprecedented damage, has a long way ahead. We intend to support affected people right by their sides for a long time so that they can become independent by utilizing our resources, such as people, objects, information, technologies, and culture, etc.

What can we do to give energy to affected people as a cosmetics company, even if the amount may be small? With such a hope, we have been promoting "beauty support activities", in which we offer beauty services like massage, makeup, and hand massage, etc., for not only women but also children and men since the quake. Through the beauty support activities, we have learned that there is "power of makeup" that can heal people's hearts, make them positive, and give them energy.

## Activities promoted in FY2013

It has been 2 years since the Great East Japan Earthquake. It is shifting from the resettlement phase, which involves environmental establishment of temporary housing and debris processing, etc., to the reconstruction phase, which involves self-reliant re-building of houses, re-building of lifelines/infrastructures, and reconstruction of business districts and local industries, etc. The reconstruction speed also differs in each area. Due to this, affected people's desires are also changing and becoming diversified. Shiseido has promoted the corporate activity style of establishing relationships with stakeholders, including customers and business partners, etc., in which we can see each other's face and providing thorough response.

Since FY2013, we have been continuing to promote beauty support activities as activities to utilize the "power of makeup", which can only be offered by a cosmetics company, and promoting activities in which we build new cities with the government and local residents by utilizing our resources. We hope to consider and overcome issues that we find with local residents through face-to-face efforts and steadily promote reconstruction by accumulating results. Therefore, we will continue to support new city development by limiting the areas.

### The reason we started promoting these activities

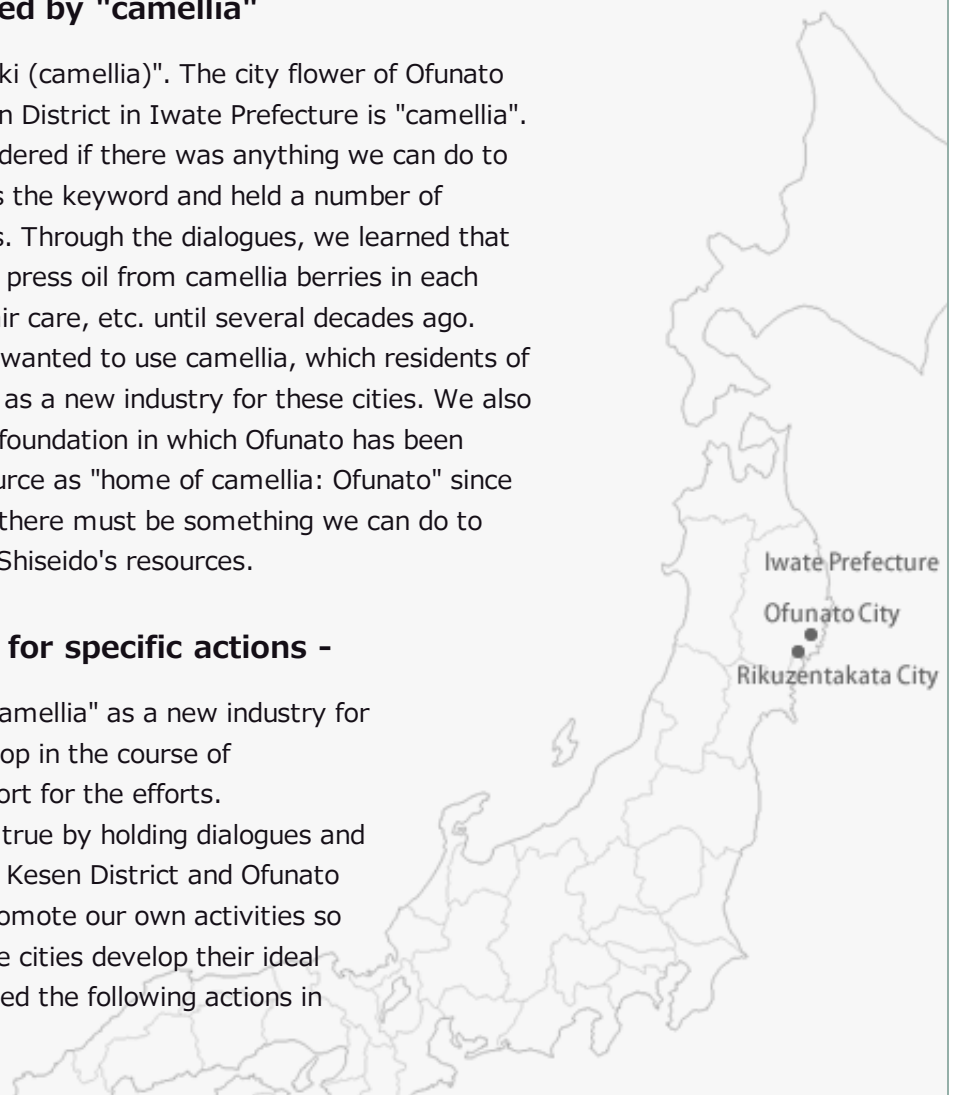
#### Reconstruction support linked by "camellia"

Shiseido's trademark is "Hanatsubaki (camellia)". The city flower of Ofunato City/Rikuzentakata City in the Kesen District in Iwate Prefecture is "camellia". Because of this connection, we wondered if there was anything we can do to support them by using "camellia" as the keyword and held a number of dialogues with people of these cities. Through the dialogues, we learned that people in the Kesen District used to press oil from camellia berries in each household to use for cooking and hair care, etc. until several decades ago. In addition, we learned that people wanted to use camellia, which residents of these cities have always treasured, as a new industry for these cities. We also learned that there has been such a foundation in which Ofunato has been treating camellia as a tourism resource as "home of camellia: Ofunato" since before the quake. We thought that there must be something we can do to support these activities by utilizing Shiseido's resources.

#### Our dream - In preparation for specific actions -

Our greatest dream is to nurture "camellia" as a new industry for these cities, which will rapidly develop in the course of reconstruction, and to provide support for the efforts.

We hope to make the dream come true by holding dialogues and contemplating with residents of the Kesen District and Ofunato City/Rikuzentakata City and also promote our own activities so that we can help the people of these cities develop their ideal cities. In order to do so, we promoted the following actions in FY2013.







## Planting camellia seedlings in preparation for industrialization

Held on July 12, 2013

Ofunato City took the lead and held a tree-planting event in preparation for industrialization so that camellia will become a new industry for the city and be effectively utilized as a tourism resource. 13 employees participated from Shiseido and planted trees with local residents. The camellia seedlings that we planted were presented by Shinkamigoto-cho in Nagasaki Prefecture due to the activities promoted by Shiseido. We planted approximately 300 seedlings among the 1,000 seedlings that were presented on this day.



Tree-planting



Shiseido employees who participated in the tree-planting event



After tree-planting



## Hosting "TSUBAKI NO MEGUMI FESTIVAL (Blessings of Camellia Festival)"

Hosted on November 23, 2013

We focused on the "food culture" of camellia to support the industrialization of camellia by promoting the recognition of edible camellia oil, which was commercialized after the quake. We planned the "TSUBAKI NO MEGUMI FESTIVAL (Blessings of Camellia Festival)" with the hopes of creating an opportunity to experience potentials of camellia with local residents through the food experience of camellia.

In this event, local restaurants and Japanese/Western sweets stores prepared new dishes and sweets using camellia oil, and we held a menu contest. The head chef of Ginza Shiseido Parlour participated from Shiseido and served the signature menu of Shiseido Parlour "Meat Croquette", which was fried in camellia oil, as a special menu.

Local women made "Kenchin-jiru (miso soup with root vegetables)", which has always been made with camellia oil in the area, and served it at the venue. They simultaneously handed down the culture to children, who did not know camellia oil.



Menu contest



Camellia oil pressing experience



Food experience venue



Food experience venue reception



Local performing art (deer dance) by Ofunato Nursery School students

In addition, we also held an event, in which we experienced harvesting camellia berries, which will be important in industrialization, in another venue (Goishi District, which is a tourist spot for camellia in Ofunato).

We harvested 54kg berries with the residents of Goishi District, which is a tourist spot in Ofunato. The harvested berries were donated to Seishokan of Taiyokai, which is a social welfare corporation and an oil factory in Rikuzentakata, that faces an issue of berry harvesting in preparation for the industrialization.



Berry harvestin experience



Harvested camellia berries

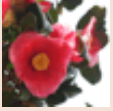
In addition, we also held a makeup seminar, which was requested by local residents. We were able to experience "camellia", which is much more than just flowers, with the local residents on this day.



Beauty seminar



Staff who participated in the "TSUBAKI  
NO MEGUMI FESTIVAL  
(Blessings of Camellia Festival)"



## Activities in Ofunato Municipal Akasaki Junior High School

2012/2013

### Encounter with Akasaki Junior High School

Our encounter with Ofunato Municipal Akasaki Junior High School in Iwate Prefecture was on September 11, 2012.

Members of the Corporate Social Responsibility Department planted 42 camellia trees, which is the same number of 9th grade students, with all of the Akasaki Junior High School students in front of the temporary school building of Akasaki Junior High School, which was affected by the tsunami, as part of the social contribution activities "MIRAI TSUBAKI Project" to commemorate Shiseido's 140th anniversary.

Plates of haiku, which was written by 9th grade students with the themes of "home of camellia: Ofunato" and "reconstruction of our home", were attached to the camellia seedlings.

In addition, 3 people including the mayor of Ofunato City, Principal of Akasaki Junior High School, and Corporate Social Responsibility Department General Manager of Shiseido planted 3 seedlings that inherit the DNA of "Sanmen Tsubaki", which is 1,400 years old and is the oldest camellia tree in Japan possessed by Ofunato City, to commemorate the occasion.



