

Shifting Beyond Rebuilding the Foundations Toward Growth

Kentaro Fujiwara

Representative Corporate Executive Officer
President and CEO



What I Value in Management

Never postpone challenges

Deliver on commitments

Consistency

Changes Since Last Year's Annual General Meeting of Shareholders

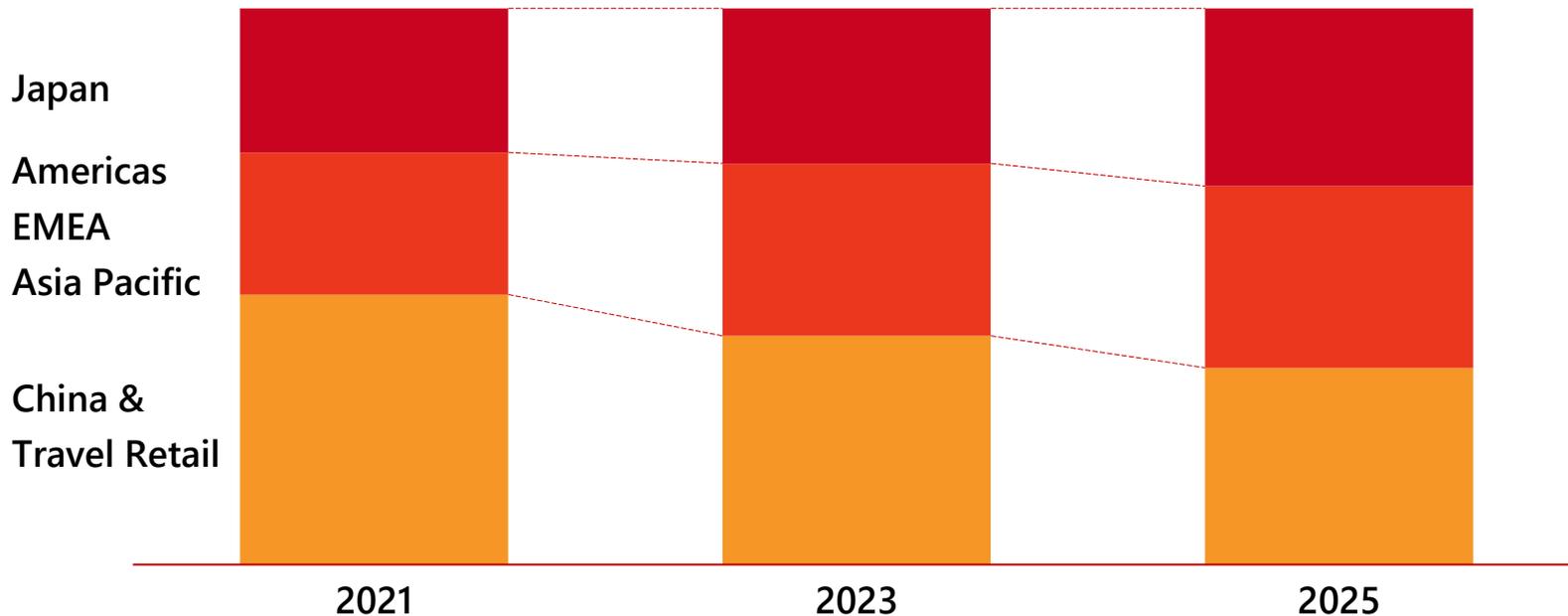
Launch of the 2030 Medium-Term Strategy
Steady execution of reforms
Commitment to shareholder returns

