

Shiseido Co., Ltd. to Make Administrative Changes and Transfer Personnel

Effective October 1, 2007, Shiseido Co., Ltd. will implement certain administrative changes and transfer designated personnel as follows.

Effective October 1, 2007, Shiseido Co., Ltd. Will:

1. Implement Administrative Changes

1.1 Restructuring of R&D, Production and Technical Departments

- 1) In order to clarify responsibilities for the integration of hardware (production) and software (beauty software information) and further augment a solution-oriented production system through strengthening cooperation with business and production departments, the Skincare Products Development Center will be newly established by integrating the skincare products R&D function of the Cosmetic Products Development Center, solution-oriented production strategic planning and coordination functions of the Solution Support Department, and the skincare software development function of the Beauty Solution Development Center.
- 2) The Make-up and Haircare and Styling Products Development Center will be newly established by integrating makeup and hair care product R&D as well as the fragrance development and packaging development functions of the Cosmetic Products Development Center; solution-oriented production strategic planning and coordination functions, except skincare, of the Solution Support Department; and the packaging development function of the Technology & Engineering Center.
- 3) Accordingly, the Cosmetic Products Development Center will be eliminated.
- 4) With the objective of consolidating research-related administrative functions, research administrative functions handled by the Solution Support Department will be integrated into the R&D Planning Department, which will be renamed as the Research Administration Department.
- 5) For the aforementioned reason, the Solution Support Department will be eliminated.

- 6) The business management function of domestic factories will be transferred to the Technical & Production Planning Department. At the same time, cost management of new products and product allocation functions handled by the Production & Planning Accounting Department will be transferred to the Purchasing Department, whereby the Production & Planning Accounting Department will be integrated into the Production Planning Department and renamed as the Production Department.

1.2 Restructuring of Professional Business Operations Division

The Asia Business Administration Department within the Professional Business Operations Division will be newly established in order to strengthen the promotional structure directed toward expanding the professional business in Asia and achieving inroads into the Chinese market.

1.3 Restructuring of the Domestic Cosmetics Business

The Business Management Group within the Cosmetics Business Planning Department will be newly established with the objectives of strengthening business collaboration and improving operational efficiency through consolidating cross-sectional operations in the domestic cosmetics business.

2. Personnel Changes Among Shiseido's Executives

See attached.

For further information, please contact Mr. Tatsuyoshi Endo, Shiseido Public Relations Department.
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Proposed Changes Among Shiseido's Executives

The following changes will become effective on October 1, 2007.

Name	New Title	Former Title
Seiji Nishimori	Representative Director: Vice President [Chief Area Managing Officer of China] Responsible for China Business, Advertising Creation, Public Relations and Corporate Culture	Representative Director: Vice President [Chief Area Managing Officer of China and Chief Officer of Professional Business Operations Division] Responsible for China Business, Professional Business, Advertising Creation, Public Relations and Corporate Culture
Carsten Fischer	Corporate Executive Officer [Chief Officer of International Business Division and Chief Officer of Professional Business Operations Division] Responsible for International Business and Professional Business	Corporate Executive Officer [Chief Officer of International Business Division] Responsible for International Business