Tree-planting event  
participants



Planting trees with  
students



Planting trees with  
students

### Danger of planted camellia trees...

Camellia trees, which were planted in the beginning of September when the heat was still harsh, almost died due to lack of water.

They somehow survived, thanks to the care provided by the local NPO and the school janitor.

We installed snow guard with 9th grade students in November, so that the planted camellia trees could pass the winter.



Being instructed by Director  
Hayashida of GOISHI TSUBAKIKAN



Installing snow guard  
net on poles

We want to nurture camellia trees with students!

We hope the camellia trees, which will grow by approximately 1m in 10 years, would bloom, fruit, and become a source of a new industry for the city.

We want to nurture the trees with students, who will lead the reconstruction.

But how do we do it...?

We contemplated this with the teachers.

## Establishing a system to connect to each other

- ★ We want to connect us in Tokyo and students in Ofunato via internet connections and hold WEB conferences to share the information about camellia trees' nurturing status.
- ★ We want to ask 9th grade students to write haiku with the themes of "home of camellia: Ofunato" and "reconstruction of our home" and organize them into a "haiku collection" to be presented to them. We want to ask them to continue writing haiku and keep them as records of steps to reconstruction. We organized the haiku works by the students into a "haiku collection" and held a presentation ceremony in March, 2012.



Shiseido employee presents the haiku collection to the students



Presentation ceremony

## Introduction of haiku works

We would like to introduce haiku works by 9th grade students of Akasaki Junior High School

### FY2012

Yabutsubaki  
Left behind the beach shed  
That is no more

Red and white  
Its life just began after blooming

### FY2013

Camellia of the future  
It brings us hopes  
With its blossoms

Red camellia  
It blossoms dramatically  
And falls quietly

## Holding WEB conferences

We began holding WEB conferences with maintenance and safety representative students in June, 2013. In these "Tsubaki Meetings", students discuss what they have noticed and wondered about in the course of providing care for the camellia trees, and we share information.

We considered what was necessary to nurture camellia trees and prepared a nurturing program while seeking advice from specialists.

## Akasaki Junior High School "Tsubaki Journal"

Akasaki Junior High School has decided that "maintenance and safety representative" students would be in charge of nurturing the camellia trees, starting in FY2013.

Teacher Takashi Takahashi, who is the advisor, started sending us reports on the camellia trees.

We have decided to keep them as records under the name of "Tsubaki Journal".

## ■ Donation of relief money for Typhoon Haiyan in the Philippines

The typhoon that hit eastern Leyte Island in the Philippines on November 9 (Sat), 2013, caused great damage to the Philippines. In response to this disaster, Shiseido employee volunteers donated relief money totaling 978,000 yen (1,956 supporters) through "Japan Platform". This relief money will be utilized for distribution of relief supplies to affected people, medical support to prevent infectious diseases, and provision of materials for housing reconstruction, etc.



Donation at Japan Platform



Letter of appreciation from Japan Platform

## ■ Floods in Thailand

Shiseido and 2 local affiliates (Shiseido Thailand and Shiseido Professional Thailand) donated 3.3 million baht (about 8.6 million yen) to the Thai Red Cross Society in response to the floods that affected central and northern Thailand, including the capital Bangkok, between October and November due to the heavy rain after the summer of 2011. Furthermore, we donated 10,000 bottles of special shampoo which doesn't require water to Channel 3, which is a TV station in Bangkok, to be delivered to affected people.



Donating relief money to the Thai Red Cross Society



Donating "waterless shampoo" to Channel 3



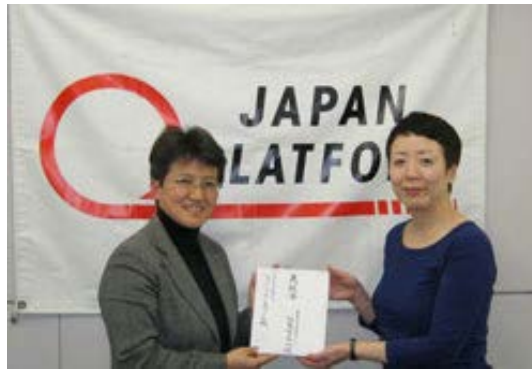
## Shiseido Makes Donations in Support of Flood Disaster in the Federative Republic of Brazil

Based on the Overseas Disaster Support Guidelines, Shiseido decided to make a donation in the wake of the disaster caused by the heavy rains that struck the southeastern area of the state of Rio de Janeiro and other areas in January. Corporate Officer Shoji Takahashi, responsible for the Americas, visited the Embassy of the Federative Republic of Brazil in Japan on March 3 and presented a donation of ¥2 million on behalf of Shiseido to Ambassador Marcos Bezerra Abbott Galvao. The Ambassador expressed his sincere thanks and appreciation for Shiseido's strong support.

Additionally, a total of ¥1,656,500 (relief aid donated by 3,313 persons), which was solicited from Shiseido employees, was presented to the nonprofit organization Japan Platform.



Presenting donation to Brazilian Ambassador to Japan



Presenting donation at JPF



## Activity Results Data

Data detailing Shiseido's CSR and environmental activities is available.

## Social Activity-Related Data

Area	Item		Indicator	Unit	FY2011	FY2012	Scope
Women and cosmetics (Beauty)	SHISEIDO LIFE QUALITY BEAUTY PROGRAM	LIFE QUALITY BEAUTY CENTER	Number of countries and regions (Number of facilities (locations)) (*1)	Country, Region (Locations)	3 (5)	3 (5)	Japan and overseas
			Number of users	Person	1,660	1,690	Japan and overseas
		LIFE QUALITY BEAUTY SEMINAR	Total seminars held	Times	2,864	2,206	Japan and overseas
			Total participants	Person	43,946	38,525	Japan and overseas
			Number of Beauty volunteer's participating *1: Total participants	Person	2,697	1,533	Japan
	Initiatives for children	Shiseido Kodomo Seminar for juniors	Number of attendees (*2)	Person (Pair)	1,432	1,241	Japan
		Parent and child skincare classes			—	90(45)	Japan
	Shiseido Running Club		Running Lesson Number of times held	Times	2	2	Japan
			Outside lecture Number of times held	Times	5	2	Japan

	Shiseido Female Researcher Science	Number of grant recipients	Person	10	10	Japan
Culture	GranShiseido Corporate Museum	Number of times planned exhibition held	Exhibits	3	3	Japan
	Shiseido Gallery		Exhibits	5	5	Japan
	Shiseido Art House		Exhibits	4	4	Japan
Employee Social Contribution	Shiseido Camellia Fund (*3)	Monthly number of pledge Pledge (*3)	Pledge	15,527	15,743	Japan

1. Beauty volunteer: Retired beauty consultants who provide activity support.
2. Shiseido Children's Seminar: Seminar for children reaching early adolescence when their skin goes through changes. Information and instruction about skin and cleanliness as well as proper skincare are provided in the seminar.

(Note) 3. Shiseido Camellia Fund: Employees make donation from their wages and voluntarily participate in support activities. There are currently nine support groups.

※1 Tokyo, Shanghai, Taipei, Kaohsiung; established in Hong Kong in April 2011.

※2 For elementary school children in the fifth and sixth grades

※3 1 pledge= ¥100; pledge totals for March

## Personnel Related Data

### Number of Shiseido Group Employees

		April 1, 2012 (Ratio)			April 1, 2013 (Ratio)		
		Total	Male	Female	Total	Male	Female
Total		47,590 (100%)	—	—	48,134 (100%)	—	—
	Employees	33,501 (70.4%)	—	—	34,022 (70.7%)	—	—
	Fixed-term contact employee	14,089 (29.6%)	—	—	14,112 (29.3%)	—	—
Shiseido Group (Japan)		25,752 (54.1%)	4,401 (17.1%)	21,351 (82.9%)	25,317 (52.6%)	4,313 (17.0%)	21,004 (83.0%)
	Employees	15,854 (33.3%)	3,648 (23.0%)	12,206 (77.0%)	15,558 (32.3%)	3,552 (22.8%)	12,006 (77.2%)
	Fixed-term contact employee	9,898 (20.8%)	753 (7.6%)	9,145 (92.4%)	9,759 (20.3%)	761 (7.8%)	8,998 (92.2%)

	Employees	(37.1%)	—	—	(38.4%)	—	—
	Fixed-term contact employee	4,191 (8.8%)	—	—	4,353 (9.0%)	—	—

## Number of Employees by Region

		April 1, 2012 (Ratio)			April 1, 2013 (Ratio)		
		Total	Male	Female	Total	Male	Female
Total		47,590 (100%)	—	—	45,780 (100%)	—	—
	Japan	25,752 (54.1%)	4,401 (17.1%)	21,351 (82.9%)	25,317 (52.6%)	4,313 (17.0%)	21,004 (83.0%)
	Overseas	21,838			22,817		
		(45.9%)			(47.4%)		
	Europe	3,037 (6.4%)			3,099 (6.4%)		
	America	5,619 (11.8%)	/	/	6,260 (13.0%)	/	/
	Asia • Oceania	13,182 (27.7%)			13,458 (28.0%)		
	China	10,077 (21.2%)			10,237 (21.3%)		
Employees		33,501 (70.4%)	—	—	34,022 (70.7%)	—	—
	Japan	15,854 (47.3%)	3,648 (23.0%)	12,206 (77.0%)	15,558 (45.7%)	3,552 (22.8%)	12,006 (77.2%)
	Overseas	17,647 (52.7%)			18,464 (54.3%)		
	Europe	2,403 (7.2%)			2,532 (7.4%)		
	America	3,262 (9.7%)	/	/	3,545 (10.4%)	/	/
	Asia • Oceania	11,982 (35.8%)			12,387 (36.4%)		

