



(Translation)

April 15, 2026

Name of Company: Shiseido Company, Limited  
Name of Representative: Kentaro Fujiwara  
Representative Corporate Executive Officer  
President and CEO  
(Code No. 4911; The Prime Market of the Tokyo Stock Exchange)  
Contact: Yuki Oshima  
Vice President  
Investor Relations Department  
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**Announcement on Absorption-Type Merger (Simplified / Short-Form merger)  
of Wholly-Owned Subsidiary (Shiseido Interactive Beauty Co., Ltd.)**

Shiseido Company, Limited (the “Company”) today announced that the Representative Corporate Executive Officer has made a decision to enter into an absorption-type merger (the “Merger”) agreement (the “Agreement”) to acquire the ownership of Shiseido Interactive Beauty Co., Ltd. (“SIB”), a wholly owned subsidiary, effective June 1, 2026.

This will be a simplified absorption-type merger executed between the Company and its subsidiary, and therefore, not all information is disclosed in this announcement.

1. The purpose of the Merger

SIB provides functions for the development, enhancement, and optimization of digital marketing and digital media for the Shiseido group (the “Group”), as well as the development and operation of information systems, software, applications, and infrastructure. Since its establishment in July 2021, SIB has driven the establishment and in-housing of capabilities in the digital and IT fields through a strategic partnership with Accenture Japan Ltd., contributing to building a foundation for growth. As originally planned, this partnership concluded at the end of December 2025, having achieved successful results in acquiring and developing digital/IT talent and accumulating specialized expertise.

Under its “Action Plan 2025-2026” launched in the end of November 2024, the Company is advancing its strategic objectives to “reinforce brand foundation”, “rebuild profitable foundation” and “enhance operational governance” towards establishing a resilient business model to drive sustainable profit growth amid volatile market conditions. To this end, from the perspective of optimizing the Group-wide operations and maximizing synergies, the Company has decided to absorb SIB. This follows SIB’s transition to a wholly-owned subsidiary and the transfer of its key functions to the Company and Shiseido Japan Co., Ltd. (“Shiseido Japan”), effective January 1, 2026. By integrating and relocating SIB’s advanced digital/IT functions and specialized talent to the Company and Shiseido Japan, the Company aims to accelerate decision-making and further optimize business operating structures.

2. Transaction overview

1) Schedule

Date of Approval by the Representative Corporate Executive Officers	April 15, 2026
Execution Date	April 17, 2026 (planned)
Effective Date of Merger	June 1, 2026 (planned)

Note: This will be a simple absorption-type merger executed by the Company pursuant to Paragraph 2 Article 796 of the Companies Act, and by SIB pursuant to Paragraph 1 Article 784

of the said Act, and therefore, neither party is required to convene an annual general meeting of shareholders to obtain approval for entering into the Agreement.

2) Transaction method

This will be an absorption-type merger executed by the Company as the acquiring entity with SIB being the acquired entity to be dissolved after the Merger.

3) Share allotment

The Company owns all of the issued shares of SIB, and therefore, there will be no allotment of shares or a payment in the form of cash or other kinds.

4) Stock acquisition rights or bonds with stock acquisition rights issued in connection with the Merger  
Not applicable.

3. Corporate profiles of the parties involved in the Merger

	Acquiring Entity	Acquired Entity
Name	Shiseido Company, Limited	Shiseido Interactive Beauty Co., Ltd.
Location	5-5, Ginza 7-chome, Chuo-Ku, Tokyo	5-5, Ginza 7-chome, Chuo-Ku, Tokyo
Name and Title of Representative	Kentaro Fujiwara Representative Corporate Executive Officer President and CEO	Yasuhiko Sasama Representative Director
Main Business Activities	Research and development, manufacturing, and selling of cosmetics and other products	<ul style="list-style-type: none"> <li>• Development, enhancement, and optimization of digital marketing and digital media</li> <li>• Development and operation of information systems, software, applications, and infrastructure</li> </ul>
Capital	64,506 million yen	100 million yen
Date of Establishment	June 24, 1927	June 23, 2021
Number of Shares Issued	400,000,000	2,000
Fiscal Year-End	December 31	December 31
Major Shareholders and Shareholding Ratio (excluding Treasury Stock)	The Master Trust Bank of Japan, Ltd. (Trust Account): 17.10% GOVERNMENT OF NORWAY: 5.44% Custody Bank of Japan, Ltd. (Trust Account): 5.13% STATE STREET BANK AND TRUST COMPANY 505001: 2.41% NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT: 2.31% STATE STREET BANK AND TRUST COMPANY 505301: 2.23%	Shiseido Company, Limited: 100% (As of January 1, 2026)

	Mizuho Trust & Banking Co., Ltd. re- trusted to Custody Bank of Japan, Ltd. Employees Pension Trust for Mizuho Bank: 1.75% THE BANK OF NEW YORK 134104: 1.59% NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT: 1.49% JP MORGAN CHASE BANK 385781: 1.48% (As of December 31, 2025)	
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Financial position at the end of the fiscal year ended December 31, 2025

(Millions of yen)

	Acquiring Entity (Shiseido Company, Limited) (Consolidated: IFRS)	Acquired Entity (Shiseido Interactive Beauty Co., Ltd.) (Unconsolidated: IFRS)
Total Equity	621,270	1,787
Total Assets	1,267,256	3,576
Net Sales	969,992	9,961
Operating Profit (Loss)	(28,788)	324
Profit (Loss) Attributable to Owners of Parent	(40,680)	213

#### 4. Changes in conditions and status of the Company after the Merger

There will be no changes to the conditions and/or the status of the Company including, but not limited to its name, address, the name and title of its Representative, nature of the business, capital structure, or a fiscal year accounting period as a result of the Merger.

#### 5. Expected impact on earnings

This will be an absorption-type merger executed between the Company and its wholly owned subsidiary, and therefore, it will only have a limited impact on our consolidated financial results for the fiscal year ending December 2026.

—End of News Release—