

Shiseido Announces Implementation of Special Early Retirement Incentive Plan

Shiseido Co., Ltd. (President: Morio Ikeda; Head Office: Chuo-ku, Tokyo) announced that on October 28, 2004, its Board of Directors resolved to implement a special early retirement incentive plan.

The objective of this plan is to support and offer wider options to employees in advanced age groups to suit their individual life plans. Reemployment support services will also be offered to applicants who desire to transfer to new fields.

Details of the solicitation and applications are outlined below.

1. Eligibility: Full-time employees working for Shiseido Co., Ltd. and its domestic Group companies who will be between 50 and 59 years of age, and will have been in service for 15 or more years, as of March 31, 2005.
2. Number of applications sought: Approximately 1,000
3. Period in which applications will be solicited: From December 13 to 24, 2004
4. Date of retirement: March 31, 2005
5. Retirement incentive: An additional lump-sum amount will be added to the ordinary retirement benefit. Reemployment support services will also be offered to applicants.
6. Impact on profit and loss:
Additional lump-sum amounts to be paid out in conjunction with this early retirement incentive plan will be accounted for in the financial results for Fiscal 2005, ending March 31, 2005, as extraordinary losses. The extent of the impact on financial performance will not be announced until a later time when the number of applicants and the aggregate amount of special retirement benefits become finalized.