			China	9,299 (27.8%)			9,563 (28.1%)		
	Fixed-term contact employee			14,089 (29.6%)	—	—	14,112 (29.3%)	—	—
	Japan			9,898 (70.3%)	753 (7.6%)	9,145 (92.4%)	9,759 (69.2%)	676 (6.9%)	9,093 (93.1%)
	Overseas			4,191 (29.7%)	/	/	4,353 (30.8%)	/	/
	Europe			634 (4.5%)			567 (4.0%)		
	America			2,357 (16.7%)			2,715 (19.2%)		
	Asia • Oceania			1,200 (8.5%)			1,071 (7.6%)		
	China			778 (5.5%)			674 (4.8%)		

## Ratio of Male and Female Leaders

	April 1, 2012			April 1, 2013		
	Total	Male	Female	Total	Male	Female
Total leaders	2,637	1,479	1,158	2,666	1,405	1,261
Japan	1,088	839	249	1,068	795	273
Overseas	1,549	640	909	1,598	610	988
Europe	298	138	160	304	135	169
America	643	190	453	710	214	496
Asia	608	312	296	584	261	323
China	401	210	191	352	166	186
Ratio of leaders	100%	56.1%	43.9%	100%	52.7%	47.3%
Japan	41.3%	77.1%	22.9%	40.0%	74.4%	25.6%
Overseas	58.7%	41.3%	58.7%	60.0%	38.2%	61.8%
Europe	11.3%	46.3%	53.7%	11.4%	44.4%	55.6%
America	24.4%	29.5%	70.5%	26.6%	30.1%	69.9%
Asia	23.1%	51.3%	48.7%	21.9%	44.7%	55.3%
China	15.2%	52.4%	47.6%	13.2%	47.2%	52.8%

※Numbers of leaders in Japan and overseas as of April 1, 2011 and December 31, 2010, respectively.

※Overseas leaders refer to personnel in managerial positions (manager or higher).

## Average service years of employees

	April 1, 2012	April 1, 2013
Overall domestic Group	15.3	15.8
Male	18.1	18.0
Female	14.1	15.2

※All employees (excluded fixed-term contract employee)

## Working hours / Rate of taking paid holidays

	Target	FY2011	FY2012
Total annual hours worked /person	Below previous year	/	/
Shiseido Company Limited		1,876.6	1869.9
Group employee in Japan		1,813.5	1806.7
Annual designated hours worked (Japan)	/	1,852.25	1,844.5
Average designated overtime hours worked /person	Below previous year	/	/
Shiseido Company Limited		188.3	188.5
Group employee in Japan		87.6	91.3
Acquisition rate of paid leave/year	60% or over	/	/
Shiseido Company Limited		71.1%	70.0%
Group employee in Japan		49.7%	49.9%

※Personnel in sales positions are adopting flexible working hour system



## Entrance pay

Newly employed in April in 2012 : in case a worker's service area is located in Tokyo Metropolitan and 23 districts.

Category	allowance
A person with doctoral course	monthly salary 247,600yen
A person with master's degree	monthly salary 219,790yen
A college(university) graduate	monthly salary 205,730yen
A graduate from a technical college	monthly salary 186,320yen

※In any case, a service area allowance, 9000yen (amount of an allowance is different by one's service area) is included.

## Number of Qualified Personnel for Ecole Shiseido

	FY2011 (Ratio)	FY2012 (Ratio)
Japan	13,376 (51.9%)	13,068 (51.6%)

※Scope comprised of personnel in managerial, general, BC positions (excluding directors)

## Job Turnover Rate

		FY2011	FY2012
Shiseido Group in Japan		2.1%	2.0%
	Reason of marriage, maternity, child care	0.08%	0.23%
Shiseido Sales CO., Ltd.		2.0%	2.29%
	Reason of marriage, maternity, child care	0.22%	0.82%

※Target of domestic Group personnel in Japan: Managers and general personnel

※Target of Shiseido Sales Co., Ltd.: Beauty Consultants only (excluding fixed-term contract employees)

## Number of employees who used childcare leave and child-rearing work hour systems and number of Kangaroo Staff

	FY2011 (Ratio)	FY2012 (Ratio)
Childcare leave (Including short-term childcare leave)	1,321 (5.15%)	1,375 (5.43%)
Male	15 (0.06%)	12 (0.05%)
Female	1,306 (5.09%)	1,363 (5.38%)
Child-rearing work hours	1,681 (6.56%)	1,720 (6.79%)
Male	5 (0.02%)	5 (0.02%)
Female	1,676 (6.54%)	1,715 (6.77%)
Beauty Consultants taking time off for childcare	1,025	1,048
Male	0	0
Female	1,025	1,025
Kangaroo Staff	1,534	1,596

※Shiseido Group in Japan

※Acquisition rate of childcare leave (work hours) = Number of persons taking childcare leave (work hours) / Number of domestic employees at the beginning of term x 100

※All employees (included fixed-term contact employee)  
employees at the beginning of term x 100

## Number of employees who used nursing care leave and nursing care work hour systems

	FY2011 (Ratio)	FY2012 (Ratio)
Nursing care leave	24 (0.09%)	27 (0.11%)
Male	1 (0.00%)	0 (0.00%)
Female	23 (0.09%)	27 (0.10%)
Nursing care work hours	18 (0.07%)	14 (0.06%)
Male	0(0%)	1(0%)
Female	18 (0.07%)	13 (0.05%)

※Shiseido Group in Japan

※All employees (included fixed-term contact employee)

※Acquisition rate of nursing care leave (work hours) = Number of persons taking nursing care leave (work hours) / Number of domestic employees at the beginning of term x 100

## Number of employees who used short working hour system

	FY2011 (Ratio)	FY2012 (Ratio)
Japan	1,705 (6.65%)	1,734 (6.85%)
Male	5 (0.02%)	6 (0.02%)
Female	1,700 (6.63%)	1,728 (6.63%)

※Personnel using short working hours refers to those who are acquiring childcare work hours and nursing care work hours.

※All employees (included fixed-term contact employee)

## The reinstatement rate and the stability rate of the work office after one's maternity leave and childcare leave

		2011	2012
The reinstatement rate	Shiseido Group companies in Japan	97.8%	100%
	Shiseido Sales Co., Ltd.	93.4%	97.4%
The stability rate of the work office	Shiseido Group Companies in Japan	100%	95.4%
	Shiseido Sales Co., Ltd.	96.9%	96.9%

※Target persons in Shiseido Group Companies in Japan : managerial personnel・major career path, target persons in Shiseido Sales Co., Ltd.: beauty consultant (excluding contract workers signed under certain periods of time)

※The rate of reinstatement= the number of reinstated employees from their child care leave in current year÷the number of employees expected to be reinstated from their child care leave in current year ×100

※The stability rate of the work office=the number of employees enrolled as of the end of March in current year out of the reinstated employees from their child care leave in previous year/the number of the reinstated employees from their child care leave in previous year ×100

## Number of employees who used system of rehired after retirement

	April 1, 2012	April 1, 2013
Shiseido Group employee in Japan	181	255

## Ratio of Physically -challenged employees

	FY2011	FY2012
Shiseido Company Limited	2.81%	2.76%
Shiseido Group in Japan	1.90%	1.90%

※Data as of June 30 of respective years.

## Ratio of Non-Japanese Directors in Overseas Affiliated Companies

	April 1, 2012	April 1, 2013
Overseas Group	49.2%	43.7%

※ Non-Japanese directors at the head office who concurrently hold posts at overseas subsidiaries are counted as local directors overseas.

※ Directors who are hold positions as directors in multiple companies will also be included.

## Human Rights Enlightenment and Corporate Ethics Training

Target: Domestic Group employees in Japan

	FY2011	FY2012
Training theme	Harassment	Sexual harassment
Number of times held	1	1
Time (/one occasion)	15 minutes	30 minutes
Participants	22,000 persons	22,100 persons

※Number of participants refers to the number who participate per training (including e-Learning and learning through text materials)

## Number of Work-related Accidents

	FY2011	FY2012
Japan (Company)	14	34
Service is provided in in-house factories • companies under business consignment	1	13
Overseas (Company)	173	93

※Number of work-related accidents that accompanied suspension of operations.

※Number of work-related accidents at business partners consigned by domestic factories is the number of accidents reported at business partners on consignment.

## Business accident severity rate

	FY2011	FY2012
Number of work-related accidents	14	34
Accident severity rate	0.014	0.019

※Number of work-related accidents in Shiseido Group in Japan

※Accident severity rate = Number of days lost due to work-related accidents/Total hours worked x 1,000

## Lost time incident (LTI) rate and lost time injury rate (LTIFR) rate

	FY2011	FY2012
LTI	0.071	0.173
LTIFR	22.16	8.48

※Lost time incident rate and lost time injury frequency rate for Shiseido Group in Japan

※Lost time incident (LTI) rate = Number of lost time incidents /Total hours worked x 200,000

※LTIFR rate = Lost time injury frequency rate /Total hours worked x 1,000,000

## Number of Employees per industrial physician and/or industrial healthcare staff

	April 1, 2012	April 1, 2013
Shiseido Company Limited	195.9	221.2
Domestic Group	218.3	220.1

※Definition: One industrial physician per business location to which the physician is appointed. (In cases where a business location is under contract with several full-time industrial physicians and part-time industrial physicians, physicians will all be included in the figure.)

## Number of Labor Union Members and Composition

		April 1, 2012	April 1, 2013
Shiseido Company Limited	Labor union members	2,613	2,562
	Composition (*1)	44.5%	44.5%
	Employees who will be covered by labor law	100%	100%
Shiseido Group in Japan	Labor union members	11,924	11,623
	Composition (*1)	46.3%	50.0%
	Employees who will be covered by labor law	100%	100%

※Data as of April 1 of respective years.