Delivering Stable Profit Growth Enabled by Diversified Regional Footprint

% of Sales*

Japan +6pts

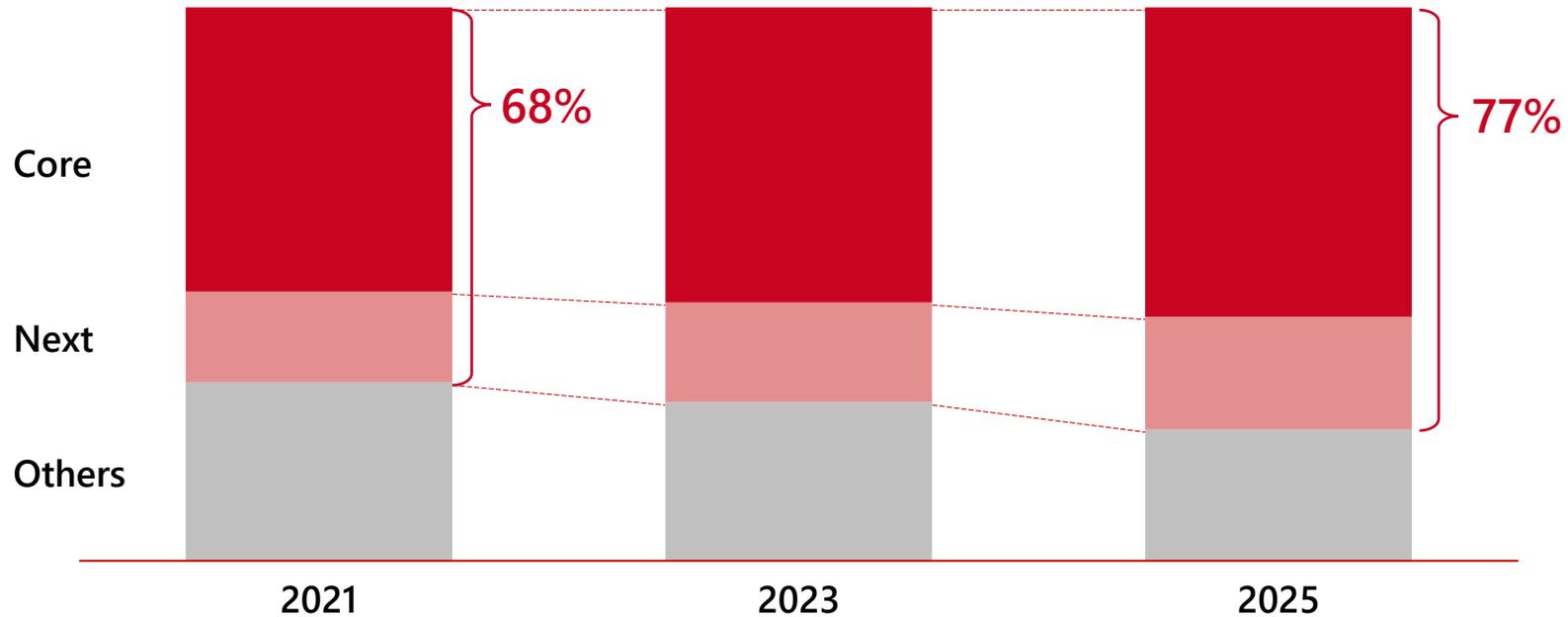
Americas / EMEA / Asia Pacific +7pts



* 2025 vs. 2021, excluding the impact of FX and business transfers

Creating a Virtuous Growth Cycle through Targeted Investment in High-profit Brands

