



June 2, 2008

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

Effective July 1, 2008, Shiseido Co., Ltd. will implement certain administrative changes and transfer designated personnel as follows.

1. Partial Reorganization

1.1 Restructuring of Professional Business Operations Division

1) The Professional Business Operations Division's Esthetic Business Administration Department, which is responsible for the domestic esthetics business, will be integrated into the Professional Business Planning Department, which is in charge of the business management function of the *Décleor* and *CARITA* brands as well as the strategic function of the Professional Business Operations Division, as the Esthetics Business Administration Group. This integration is aimed at global expansion of the *Décleor* and *CARITA* brands at and department stores and esthetic salons and strengthening collaboration within the domestic esthetics business as well as accelerating structural reforms corresponding to such business expansion.

2) As a result, the Esthetics Business Administration Department of the Professional Business Operations Division will be eliminated.

1.2 Establishment of a New Company

1) Shiseido Business Solution Co., Ltd. will be established on July 1, 2008 as a subsidiary responsible for the business administration functions of the Shiseido Group.

2) Business affairs requiring expertise and confidentiality such as accounting, finance, taxation, trademarks, design, pharmaceutical affairs and consumer communications that are currently managed by the business administration departments of Shiseido Co., Ltd. will be transferred to Shiseido Business Solution Co., Ltd. in October 2008.

(*For more information on the establishment of the new company, please refer to the attached news release.)

2. Personnel Changes Among Shiseido Executives

Name	New Title	Former Title
Yasuhiko Harada	Director: Corporate Senior Executive Officer [Chief Financial Officer and President & CEO, Shiseido Business Solution Co., Ltd.*] Responsible for Finance, Information System Planning, Logistics, Operational Reforms and Internal Control	Director: Corporate Senior Executive Officer [Chief Financial Officer] Responsible for Finance, Information System Planning, Logistics, Operational Reforms and Internal Control

*Shiseido Business Solution Co., Ltd. is scheduled to be established on July 1, 2008 as a subsidiary responsible for business affairs requiring expertise and confidentiality that are currently managed by Shiseido Co., Ltd. The new company will take charge of business administration functions of the Shiseido Group.

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