※1. Comparison = Number of Labor Union Members / Number of employees (included managers and fixed-term contract employee)

## Subsidiaries with Labor Unions

	April 1, 2012	April 1, 2013
Japan	18.2%	18.2%
Overseas	33.3%	34.1%



## Environmental Activity-performance Data

### Domestic

Index		Scope	FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	Production facilities	3,776	3,425	3,104
		Non-production facilities	4,480	3,467	3,420
	City gas (10,000 m <sup>3</sup> )	Production facilities	583	567	523
		Non-production facilities	132	103	85
	LPG (t)	Production facilities	41	42	35
		Non-production facilities	0	0	0
	Fuel (kl)	Production facilities	0	1	1
		Non-production facilities	2,292	2,254	2,108
	Steam (GJ)	Non-production facilities	12,416	10,489	9,794
Output	CO <sub>2</sub> (t)	Production facilities	26,416	24,815	26,099
		Non-production facilities	23,161	20,418	22,368
	SO <sub>x</sub> (t)	Production facilities	0	0	0
	NO <sub>x</sub> (t)		5	4	14
	Waste water (10,000 m <sup>3</sup> )	Production facilities	74	79	70
	BOD (t)	Production facilities	20	17	15
	COD (t)		32	29	28
	Waste (t)	Production facilities	4,474	4,189	3,374
		Non-production facilities	1,411	1,247	1,333
	Recycling rate (%)	Production facilities	100	100	100

## Data by Domestic Production Facility

### Shiseido Kamakura Factory

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	695	613	589
	City gas (10,000m <sup>3</sup> )	80	67	53
	Water (10,000m <sup>3</sup> )	12	11	9
Output	CO <sub>2</sub> (t)	4,079	3,810	3,932※
	SO <sub>x</sub> (t)	0	0	0
	NO <sub>x</sub> (t)	0	0	0
	Waste water (10,000 m <sup>3</sup> )	10	9	8
	BOD (t)	2	1	0
	COD (t)	3	1	1
	Waste (t)	560	420	325

### Shiseido Osaka Factory

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	761	711	667
	City gas (10,000m <sup>3</sup> )	68	67	62
	Fuel (kl)	0	1	1
	Water (10,000m <sup>3</sup> )	18	19	18
Output	CO <sub>2</sub> (t)	3,567	3,530	4,169※
	SO <sub>x</sub> (t)	0	0	0
	NO <sub>x</sub> (t)	0	0	0
	Waste water (10,000 m <sup>3</sup> )	18	19	18
	BOD (t)	1	0	1
	COD (t)	3	3	3
	Waste (t)	909	877	820

**Shiseido Kakegawa Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	1,337	1,110	1,061
	City gas (10,000m <sup>3</sup> )	172	152	141
	Water (10,000m <sup>3</sup> )	25	23	19
Output	CO <sub>2</sub> (t)	9,482	7,251	8,160※
	SO <sub>x</sub> (t)	0	0	0
	NO <sub>x</sub> (t)	2	1	1
	Waste water (10,000 m <sup>3</sup> )	20	19	17
	BOD (t)	8	4	4
	COD (t)	8	6	5
	Waste (t)	614	453	299

**Shiseido Kuki Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	983	991	788
	City gas (10,000m <sup>3</sup> )	263	281	267
	LPG (t)	41	42	35
	Water (10,000m <sup>3</sup> )	31	32	27
Output	CO <sub>2</sub> (t)	9,288	10,225	9,838※
	SO <sub>x</sub> (t)	0	0	0
	NO <sub>x</sub> (t)	2	3	13
	Waste water (10,000 m <sup>3</sup> )	26	32	27
	BOD (t)	10	12	10
	COD (t)	19	19	19

	Waste (t)	2,391	2,440	1,929
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\* It had been at such a level that the 2013 target could have been achieved one year earlier, but the CO<sub>2</sub> emission factors of electric power companies became higher, and it increased by 1,284 tons than that of the previous year. However, the actual results achieved by our efforts, (i.e. the difference from the actual 2012 results calculated based on the 2011 CO<sub>2</sub> emission factor) saw a 2,176 drop from the previous year.

## Overseas

Index		Scope	FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	Production facilities	3,906	4,110	4,063
		Non-production facilities	670	691	720
	City gas (10,000 m <sup>3</sup> )	Production facilities	346	354	365
		Non-production facilities	23	24	19
	LPG (t)	Production facilities	53	75	97
		Non-production facilities	0	0	0
	Fuel (kl))	Production facilities	24	60	77
		Non-production facilities	1,036	1,075	1,147
	Steam (GJ)	Production facilities	4,627	4,006	4,248
	Water (10,000 m <sup>3</sup> )	Production facilities	40	46	50
Output	CO <sub>2</sub> (t)	Production facilities	28,177	25,158	21,782
		Non-production facilities	5,271	4,819	5,005
	Waste (t)	Production facilities	3,313	4,071	4,510
		Non-production facilities	719	671	799
	Recycling rate (%)	Production facilities	89	80	83

\* Overseas non-production facilities are main facilities only.

CO<sub>2</sub> :Equals the CO<sub>2</sub> equivalent of the six greenhouse gases.

## Data by Overseas Production Facility

### Shiseido America Inc. East Windsor Factory

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	341	345	377
	City gas (10,000m <sup>3</sup> )	34	36	35
	Water (10,000m <sup>3</sup> )	1	1	1
Output	CO <sub>2</sub> (t)	1,713	1,299	1,413
	Waste (t)	316	299	306

### Davlyn Industries, Inc.

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	307	308	317
	City gas (10,000m <sup>3</sup> )	38	40	35
	Water (10,000m <sup>3</sup> )	4	4	4
Output	CO <sub>2</sub> (t)	2,360	2,420	1,841
	Waste (t)	393	435	447

### ZOTOS International Inc. Geneva Factory

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	1,013	1,079	939
	City gas (10,000m <sup>3</sup> )	145	151	152
	LPG (t)	6	5	21
	Water (10,000m <sup>3</sup> )	11	16	17
Output	CO <sub>2</sub> (t)	8,251	3,923	0
	Waste (t)	784	1,847	2,259

\* Carbon neutrality was achieved through the use of Green Power since 2012 and CO<sub>2</sub> emission offset

**Shiseido International France S.A.S.**  
**Val de Loire Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	426	420	419
	City gas (10,000m <sup>3</sup> )	57	52	58
	Fuel (kl)	0	0	0
	Water (10,000m <sup>3</sup> )	3	3	2
Output	CO <sub>2</sub> (t)	1,828	1,681	1,827
	Waste (t)	313	270	345

**Shiseido International France S.A.S.**  
**Gien Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	474	459	441
	City gas (10,000m <sup>3</sup> )	31	30	31
	Fuel (kl)	0	1	1
	Water (10,000m <sup>3</sup> )	1	1	1
Output	CO <sub>2</sub> (t)	1,204	1,166	1,170
	Waste (t)	865	598	490

**Laboratoires Decleor S.A.S.**  
**Argenteuil Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	118	121	124
	City gas (10,000m <sup>3</sup> )	10	8	10
	Water (10,000m <sup>3</sup> )	1	1	1
Output	CO <sub>2</sub> (t)	329	293	339
	Waste(t)	210	230	163



**Shiseido Liyuan Cosmetics Co., Ltd.**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	259	261	301
	City gas (10,000m <sup>3</sup> )	2	2	2
	Steam (t)	4,627	4,006	4,248
	Water (10,000m <sup>3</sup> )	4	4	4
Output	CO <sub>2</sub> (t)	4,180	3,981	4,458
	Waste(t)	97	132	151

**Shanghai Zotos Citic Cosmetics Co., Ltd.**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	421	486	519
	City gas (10,000m <sup>3</sup> )	24	30	37
	Water (10,000m <sup>3</sup> )	7	9	11
Output	CO <sub>2</sub> (t)	4,696	5,476	5,965
	Waste(t)	175	191	182

**Taiwan Shiseido Co., Ltd.  
Chung-Li Factory**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	184	171	180
	City gas (10,000m <sup>3</sup> )	6	6	7
	Fuel (kl)	1	1	1
	Water (10,000m <sup>3</sup> )	2	2	2
Output	CO <sub>2</sub> (t)	1,301	1,208	1,296
	Waste(t)	71	57	59

**Shiseido Vietnam Inc.**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	295	293	329
	LPG (t)	47	70	76
	Water (10,000m <sup>3</sup> )	6	4	4
Output	CO <sub>2</sub> (t)	1,815	1,875	2,096
	Waste(t)	3	81	88

**Shanghai Huani Transparent Beauty Soap Co., Ltd.**

Index		FY2010 Results	FY2011 Results	FY2012 Results
Input	Electric power (10,000 kWh)	—	168	116
	Fuel (kl)	—	58	75
	Water (10,000m <sup>3</sup> )	—	4	4
Output	CO <sub>2</sub> (t)	—	1,836	1,376
	Waste(t)	—	25	22

## Engagement with stakeholders

### Stakeholder Dialog

**"Stakeholder Dialog under the theme of challenges based on social requirements and what is expected to Shiseido" was held**



**Date and Place:** Monday, 30th January, 2012, 10:00am~12:00 meeting room at the Shiseido Shiodome office

Shiseido held its Stakeholder Dialog on the 30th January, 2012. This time, "which direction should Shiseido take ?" was discussed based on challenges emerged as a result of "Shiseido CSR Action (PDCA management to confirm the degree of implementation in social requirement issues)". Participants were representing stakeholders from each respective segment including consumers, investors, and Shiseido employees etc. They exchanged their opinions about challenges and expectations toward Shiseido viewed from transition in social trend.