% of Sales from Core + Next brands*¹ +9pts*²

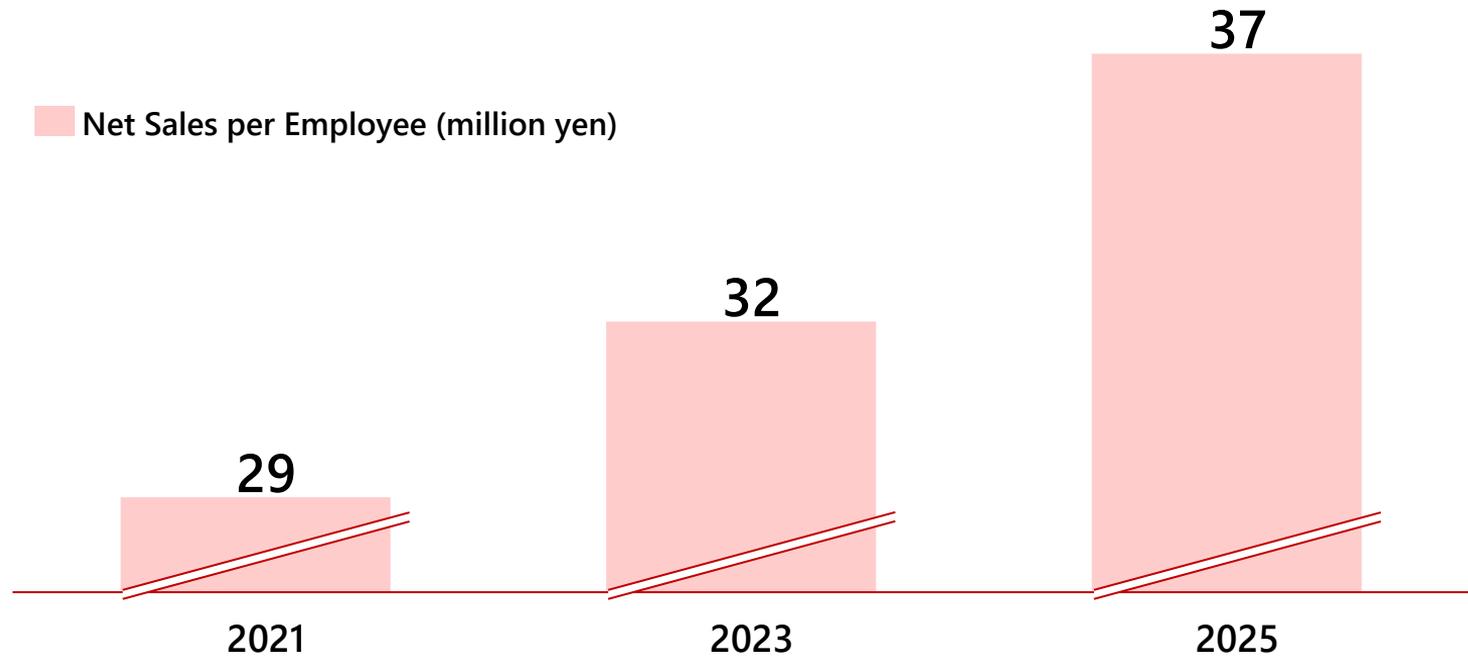


*1 Core: SHISEIDO, Clé de Peau Beauté, NARS Next: ELIXIR, ANESSA, narciso rodriguez, ISSEY MIYAKE PARFUMS, Zadig&Voltaire, Dr. Dennis Gross Skincare

*2 2025 vs. 2021, excluding the impacts of FX and business transfers

Transforming into Lean Organization; Boosting Productivity for Stronger Competitiveness

