



(Translation)

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	(Code No. 4911; The Prime Market of the Tokyo Stock Exchange)
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Notice of Implementation of Early Retirement Program “Next Career Support Plan” for Shiseido Company Ltd. and Certain Subsidiaries in Japan

Shiseido Company, Limited (the “Company”) is in the midst of rebuilding the foundations of its business under the “Action Plan 2025-2026” (the Action Plan) launched in November last year, with an aim to ensure solid profit recovery and sustainable growth over the medium- to long-term by accelerating its structural transformation. As part of the process to achieve the objectives of the Action Plan, the Company today adopted a resolution at the Board of Directors to implement Early Retirement Program “Next Career Support Plan” (the “Program”) offered to employees of the Company and certain of its domestic subsidiaries to which part of the headquarters functions have been transferred.

1. Purpose

Under the Action Plan, the Company is pursuing the three primary objectives; “reinforce brand foundation”, “rebuild profitable foundation” and “enhance operational governance” with an aim of establishing a resilient business model that can drive sustainable profitable growth amid volatile market conditions. As part of these efforts, the Company has been implementing structural reforms primarily in the Japan, China & Travel Retail, and Americas Businesses.

To complete the execution of the Action Plan globally and to rebuild a profitable foundation to drive sustainable investment in our people, brands, and innovation, the Board has made a decision to implement the Program offered to the employees of the Company, the global headquarters (GHQ) of the Shiseido Group, as well as certain of its domestic subsidiaries to which part of the headquarters functions have been transferred.

Going forward, to realize the vision towards growth laid out in the “2030 Medium-Term Strategy” unveiled today, the Company will strive to enhance its global operational framework. As part of that process, the GHQ will be committed to strengthening its functions as an organization held responsible for formulating company-wide strategies while supporting the execution of regional strategies. To that end, the Company will also focus its efforts on fostering people with capabilities and leadership to drive growth across the entire group.

This program is intended to support employees who choose to pursue external career opportunities, helping them achieve self-fulfillment in a new environment.

2. Overview

(1) Eligible employees	Employees of Shiseido Company, Limited and certain of its domestic subsidiaries who meet certain age and length of employment requirements
(2) Estimated 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	<ul style="list-style-type: none">1) Special additional benefits based on the retirement age added to the regular retirement allowance2) Career transition support to those who wish to use it

3. Expected impact on earnings

The one-time costs incurred by the Program are expected to be approximately 3.0 billion yen and will be recognized as non-recurring items* in the consolidated financial results for the forth quarter of fiscal year ending December 31, 2025.

* Expenses associated with structural reforms, impairment losses, etc.

—End of News Release—