#### Participants in the dialog

Mariko Kawaguchi, Managing Director  
Head of ESG Research Department,  
Daiwa Institute of Research Ltd.

Koichi Nomura, Group Manager, Planning Group  
Corporate Social Responsibility Department  
Fuji Xerox Co, Ltd.

Yoko Hayashi, Attorney at Law, Athena Law Office

Etsuko Masuda, Executive Director,  
Japan Association of Consumer Affairs Specialists

Hajime Akatsuka, Chairman of the Central Executive, Shiseido Labor Union.

Chairman: Mitsuo Ogawa, President, Craig Consulting Corp.

## Shiseido Company Limited

Michiko Achilles, Corporate Officer, Shiseido Company Limited.  
Yoshihiro Shiojima, General Manager, CSR department.  
Mari Kataoka, Deputy Manager, CSR department.

(total 9 participants)

## Shiseido's challenges for CSR activities

Participants exchanged their opinions from a wide-ranging perspective, based on the result of "Shiseido CSR Action Plans" implemented in 2011 including following two points:

### 1. Consideration for diversified customers

Developing products easy to use even for socially vulnerable people such as the aged, disabled, and non-Japanese customers and distributing information.

### 2.Responding consciousness- raising activities to respect all Human Rights to meet global standards

Shiseido takes more active stance to respect Human Rights, and as a business enterprise, it is required to act with due diligence, as well as comply with laws in respective countries.

## Opinions and proposals from participants (arranged in the order of the Japanese syllabary)

**Mariko Kawaguchi / manager, Environment CSR Research Department, Daiwa Institute of Research Ltd.**



(opinion) As an investor, I truly expect Shiseido to challenge to relate CSR to Corporate Value in a long term. As one of challenges in Japanese companies, CSR department in respective companies confronting many stakeholders fail to take good coordination with IR department facing shareholders, and they cannot share corporate principles and sense of consciousness among their employees. As a result, CSR initiative is not fully incorporated in their management performance. At present, many investors are interested in their short term performance, while executive officers are likely to expect shareholders to pursue short-term numerical results. Thus, CSR initiative which is supposed to relate to Corporate Value in a long term, is highly likely to end in superficial

activities without any significant substance. I believe that Shiseido should appeal its Corporate Value to investors with long-term perspective. For example, if Shiseido tries to be coherent with their activities regarding their CSR initiatives such as investment in SRI\* funds to yield Shiseido corporate pension, it could have a significant social impact. Being a leading company as it is, I expect Shiseido to bring changes to other Japanese companies and investors. In addition, from a consumer's viewpoint, I expect Shiseido to educate customers to be independent based on cooperation with those in the industry and relevant institutions. In such commitment, Shiseido should send its message in a business-oriented manner by way of appealing the abolition of animal test in developing cosmetics products and the safety in the origin of ingredients contained in products. The challenge here is how Shiseido should relate in-depth activities including environmental initiatives to its Corporate Value, and I expect Shiseido to take certain approaches, contributing to female empowerment and improvement in female positions in newly emerging countries.

\* SRI: Social Responsibility Investment: before investing their money, investors should select an ideal company to invest, considering whether or not a company plays out activities to meet Social Responsibility not only from financial viewpoint but also from the social, ethical, and environmental viewpoints.

**Koichi Nomura, Group Manager, Planning Group CSR Department  
Fuji Xerox Co, Ltd.**



(opinion) While external environments surrounding business enterprises are drastically changing, many Japanese companies are said yet to successfully incorporate CSR initiatives in their management performance, I believe in enormous potentiality in such companies. Their biggest advantage is employees' understanding and the sense of resonance toward CSR. It is necessary for Top executive management and CSR department to continuously enlighten CSR initiatives to make penetrate through their employees. However, they should actively deliver to their employees about their customers' response to CSR initiatives and their change in awareness toward such initiatives so that their employees could fully understand CSR actions are closely related with their actual business performance. In fact such an effort might be to be the most effective way to penetrate CSR in companies. Particularly, overseas customers are much more deeply interested in CSR initiatives than expected, and once staff in sales & marketing department recognizes such fact, they are likely to enhance their awareness toward CSR. Furthermore, when sales activities are provided contributing to overcome challenges in respective regions, local workers concerned are likely to deepen their degree of understanding about CSR, thus leading to raise their morals. In such a manner, I hope all the Shiseido employees to commit their CSR initiatives in a full scale, so that Shiseido would be trusted and loved in a regional and global scale, as a good representative of Japanese companies.

## Yoko Hayashi, Attorney at Law, Athena Law Office



(opinion) I understand that CSR is the major challenge for a company, like "what kind of capitalism is a company aiming to achieve?" I recognize that CSR is corporate activities to respond to proposition of what values should be offered to every stakeholder. The companies which put the importance on CSR activities should collect cutting edge information crossing the border of the compliance issues and should take actions accordingly, shouldn't they? For example, it was recently disclosed as blunder in employment management that some company prohibited its female employee from returning to her work site after her coming back from child-care leave. Although this specific company did not necessarily violate the labor laws, the management of the company lost the case, and as a result, they significantly damaged its corporate brand. Companies are required not only just to comply with laws passively but also to take more active conduct.. Regarding "protect, respect and remedy" framework, which is described in the Report of John Ruggie\*, the Special Representative of the Secretary General, I truly hope Shiseido to follow the case as a leading company in CSR initiatives, thus leading to set the pace. In order for Shiseido to develop continuously, further innovation is expected.

\* Ruggie Report: John Ruggie, the Special Representative of the Secretary General, UN submitted the report on the issue of human rights and transnational corporations and other enterprises to UN Human Rights Committee. The report had a significant influence over working out ISO 26000 and revision of guidelines for OECD multinational enterprises.

## Etsuko Masuda, Executive Director, Japan Association of Consumer Affairs Specialists



(opinion) While in our time, commercialized products in the market including financial products have been increasingly sophisticated, and we are seeing more troubled cases in normal transactions due to the deterioration in consumers' capability. On the other hand, more and more counterfeit consumer brand products have been seen on the market as a result of enhanced liquidity in transaction through the Internet etc. However, the reality that companies' commitment to protect and recover their severely damaged brand image is invisible for customers Let me refer some examples of consumers' trouble, in fact, the aged consumer had mistakenly put on some shampoo on her face as she took it as a face cream and another, some children had eaten soap in a beautiful gift box, mistaken it for a piece of cake. I believe that if consumers' voices are delivered to employees in a company, employees will probably enhance their working motivations and once employees are motivated, such a company will be able to execute ideal business activities to make consumers satisfied, vice versa. In such a sense, I expect Shiseido to take the position to show the social standards in distributing right information and ideas about cosmetics and health food. However, on the other hand, we are facing the matter of degradation in consumers' morals. I expect Shiseido to discuss what is educating consumers in a real sense, and further to be instrumental in solving such problems in cooperation with the business circle and related institutions.



## Hajime Akatsuka, Chairman of the Central Executive, Shiseido Labor Union.



(opinion) I don't think that CSR initiatives have been sufficiently penetrated within Shiseido. If a company pursues short term profit, in return, it could kill itself in a long term. Just because of this, as a company, we should incorporate CSR initiatives in our management system in a larger sense. Actually Shiseido marks the 140th anniversary this year since its foundation, and I am so proud to be a part of such a long-lasting company that I am grateful to our stakeholders for their earnest support. In order for Shiseido to be needed in a society in future as well, as a member of Shiseido labor union, I am determined to enhance employees' awareness toward CSR initiatives. In addition, according to research about the degree of employees' satisfaction, results show that Shiseido employees have relatively high degree of satisfaction, but that is not enough for us. In fact, some Shiseido employees seem to be confused at changes including globalization. While the employees should enhance their flexibility and positive attitude to accept such changes, I expect Shiseido as a corporate to further commit to extract potentiality of each single employee.

## In response to stakeholder dialog

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Michiko Achilles  
Corporate Officer, Shiseido Company  
Limited.

Shiseido has been pro-actively exercising CSR activities, and is highly evaluated by people concerned. Meanwhile, we still have some challenges to realize our ideal structure as a company. This time, it was a great pleasure to receive various implications and suggestions about the necessity of dialogue with our customers through our products and measures to deliver information. In our path to extend global management, we could again recognize the importance of CSR initiatives to penetrate through even each employee and relate to the improvement of Corporate Value. We are happy to announce that Shiseido marks the 140th anniversary this year. As a part of executive management, I am determined to lead our way, listening to voices from working sites internally and externally so that Shiseido could still continue to be a company needed by people in which our employees could play out their business capabilities. Hoping to continue our stakeholders' dialogues in future as well, we will follow diversified opinion, realizing CSR activities to be our central core business activities throughout all our global sites.

## Third Party Evaluation

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Craig Consulting  
President  
Mitsuo Ogawa

### < Appreciation to the CSR quality through CSR actions >

The Social Responsibility website has recently been restructured with awareness for the intended readers of the website. The website consciously attempts to promote continuous disclosure by using the ISO26000 framework for specialists, and the structure emphasizes Shiseido's 3 priority areas of "Women and Cosmetics, Culture, and Environment" for stakeholders such as customers and local communities. The new structure displays Shiseido's sincere stance and characteristics to focus on dialogues and collaboration with stakeholders well.