Net Sales per Employee **Approx. +30%***



* 2025 vs. 2021

BEAUTY INNOVATIONS FOR A BETTER WORLD

Vision

**By connecting with people,
we pursue, create and share new beauty,
enriching everyone's lives**

一瞬も一生も美しく

In every moment, in every life
Beauty

2030 Medium-Term Strategy: Maximizing Brand Value



Driving Competitive Advantage through Profitable Innovation

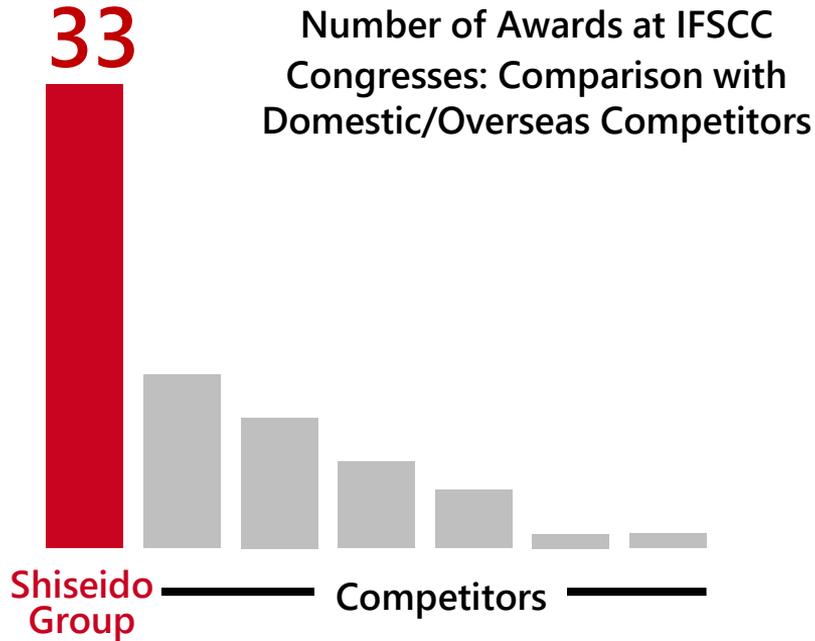
Yosuke Tojo

Corporate Executive Officer
Chief Innovation Officer
Global Technology Officer



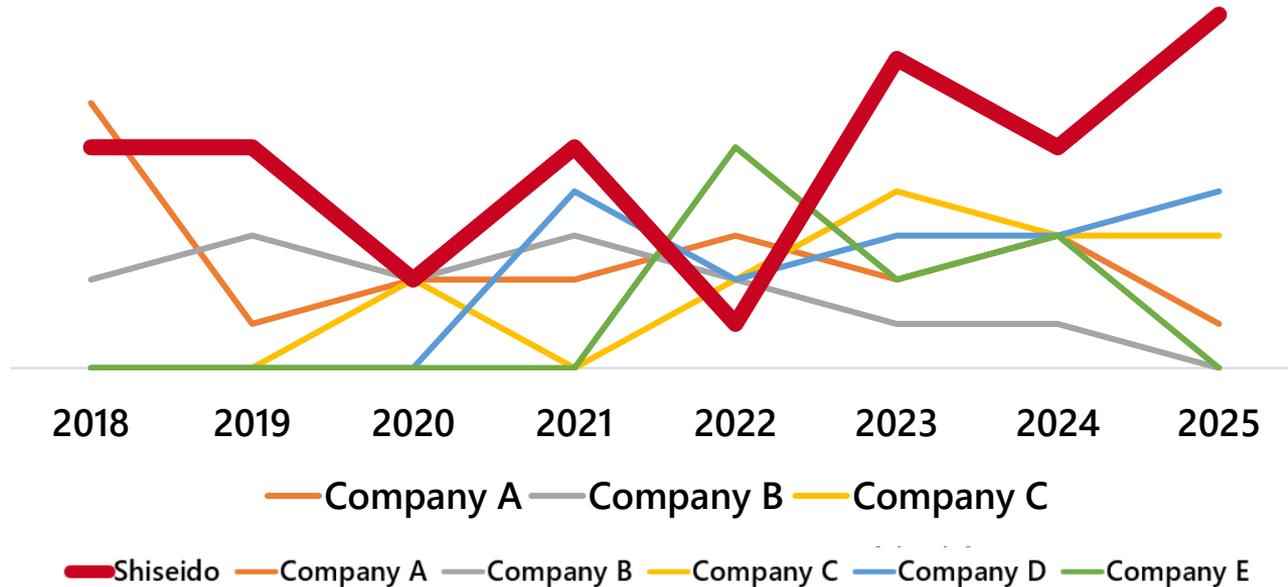
Unrivaled R&D Capabilities

33 IFSCC* Awards – The Most in the World



Swiftly Delivering the Latest Technologies to Consumers

No.1 in Best Cosmetics Awards from Japan's Big Three Beauty Magazines for Three Straight Years



* Total number of 1st-3rd place awards in the Overall, Skincare, and Makeup categories in the first-half and second-half rankings of MAQUIA, VOCE, and BITEKI

Accelerating Profitable Innovation

Leverage as the Brand Core

Deploy Key Technologies Across Brands

Further Creation of New Categories

Leverage as the Brand Core



SHISEIDO
"Immunity inspired
slow aging"



Clé de Peau Beauté
"Skin Intelligence"



NARS
"Skinification"



ELIXIR
"Collagen Science"

Deploy Key Technologies Across Brands



A string of new product launches featuring **≥10 leading-edge technologies** underway by 2028

Further Creation of New Categories

Beauty Checkup



Co-creation with Consumers "fibona"



Brands Are the Driving Force of Our Future

Mizuki Hashimoto

Corporate Executive Officer

Chief Brand Officer



Enhancing the Brand Portfolio Strategy



Sharpening Brand Value

Launch Powerful New Products Leveraging Each Brand's Strengths and Uniqueness



ULTIMUNE
Power Infusing Serum

IN JUST 3 DAYS
VISIBLY IMPROVES
GLOW +54%
PLUMP +51%*

Target root cause of
skin aging**

**FAST.
SLOW.
FREE.**

SHISEIDO
GINZA TOKYO

SHISEIDO
ULTIMUNE
Power Infusing Serum
with Natural Enzymes

*Based on 12-week study. **Based on 12-week study. ©2018 Shiseido. All rights reserved.



