

Personnel Changes

New management structure is as follows:

(Positions will be announced at the Ordinary Annual General Meeting of Shareholders on March 29, 2007, the Board of Directors and the Board of Corporate Auditors following the Meeting of Shareholders.)

(1) Director

Sadayoshi Fujishige	Representative Director and President Chairman of the Board, CEO
Makoto Imai	Representative Director and Senior Executive Director Responsible for Corporate Ethics, Secretary, System, Personnel, General Affairs, CSR, Legal Affairs, and Pharmaceutical Affairs
Kazuo Ohbu	Representative Director and Senior Executive Director Responsible for Research & Development Headquarters, Chemicals Division, Production Headquarters, and Intellectual Property Department
Tetsuo Yamada	Executive Director Responsible for Risk Management, Corporate Planning, Logistics Planning & Development, Finance, Public Relations, and Investor Relations
Naokazu Kubo	Executive Director Executive General Manager of Home Products Division, Responsible for Distribution Development, Nationwide Business Coordination, and Home Products Sales
Haruo Iwasaki	Executive Director Executive General Manager of Health Care Products Division, Responsible for Advertising and Behavioral Science Research
Yasunobu Horiguchi	Executive Director Executive General Manager of Chemicals Division
Teruhisa Satsuki	Executive Director Executive General Manager of Research & Development Headquarters
Kazuo Obayashi	Executive Director Responsible for International Division (including general overseas affairs), Purchasing Headquarters, and Strategic Business Development
Mitsuaki Shimaguchi	External Director Professor of Graduate School of Business Administration, Keio University

Hideo Yamada	External Director Attorney at Law
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(2) Corporate Auditor

Yoshihiro Shimoura	Standing Corporate Auditor
Takayasu Kasamatsu	Standing Corporate Auditor
Kazumi Idogawa	External Corporate Auditor (Certified Public Accountant)
Masahiro Mikami	External Corporate Auditor (Certified Tax Accountant)

< Retiring Directors >

	Current Job
Yasutaka Hashimoto	Standing Corporate Auditor
Tsuneo Ohashi	Standing Corporate Auditor
Kosaku Onishi	External Corporate Auditor (Certified Tax Accountant)
Masakazu Matsuo	External Corporate Auditor (Certified Public Accountant)

(3) Substitute Corporate Auditor

Junzou Doi	Substitute Corporate Auditor (Certified Public Accountant)
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(4) Executive Officer

Eiji Natsukawa	Managing Executive Officer Executive General Manager of Gift and Channel-Specific Product Division
Norihiro Ohno	Executive Officer, Senior Executive General Manager of Purchasing Headquarters
Mitsuharu Kachi	Executive Officer, Senior Executive general manager of International Division

Shinjiro Iwahori	Executive Officer Director of Finance Department
Shuichi Ohta	Executive Officer Director of Personnel Department
Keikichi Sugiyama	Executive Officer Director of Research Planning & Administration Department, and Functional Food Research Laboratories, Research & Development Headquarters
Shozo Hanada	Executive Officer Director of Planning & Coordination Department , Health Care Products Division
Kenjiro Kobayashi	Executive Officer Director of Oral Care Business Department, Health Care Products Division
Yuji Watari	Executive Officer Director of Planning & Coordination Department , Household Products Business
Takao Terui	Executive Officer Executive General Manager of Production Headquarters

< Biographies of New External Directors and Substitute Corporate Auditor >

a. Biography of the New External Director

Name: Kazumi Idogawa

Date of Birth March 30, 1939

Biography February 1967 Entered Isobe CPA Cooprative Firm
(Currently Ernst & Young ShinNihon)

February 1970 Acquired CPA certification

May 1988 Representative partner of Ohta Showa Audit Corporation
(Currently Ernst & Young ShinNihon)

July 2004 External corporate auditor of Business Brain Showa-Ota Inc.
(Current)

June 2005 Substitute Corporate auditor of DMW Corporation (Current)

March 2006 Substitute Corporate auditor of Lion Corporation (Current)

June 2006 External corporate auditor of Lintec Corporation (Current)

Name: Masahiro Mikami

Date of Birth January 29, 1945

Biography	April 1963	Entered National Tax Agency, Ministry of Finance Japan
	February 1970	Acquired CPTA certification
	July 2002	Director of Shiba taxation office
	July 2003	Retire from National Tax Agency
	August 2003	Established Masahiro Mikami certified tax accountant office (Current)
	October 2005	External corporate auditor of Ginza Shimbido (Current)
	February 2007	External corporate auditor of Katsuragi Construction Co., Ltd. (Current)

b. Biography of the New Substitute Corporate Auditor

Name: Junzou Doi

Date of Birth April 30, 1941

Biography	April 1969	Entered Miyoshi Keiichi CPA Firm
	April 1971	Entered Showa Audit Corporation (Currently Ernst & Young ShinNihon)
	March 1973	Acquired CPTA certification
	May 1991	Representative partner of Ohta Showa Audit Corporation (Currently Ernst & Young ShinNihon)
	June 2006	Retire from Ernst & Young ShinNihon
	July 2006	Established Junzou Doi financial and accounting firm (Current)
	July 2006	External corporate auditor of Sakai Inc. (Current)