On the other hand, the contents utilize "CSR actions," which are Shiseido's own frameworks, and thoroughly promote risk prevention in the business continuation on the management level based on the practice of "Our Way." With regard to the scope of CSR actions, not only Shiseido itself but also domestic and overseas affiliated companies have conducted self-checks. I would like to highly appreciate such power of execution with which the entire Shiseido Group thoroughly promotes one policy. Furthermore, Shiseido held a dialogue between learned people on issues extracted through CSR actions (consideration for diversified customers and global human rights). This also indicates Shiseido's efforts to deeply recognize its own issues by incorporating objective views from the outside. Taking a comprehensive look at these points, one can confirm that the PDCA with the core of the CSR Committee is being thoroughly promoted through fully utilizing the CSR actions. I would like to appreciate this system as a high quality effort that would widely inspire the way for Japanese companies to promote CSR.

### < Enhancing the link with the medium-term business plan >

On the other hand, I would like to point out several issues to further develop Shiseido's CSR.

Firstly, I would like to suggest further enhancement of the link between the medium-term business plan and the CSR policy. As described in the triangle that states "Unique Shiseido CSR" and "Fundamental CSR" under "What is Shiseido CSR?," the aim of the CSR efforts by Shiseido is to "protect and increase Corporate Value." Therefore, the relationship between the business plan and CSR should grow strong. In other words, I think they should proactively discuss the relationship between "Unique Shiseido CSR" and the business as well as what kind of contributions they can make in the medium-term business plan through this effort.

For example, leading overseas companies present top management policies by discussing what they would do with the business scale while considering environmental burdens and social influences. They clearly state that they would review the value chain in preparation for expanding their business scale and lead to company growth by creating innovations with high social values in an easy-to-understand manner.

Therefore, I would like to suggest that Shiseido also proactively includes more CSR activity focuses that link with the business and directly affect brand strategies. In my opinion, without enhancing the link with the main business, employees in the field would find it difficult to see the significance of what CSR does to their work, making it difficult for CSR to be established in the organization.

### < Redefinition of materiality >

In general, the question of "why does our company promote CSR" is extremely important. Without this question, CSR starts to move away from the business, ending up being egocentric partial optimization. In recent years, we often attempt to find the significance of CSR in the consideration of how companies should respond beforehand while observing risks and opportunities in value chains 20-30 years from now. For example, we presume that the global population 20-30 years from now will exceed 8 billion people. Do we not need to take another look and consider the matter from the perspective of "what risks and opportunities such population changes would create for Shiseido Group's value chain?"

In the "Commitment by Management," they state "'transnational challenges' such as growing disparity and unfairness due to conflicts and poverty, aggravating environmental problems, and depletion of energies and resources, are accumulated." I think we can find the significance of these social challenges in relation to Shiseido's business by analyzing the above value chain. Isn't this what it means to go back to the fundamental principle of "responding to society's expectations through the business"?

Furthermore, how should we prioritize the risks and opportunities discovered in the course of the value chain analysis? Shiseido's concept on materiality will be organized in the course of the consideration. Shiseido has raised "Women and Cosmetics," "Culture," and "Environment" as the "focal domain of CSR activities" and has been promoting a number of wonderful activities. I am sure that the concept of materiality, which will surface in the course of the above value chain analysis, will redefine and give even more significance to the focal domain of Shiseido CSR activities.

### < Proposing Shiseido's business to the world >

The top priority in the above-mentioned "Unique Shiseido CSR" is "Proposing new social values and Creating new markets." This concept positions CSR higher than the items that "should be done," such as compliance and environmental measures, etc. This is a high target that reminds one of "Creating Shared Value," which was recently proposed by Dr. Porter. In the current state, "Shiseido Life Quality Beauty Program" would be a good example of this "proposing new social values."

This "proposing new social values" will become increasingly important in Shiseido's CSR in the future, because Shiseido will also need strategies to accelerate overseas market exploitation from within Japan in the course of globalization by Japanese companies. For example, there are areas in Asia in which women's social status and income are low in a discriminatory manner. Shiseido will need to promote activities in which they develop new markets themselves by supporting women's social advancement in such areas. I hope this "proposing new social values" will become Shiseido's business strategies = CSR. Shiseido has been promoting very characteristic management, such as 140 years of long business history, employees who are extremely attached to their own company, discontinuation of animal testing, and advanced diversity management, etc. I hope that Shiseido can propose new social values unique to Shiseido and aim to become a company that can propose "This is the management style that Shiseido strives for" to the rest of the world by utilizing these strengths of Shiseido.

## Editorial Policy GRI Guidelines Index

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### Editorial Policy

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Shiseido's SOCIAL RESPONSIBILITY website has been edited according to the following policies.

- We introduce each activity according to the 7 core subjects of ISO26000 (Social Responsibility).
- We have simplified the contents of reports on each page to make them easier to read.
- We have also focused on overseas activities in order to enhance the Group's reports.
- We disclose social responsibility/human resources result reports in lists.
- Target period for the information included in this website is mainly for FY2012 (from April 1, 2012 to March 31, 2013). However, part of the information may be from prior to the said period or more recent than the period.
- We have edited this website by using the United Nations Global Compact, Sustainability Reporting Guidelines G3.1 of GRI (Global Reporting Initiative), and ISO26000 (Social Responsibility) issued in November of 2011 for reference.
- The scope includes Shiseido Co. Ltd. and 93 Shiseido Group companies (subsidiaries) as of March 31, 2013. Notes have been added to data outside of the above scope.

Information on Shiseido's social responsibility in FY2012 is disclosed not only on the "Shiseido SOCIAL RESPONSIBILITY website" but also in the "Annual Report 2013."

## GRI Guidelines Index

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The 2006 edition of the Global Reporting Initiative Sustainability Reporting Guidelines was used as a reference resource in the compilation of Shiseido CSR 2012.

When this information is included in media other than the Shiseido CSR 2012, the names of those media are included. The balance sheet includes information about United Nations Global Compact principles

Regarding "Contents"

- Underlined parts: Included in each applicable place in this back number
- "NA": Not applicable, or no significant instances.
- "Blank column": Information not disclosed.

### 1. Strategy and Analysis

G3 Disclosure		Description	Contents	GC
1.1		Statement from the most senior decisionmaker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	* <u>Commitment by Management</u>	
1.2		Description of key impacts, risks, and opportunities.	<ul style="list-style-type: none"> <li>▪ <u>Three Commitments of Shiseido CSR</u></li> <li>▪ <u>CSR Activities Domain</u></li> <li>▪ <u>CSR Activity Promotion Structure</u></li> <li>▪ <u>Shiseido's risk management</u></li> <li>▪ Annual securities report (Japanese only)</li> <li>▪ Corporate Information</li> </ul>	

## 2. Organizational Profile

G3 Disclosure		Description	Contents	GC
2.1		Name of the organization.	▪ Corporate Information	
2.2		Primary brands, products, and/or services.	▪ Outline of Business	
2.3		Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	▪ Shiseido Group Outline	
2.4		Location of organization's headquarters.	▪ Corporate Information	
2.5		Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	▪ Business Overview	
2.8		Scale of the reporting organization, including : ▪ Number of employees; ▪ Net sales (for private sector organizations) or net revenues (for public sector organizations); ▪ Total capitalization broken down in terms of debt and equity (for private sector organizations); and ▪ Quantity of products or services provided.	▪ Corporate Information ▪ Annual securities report (Japanese only)	
2.9		Significant changes during the reporting period regarding size, structure, or ownership including: ▪ The location of, or changes in operations, including facility openings, closings, and expansions; and ▪ Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations).	▪ Annual securities report (Japanese only)	
2.10		Awards received in the reporting period.	▪ Corporate Profile	



### 3. Report Parameters

#### Report Profile

G3 Disclosure		Description	Contents	GC
3.1		Reporting period (e.g., fiscal/calendar year) for information provided.	* <a href="#">Editorial Policy</a>	
3.2		Date of most recent previous report (if any).	<i>June 2013</i>	
3.3		Reporting cycle (annual, biennial, etc.)	<i>Published annually</i>	
3.4		Contact point for questions regarding the report or its contents.	* Inquiries about Shiseido CSR	

## Report Scope and Boundary

G3 Disclosure		Description	Contents	GC
3.5		Process for defining report content, including: <ul style="list-style-type: none"> <li>▪ Determining materiality;</li> <li>▪ Prioritizing topics within the report; and</li> <li>▪ Identifying stakeholders the organization expects to use the report.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <u>Three Commitments of Shiseido CSR</u></li> <li>▪ <u>CSR Activities Domain</u></li> <li>▪ <u>CSR Activity Promotion Structure</u></li> </ul>	
3.6		Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	<ul style="list-style-type: none"> <li>▪ <u>Editorial Policy</u></li> </ul>	
3.7		State any specific limitations on the scope or boundary of the report.	<ul style="list-style-type: none"> <li>▪ <u>Editorial Policy</u></li> </ul>	
3.8		Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	<ul style="list-style-type: none"> <li>▪ <u>Annual securities report (Japanese only)</u></li> </ul>	
3.9		Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report.	<ul style="list-style-type: none"> <li>▪ <u>Editorial Policy</u></li> <li>▪ <u>Activity Results Data</u></li> </ul>	
3.10		Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	<ul style="list-style-type: none"> <li>▪ Annual securities report (Japanese only)</li> </ul>	
3.11		Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	<ul style="list-style-type: none"> <li>▪ Annual securities report (Japanese only)</li> </ul>	

**GRI content index**

G3 Disclosure		Description	Contents	GC
3.12		Table identifying the location of the Standard Disclosures in the report.	* <a href="#">GRI Guidelines Index</a>	

**Assurance**

G3 Disclosure		Description	Contents	GC
3.13		Policy and current practice with regard to seeking external assurance for the report. If not included in the assurance report accompanying the sustainability report, explain the scope and basis of any external assurance provided. Also explain the relationship between the reporting organization and the assurance provider(s).	<a href="#">Third Party Evaluation</a>	

