

(Translation)

May 27, 2022

Name of Company: Shiseido Company, Limited
 Name of Representative: Masahiko Uotani
 President and CEO
 (Representative Director)
 (Code No. 4911; The Prime Market of the Tokyo Stock Exchange)
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Notice of Completion of Payment for Disposal of Treasury Stock under Performance-Linked Stock Compensation as Long-Term Incentive-Type Remuneration

Shiseido Company, Limited (the “Company”) hereby announces that it has today completed the payment for the disposal of its treasury stock under the performance-linked stock compensation as long-term incentive-type remuneration (the “Disposal”), resolved at the meeting of the Board of Directors held on May 12, 2022, as follows.

Please refer to “Notice of Disposal of Treasury Stock under Performance-Linked Stock Compensation as Long-Term Incentive-Type Remuneration” disclosed on May 12, 2022 for the details of the Disposal.

1. Overview of the Disposal

(1) Disposal date	May 27, 2022
(2) Class and number of shares to be disposed of	10,653 ordinary shares of the Company
(3) Disposal price	¥ 5,377 per share
(4) Total disposal amount	¥ 57,281,181
(5) Allottees of shares and number thereof; number of shares to be allotted	Directors (excluding external directors) or corporate officers* ¹ of the Company as of June 2019: 17 persons* ² , 8,700 shares Officers of the Company’s subsidiaries as of June 2019: 4 persons* ³ , 1,953 shares Notes: 1. The Company abolished the corporate officer system and completely shifted to a management system centering on executive officers in January 2022. The title presented is as of June 2019. 2. Including 10 retired directors or corporate officers of the Company 3. Including 1 retired officer of the Company’s subsidiary

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