



(Translation)

June 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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**Notice of Completion of Payment Procedures for Disposal of Treasury Stock under the Performance-Linked Stock Compensation Plan as Long-Term Incentive-Type Remuneration with Partial Forfeiture of Rights Granted to Allottees**

Shiseido Company, Limited (the “Company”) today announced the completion of payment procedures for the disposal of its treasury stock (the “Disposal”) under the performance-linked stock compensation plan (the “Plan”) as long-term incentive-type remuneration which has been approved by the Representative Corporate Executive Officer on May 19, 2026. Additionally, due to the partial forfeiture of rights granted to allottees, the following changes have been made to the initial terms of the Disposal, including the number of shares to be disposed of.

**1. Overview of the Disposal (changes are underlined.)**

	After the change	Before the change
(1) Date of Disposal	June 15, 2026	June 15, 2026
(2) Class and Number of Shares to be Disposed	<u>63,862</u> shares of common stock of the Company	<u>63,911</u> shares of common stock of the Company
(3) Disposal Price	¥ 2,986.5 per share	¥ 2,986.5 per share
(4) Total Disposal Value	¥ <u>190,723,863</u>	¥ <u>190,870,202</u>
(5) Planned Allottees	<p>Directors (excluding external directors) or executive officers of the Company whom the Plan had been applied as part of the compensation for fiscal 2023: 16 persons, 18,996 shares</p> <p>Officers of the Company’s subsidiaries whom the Plan had been applied as part of the compensation for fiscal 2023: 4 persons, 6,613 shares</p> <p>Employees of the Company whom the Plan had been applied as of June 2024: <u>176</u> persons, <u>14,795</u> shares</p>	<p>Directors (excluding external directors) or executive officers of the Company whom the Plan had been applied as part of the compensation for fiscal 2023: 16 persons, 18,996 shares</p> <p>Officers of the Company’s subsidiaries whom the Plan had been applied as part of the compensation for fiscal 2023: 4 persons, 6,613 shares</p> <p>Employees of the Company whom the Plan had been applied as of June 2024: <u>177</u> persons, <u>14,844</u> shares</p>

	<p>Employees of the Company's subsidiaries whom the Plan had been applied as of June 2024: 49 persons, 23,458 shares</p>	<p>Employees of the Company's subsidiaries whom the Plan had been applied as of June 2024: 49 persons, 23,458 shares</p>
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\* Please refer to the Company's press release regarding the "Disposal of Treasury Stock under the Performance-Linked Stock Compensation Plan as Long-Term Incentive-Type Remuneration" published on May 19, 2026.

**2. Reason for the Change**

There have been changes in the number of allottees and the total number of shares subject to the Disposal as a result of the forfeiture of rights by 1 person who did not meet eligibility requirements for the Plan.

**3. Estimated impact on earnings**

The above changes will have no impact on the Company's full-year earnings forecast for the fiscal year ending December 31, 2026.

—End of News Release—