



(Translation)

January 6, 2026

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Result of Early Retirement Program “Next Career Support Plan” Implemented for Shiseido Company Ltd. and Certain Subsidiaries in Japan

Shiseido Company, Limited (the “Company”) today announced the result of an early retirement program “Next Career Support Plan” (the “Program”) offered to employees of the Company and certain of its domestic subsidiaries which has been announced on November 10, 2025.

1. Overview of the Program

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|------------------------------------|---|
| (1) Eligible employees | Employees of the Company and certain of its domestic subsidiaries who meet certain requirements including age and length of employment |
| (2) Expected number of applicants | Approx. 200 |
| (3) Application period | December 8, 2025 to December 26, 2025 |
| (4) Applicants’ date of retirement | March 31, 2026 |
| (5) Support plan and benefits | 1) Special additional benefits based on certain requirements including the age of retirement and length of employment will be added to the regular retirement allowance 2) Career transition support to those who wish to receive it |

2. Result

The total number of eligible applicants: 257

3. Estimated impact on earnings

The total cost of special additional benefits and other related expenses incurred by the implementation of the Program is estimated to be approximately 3 billion yen, which will be recognized in non-recurring items* in the fourth quarter of the fiscal year ended December 31, 2025. The estimated financial impact of the Program had already been reflected in the Company’s full-year earnings forecasts for fiscal 2025 announced on November 10, 2025.

*Profit or loss incurred by extraordinary factors including the costs of structural reforms and impairment losses, etc.

—End of News Release—