**4. Governance, Commitments, and Engagement****Governance**

G3 Disclosure		Description	Contents	GC
4.1		Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	* <a href="#">Corporate Governance</a>	
4.2		Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).	* <a href="#">Corporate Governance</a>	
4.3		For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	* <a href="#">Corporate Governance</a> <a href="#">Corporate Information</a>	

4.4		Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	<ul style="list-style-type: none"> <li>▪ <a href="#">Establishment of entities for reporting concerns</a></li> <li>▪ <a href="#">Structure for Listening to Employee Opinions</a></li> <li>▪ <a href="#">Points of Contact for Employee Inquiries</a></li> <li>▪ <a href="#">Personnel affairs and fair evaluation</a></li> <li>▪ <a href="#">Good Relationship with labor union</a></li> </ul>	
4.5		Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	<ul style="list-style-type: none"> <li>▪ <a href="#">Corporate Governance</a></li> </ul>	
4.6		Processes in place for the highest governance body to ensure conflicts of interest are avoided.	<ul style="list-style-type: none"> <li>▪ <a href="#">CSR Activity Promotion Structure</a></li> <li>▪ <a href="#">Corporate Governance</a></li> </ul>	
4.7		Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.	<ul style="list-style-type: none"> <li>▪ <a href="#">Corporate Governance</a></li> <li>▪ Corporate Information</li> </ul>	
4.8		Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	<ul style="list-style-type: none"> <li>▪ <a href="#">Corporate Ideals and the Shiseido Way</a></li> <li>▪ <a href="#">Three Commitments of Shiseido CSR</a></li> <li>▪ <a href="#">CSR Activities Domain</a></li> </ul>	
4.9		Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	<ul style="list-style-type: none"> <li>▪ <a href="#">CSR Activities Domain</a></li> <li>▪ <a href="#">CSR Activity Promotion Structure</a></li> <li>▪ <a href="#">Initiatives Related to the United Nations Global Compact</a></li> <li>▪ <a href="#">Commitment to Society</a></li> </ul>	

4.10		Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	<ul style="list-style-type: none"> <li>▪ <a href="#">CSR Activity Promotion Structure</a></li> <li>▪ <a href="#">Corporate Governance</a></li> </ul>	
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### Commitments to External Initiatives

G3 Disclosure		Description	Contents	GC
4.11		Explanation of whether and how the precautionary approach or principle is addressed by the organization.	<ul style="list-style-type: none"> <li>▪ <a href="#">CSR Activity Promotion Structure</a></li> </ul>	
4.12		Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	<ul style="list-style-type: none"> <li>▪ <a href="#">Initiatives Related to the United Nations Global Compact</a></li> </ul>	
4.13		<p>Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization:</p> <ul style="list-style-type: none"> <li>▪ Has positions in governance bodies;</li> <li>▪ Participates in projects or committees;</li> <li>▪ Provides substantive funding beyond routine membership dues; or</li> <li>▪ Views membership as strategic.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <a href="#">Initiatives Related to the United Nations Global Compact</a></li> <li>▪ <a href="#">Commitment to Society</a></li> <li>▪ <a href="#">Initiatives to conserve biodiversity</a></li> </ul>	

## Stakeholder Engagement

G3 Disclosure		Description	Contents	GC
4.14		List of stakeholder groups engaged by the organization.	<ul style="list-style-type: none"> <li>▪ <u>Participation in Community and Development</u></li> <li>▪ <u>Engagement with stakeholders</u></li> </ul>	
4.15		Basis for identification and selection of stakeholders with whom to engage.	<ul style="list-style-type: none"> <li>▪ Our Way</li> </ul>	
4.16		Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	<ul style="list-style-type: none"> <li>▪ <u>Participation in Community and Development</u></li> <li>▪ <u>Engagement with stakeholders</u></li> <li>▪ <u>CSR and Environmental Activities E-Mail Newsletter Service</u></li> </ul>	
4.17		Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	<ul style="list-style-type: none"> <li>▪ <u>Engagement with stakeholders</u></li> </ul>	

## 5. Management Approach and Performance Indicators

### Economic

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	<ul style="list-style-type: none"> <li>▪ Annual securities report (Japanese only)</li> </ul>	



**aspect: Economic Performance**

G3 Disclosure		Description	Contents	GC
EC1	CORE	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	▪ Annual securities report (Japanese only)	
EC2	CORE	Financial implications and other risks and opportunities for the organization's activities due to climate change.	▪ <u>Environmental targets and results</u>	Principle 7
EC3	CORE	Coverage of the organization's defined benefit plan obligations.	▪ <u>Life planning support for employees by corporate pension plan</u>	
EC4	CORE	Significant financial assistance received from government.	NA	

**aspect: Market Presence**

G3 Disclosure		Description	Contents	GC
EC5	ADD	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	▪ <u>Entrance pay</u> ▪ <u>Personnel Related Data</u>	Principle 1
EC6	CORE	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	▪ <u>Fair Competition and Comprehensive Transactions</u> The procurement rate of China- produced raw materials in factories in China in fiscal year 2012( based on quantities ) - Raw materials : 53.9% -Materials : 97.4%	
EC7	CORE	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.	▪ <u>Personnel Related Data</u>	Principle 6

**aspect: Indirect Economic Impacts**

G3 Disclosure		Description	Contents	GC
EC8	CORE	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	▪ <u>Participation in Community and Development</u>	
EC9	ADD	Understanding and describing significant indirect economic impacts, including the extent of impacts.	▪ <u>Social Activity-Related Data</u>	

**Environmental**

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	▪ <u>Environmental Policy</u> ▪ <u>Environmental targets and results</u>	

**aspect: Materials**

G3 Disclosure		Description	Contents	GC
EN1	CORE	Materials used by weight or volume	▪ <u>Environmental impact results</u> ▪ <u>Environmental Activity-performance Data</u>	Principle 8
EN2	CORE	Percentage of materials used that are recycled input materials.	▪ <u>Environmental impact results</u> ▪ <u>Environmental Activity-performance Data</u>	Principle 8.9

**aspect: Energy**

G3 Disclosure		Description	Contents	GC
EN3	CORE	Direct energy consumption by primary energy source.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN4	CORE	Indirect energy consumption by primary source.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN5	ADD	Energy saved due to conservation and efficiency improvements.	<ul style="list-style-type: none"> <li>▪ <u>Production initiatives</u></li> </ul>	Principle 8.9
EN6	ADD	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	<ul style="list-style-type: none"> <li>▪ <u>Initiatives in research, procurement, distribution, and sales</u></li> </ul>	Principle 8.9
EN7	ADD	Initiatives to reduce indirect energy consumption and reductions achieved.	<ul style="list-style-type: none"> <li>▪ <u>Production initiatives</u></li> </ul>	Principle 8.9

**aspect: Water**

G3 Disclosure		Description	Contents	GC
EN8	CORE	Total water withdrawal by source.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN9	ADD	Water sources significantly affected by withdrawal of water.	NA	Principle 8
EN10	ADD	Percentage and total volume of water recycled and reused.		Principle 8.9

**aspect: Biodiversity**

G3 Disclosure		Description	Contents	GC
EN11	CORE	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	NA	Principle 8
EN12	CORE	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	NA	Principle 8
EN13	ADD	Habitats protected or restored.	NA	Principle 8
EN14	ADD	Strategies, current actions, and future plans for managing impacts on biodiversity.	• <u>Initiatives to conserve biodiversity</u>	Principle 8
EN15	ADD	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	NA	Principle 8

**aspect: Emissions, Effluents, and Waste**

G3 Disclosure		Description	Contents	GC
EN16	CORE	Total direct and indirect greenhouse gas emissions by weight.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN17	CORE	Other relevant indirect greenhouse gas emissions by weight.	<ul style="list-style-type: none"> <li>▪ <u>product initiatives</u></li> </ul>	Principle 8
EN18	ADD	Initiatives to reduce greenhouse gas emissions and reductions achieved.	<ul style="list-style-type: none"> <li>▪ <u>Current three-year (2011 to 2013) environmental policies and targets</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 7.8.9
EN19	CORE	Emissions of ozone-depleting substances by weight.	NA	Principle 8
EN20	CORE	NO, SO, and other significant air emissions by type and weight.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN21	CORE	Total water discharge by quality and destination.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN22	CORE	Total weight of waste by type and disposal method.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Environmental Activity-performance Data</u></li> </ul>	Principle 8
EN23	CORE	Total number and volume of significant spills.	NA	Principle 8
EN24	ADD	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	NA	Principle 8
EN25	ADD	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	NA	Principle 8

**aspect: Products and Services**

G3 Disclosure		Description	Contents	GC
EN26	CORE	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	* <u>Product initiatives</u>	Principle 7.8.9
EN27	CORE	Percentage of products sold and their packaging materials that are reclaimed by category.	* <u>Product initiatives</u>	Principle 8.9

**aspect: Compliance**

G3 Disclosure		Description	Contents	GC
EN28	CORE	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with environmental laws and regulations.	NA	Principle 8



**aspect: Transport**

G3 Disclosure		Description	Contents	GC
EN29	ADD	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	<ul style="list-style-type: none"> <li>▪ <u>Environmental impact results</u></li> <li>▪ <u>Initiatives in research, procurement, distribution, and sales</u></li> </ul>	Principle 8

**aspect: Overall**

G3 Disclosure		Description	Contents	GC
EN30	ADD	Total environmental protection expenditures and investments by type.	<ul style="list-style-type: none"> <li>▪ <u>Environmental Accounting</u></li> </ul>	Principle 7.8.9

**Labor Practices and Decent Work**

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	<ul style="list-style-type: none"> <li>▪ <u>Labor Practices</u></li> </ul>	

