



(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)
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Announcement on Absorption-Type Merger (Simplified / Short-Form merger) of Wholly-Owned Subsidiary (Shiseido Creative 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 Creative Co., Ltd. (“SCR”), 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

SCR provides comprehensive branding communication services spanning from product design development to experience design.

Under the “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 SCR. Through this Merger, the Company will further accelerate the integration of its branding communication functions with its business operations, enhancing its capabilities in value creation and communication.

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 SCR 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 SCR being the acquired entity to be dissolved after the Merger.

3) Share allotment

The Company owns all of the issued shares of SCR, 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 Creative 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	Mizuki Hashimoto Representative Director
Main Business Activities	Research and development, manufacturing, and selling of cosmetics and other products	Total branding communication from product design development to experience design
Capital	64,506 million yen	100 million yen
Date of Establishment	June 24, 1927	November 12, 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) (As of December 31, 2025)	<p>The Master Trust Bank of Japan, Ltd. (Trust Account): 17.10%</p> <p>GOVERNMENT OF NORWAY: 5.44%</p> <p>Custody Bank of Japan, Ltd. (Trust Account): 5.13%</p> <p>STATE STREET BANK AND TRUST COMPANY 505001: 2.41%</p> <p>NORTHERN TRUST CO. (AVFC) RE NON TREATY CLIENTS ACCOUNT: 2.31%</p> <p>STATE STREET BANK AND TRUST COMPANY 505301: 2.23%</p> <p>Mizuho Trust & Banking Co., Ltd. re-trusted to Custody Bank of Japan, Ltd. Employees Pension Trust for Mizuho Bank: 1.75%</p> <p>THE BANK OF NEW YORK 134104: 1.59%</p> <p>NORTHERN TRUST CO. (AVFC) RE IEDU UCITS CLIENTS NON LENDING 15 PCT TREATY ACCOUNT: 1.49%</p> <p>JP MORGAN CHASE BANK 385781: 1.48%</p>	<p>Shiseido Company, Limited: 100%</p>

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 Creative Co., Ltd.) (Unconsolidated: IFRS)
Total Equity	621,270	501
Total Assets	1,267,256	1,969
Net Sales	969,992	7,216
Operating Profit (Loss)	(28,788)	306
Profit (Loss) Attributable to Owners of Parent	(40,680)	167

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—