**aspect: Employment**

G3 Disclosure		Description	Contents	GC
LA1	CORE	Total workforce by employment type, employment contract, and region.	<ul style="list-style-type: none"> <li>▪ <u>Personnel Related Data</u></li> </ul>	※Principle 6
LA2	CORE	Total number and rate of employee turnover by age group, gender, and region.	<ul style="list-style-type: none"> <li>▪ <u>Personnel Related Data</u></li> </ul>	Principle 6
LA3	ADD	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	<ul style="list-style-type: none"> <li>▪ <u>Employee benefits and welfare</u></li> </ul>	
LA15	CORE	Return to work and retention rates after parental leave, by gender.	<ul style="list-style-type: none"> <li>▪ <u>Giving consideration to how employees work</u></li> <li>▪ <u>Personnel Related Data</u></li> </ul>	※Principle 6

**aspect: Labor/Management Relations**

G3 Disclosure		Description	Contents	GC
LA4	CORE	Percentage of employees covered by collective bargaining agreements.	<ul style="list-style-type: none"> <li>▪ <u>Good Relationship with labor union</u></li> <li>▪ <u>Personnel Related Data</u></li> </ul>	Principle 1.3
LA5	CORE	Minimum notice period(s) regarding operational changes, including whether it is specified in collective agreements.	<ul style="list-style-type: none"> <li>▪ <u>Employment</u></li> </ul>	Principle 3

**aspect: Occupational Health and Safety**

G3 Disclosure		Description	Contents	GC
LA6	ADD	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	<ul style="list-style-type: none"> <li>▪ <u>Safety and health of employees</u></li> <li>▪ <u>Personnel Related Data</u></li> </ul>	Principle 1
LA7	CORE	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	<ul style="list-style-type: none"> <li>▪ <u>Personnel Related Data</u></li> </ul>	Principle 1
LA8	CORE	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	<ul style="list-style-type: none"> <li>▪ <u>Safety and health of employees</u></li> <li>▪ <u>Personnel Related Data</u></li> </ul>	Principle 1
LA9	ADD	Health and safety topics covered in formal agreements with trade unions.	<ul style="list-style-type: none"> <li>▪ <u>Safety and health of employees</u></li> </ul>	Principle 1

**aspect: Training and Education**

G3 Disclosure		Description	Contents	GC
LA10	CORE	Average hours of training per year per employee by employee category.	▪ <u>Personnel Related Data</u>	※Principle 6
LA11	ADD	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	▪ <u>Utilization and development of human resources</u>	
LA12	ADD	Percentage of employees receiving regular performance and career development reviews.	▪ <u>Personnel affairs and fair evaluation</u>	※Principle 6

**aspect: Diversity and Equal Opportunity**

G3 Disclosure		Description	Contents	GC
LA13	CORE	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	▪ <u>Basic policy regarding personnel affairs</u> ▪ <u>Respect Diversity</u> ▪ <u>Personnel Related Data</u>	Principle 1.6

**aspect: Equal Remuneration for Women and Men**

G3 Disclosure		Description	Contents	GC
LA14	CORE	Ratio of basic salary of men to women by employee category.	▪ <u>Wage</u>	Principle 1.6

## Human Rights

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	▪ <a href="#">Human Rights</a>	

### aspect: Investment and Procurement Practices

G3 Disclosure		Description	Contents	GC
HR1	CORE	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	▪ <a href="#">Human Rights</a>	Principle 1.2.3.4.5.6
HR2	CORE	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	▪ <a href="#">Fair Competition and Comprehensive Transactions</a>	Principle 1.2.3.4.5.6
HR3	CORE	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	▪ <a href="#">Establishment of corporate ethics</a> ▪ <a href="#">Human Rights Enlightenment (Education) Personnel</a> ▪ <a href="#">Related Data</a>	Principle 1.2.3.4.5.6

### aspect: Non-Discrimination

G3 Disclosure		Description	Contents	GC
HR4	CORE	Total number of incidents of discrimination and actions taken.	▪ <a href="#">Human Rights</a>	Principle 1.2.6

### aspect: Freedom of Association and Collective Bargaining

G3 Disclosure		Description	Contents	GC
HR5	CORE	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	NA	Principle 1.2.3

**aspect: Child Labor**

G3 Disclosure		Description	Contents	GC
HR6	CORE	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.	<ul style="list-style-type: none"> <li>▪ <u>Policy Related to Respect for Human Rights and Discrimination</u></li> <li>▪ <u>Shiseido Group Supplier Code of Conduct</u></li> </ul>	Principle 1.2.5

**aspect: Forced and Compulsory Labor**

G3 Disclosure		Description	Contents	GC
HR7	CORE	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.	<ul style="list-style-type: none"> <li>▪ <u>Policy Related to Respect for Human Rights and Discrimination</u></li> <li>▪ <u>Shiseido Group Supplier Code of Conduct</u></li> </ul>	Principle 1.2.4

**aspect: Security Practices**

G3 Disclosure		Description	Contents	GC
HR8	ADD	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.		Principle 1.2

**aspect: Indigenous Rights**

G3 Disclosure		Description	Contents	GC
HR9	ADD	Total number of incidents of violations involving rights of indigenous people and actions taken.	NA	Principle 1.2

**aspect: Assessment**

G3 Disclosure		Description	Contents	GC
HR10	CORE	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	<ul style="list-style-type: none"> <li>▪ <u>Human Rights</u> <i>Targetting all the business offices inside and outside Japan.</i></li> </ul>	

**aspect: Remediation**

G3 Disclosure		Description	Contents	GC
HR11	CORE	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	<ul style="list-style-type: none"> <li>▪ <u>Establishment of entities for reporting concerns</u></li> <li>▪ <u>Points of Contact for Employee Inquiries</u></li> <li>▪ <u>Good Relationship with labor union</u></li> </ul>	※Principle 1.2

**Society**

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	<ul style="list-style-type: none"> <li>▪ <u>Participation in Community and Development</u></li> </ul>	

**aspect: Community**

G3 Disclosure		Description	Contents	GC
SO1	CORE	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	<ul style="list-style-type: none"> <li>▪ <u>Employee-led social contribution activities</u> <u>Social Activity-Related Data</u></li> </ul>	
SO9	CORE	Operations with significant potential or actual negative impacts on local communities.	NA	
SO10	CORE	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	NA	



**aspect: Corruption**

G3 Disclosure		Description	Contents	GC
SO2	CORE	Percentage and total number of business units analyzed for risks related to corruption.	* Reporting on Breaches	Principle 10
SO3	CORE	Percentage of employees trained in organization's anti-corruption policies and procedures.	* <u>Establishment of corporate ethics</u>	Principle 10
SO4	CORE	Actions taken in response to incidents of corruption.	* Reporting on Breaches	Principle 10

**aspect: Public Policy**

G3 Disclosure		Description	Contents	GC
SO5	CORE	Public policy positions and participation in public policy development and lobbying.	* <u>Initiatives Related to the United Nations Global Compact</u>	Principle 1.2.3.4.5. 6.7.8.9.10
SO6	ADD	Public policy positions and participation in public policy development and lobbying.	<i>Results in fiscal year 2012 "no political contribution"</i> <i>&lt;target areas to cover : Japan&gt;</i>	Principle 10

**aspect: Anti-Competitive Behavior**

G3 Disclosure		Description	Contents	GC
SO7	ADD	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes.	<i>Results in fiscal year 2012 "No legal actions"</i> <i>&lt;target areas to cover : Japan&gt;</i>	

**aspect: Compliance**

G3 Disclosure		Description	Contents	GC
SO8	CORE	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations.	<i>Results in fiscal year 2012 "No sanctions such as penalties and any other actions besides penalties"</i> <i>&lt;target areas to cover : Japan&gt;</i>	

## Product Responsibility

G3 Disclosure		Description	Contents	GC
		Disclosure on Management Approach	▪ <u>Consumer Issues</u>	

### aspect: Customer Health and Safety

G3 Disclosure		Description	Contents	GC
PR1	CORE	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	▪ <u>Promotion of Reliable and Safe Manufacturing</u>	Principle 1
PR2	ADD	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	<i>Results in fiscal year 2012 "No violations against rules and regulations as well as voluntary codes" (some examples of administrative guidance based on act against Pharmaceutical Affairs Law)</i> <target areas to cover : Japan>	Principle 1

### aspect: Product and Service Labeling

G3 Disclosure		Description	Contents	GC
PR3	CORE	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	<u>Activities to Enhance Customer Satisfaction</u>	Principle 8
PR4	ADD	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	<i>Results in fiscal year 2012 "No violations against rules and regulations as well as voluntary codes" (Code of conducts "recalls &amp; voluntary collection" some examples)</i> <target areas to cover : Japan>	Principle 8
PR5	ADD	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	▪ <u>Activities to Increase Customer Satisfaction</u>	

**aspect: Marketing Communications**

G3 Disclosure		Description	Contents	GC
PR6	CORE	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	* <u>Promotion of Reliable and Safe Manufacturing</u>	
PR7	ADD	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	<i>Results in fiscal year 2012 "No violations against rules and regulations as well as voluntary codes" (some examples of administrative guidance based on act against Unjustifiable Premiums and Misleading Representations and Pharmaceutical Affairs Law)</i> <target areas to cover : Japan>	

**aspect: Customer Privacy**

G3 Disclosure		Description	Contents	GC
PR8	ADD	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	<i>Results in fiscal year 2012 "three example" (an incident of reporting personal information disclosure to a privacy examining authority)</i> <target to cover : Shiseido Co., Ltd.>	Principle 1

**aspect: Compliance**

G3 Disclosure		Description	Contents	GC
PR9	CORE	Monetary value of significant fines for noncompliance with laws and regulations concerning the provision and use of products and services.	<i>Results in 2012 fiscal year "No penalties against violating rules and regulations"</i> <target areas to cover : Japan>	