clé de peau
BEAUTE

RADIANCE BEGINS WITH YOU

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NARS

NARS

NARS

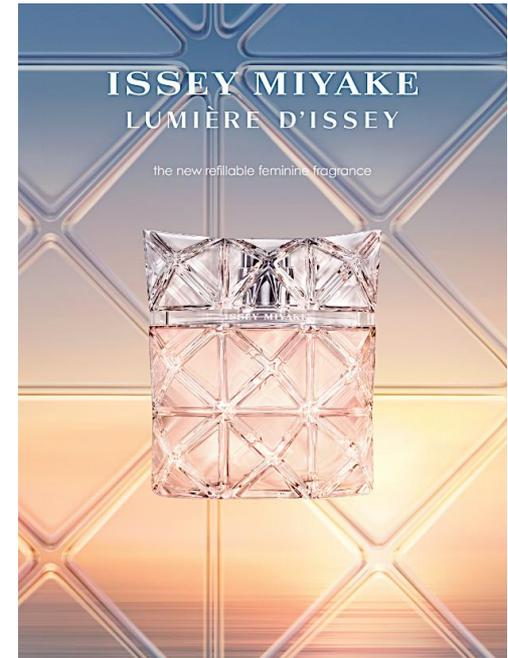
NATURAL
MATTE
LONGWEAR
FOUNDATION

FACE EVERYTHING

KARL LAGERFELD
PHOTOGRAPHED BY FRANCOIS NERO

Sharpening Brand Value

Launch Powerful New Products Leveraging Each Brand's Strengths and Uniqueness



Expanding into New Categories and Domains

Investments for Medium-to-Long-Term Growth



Powerfully Backing Growth with Financial Discipline

Ayako Hirofuji

Representative Corporate Executive Officer
Chief Financial Officer



Core Operating Profit

Delivered on Initial Plan for the First Time in 4 Years

Initial Plan

¥36.5

billion



Actual

¥44.5

billion

Three Pillars of Our Financial Strategy

**Financial
Discipline**

**Targeted
Investments
for Growth**

**Maximize
Earning
Power**

2030 Financial Goals

Achieve Above-Market Growth and
Ensure Returns Exceed Cost of Capital

Profitability

Core Operating Margin

$\geq 10\%$

Capital Efficiency

ROIC

$\geq 10\%$

ROE

$\geq 12\%$

Cash Generation

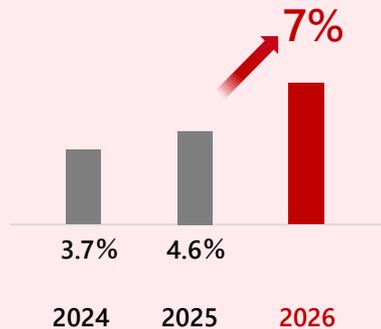
Free Cash Flow

$\geq \text{¥}100_{\text{Bn}}$

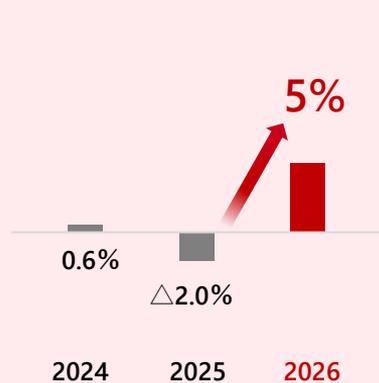
2026 Outlook

Steady Improvement in Earning Power

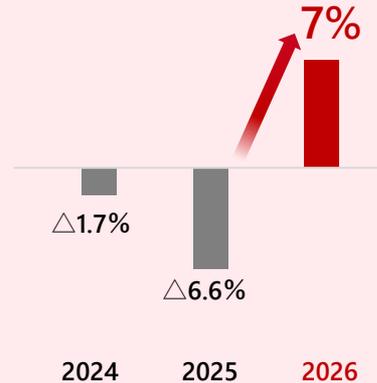
Core OP Margin



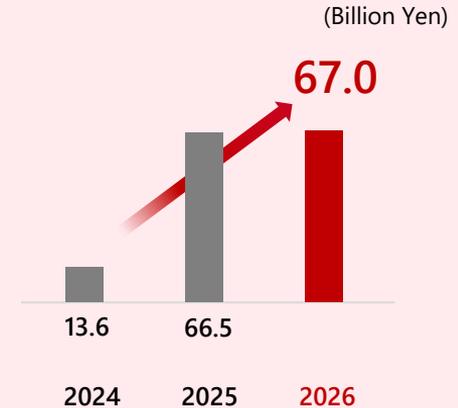
ROIC*1



ROE



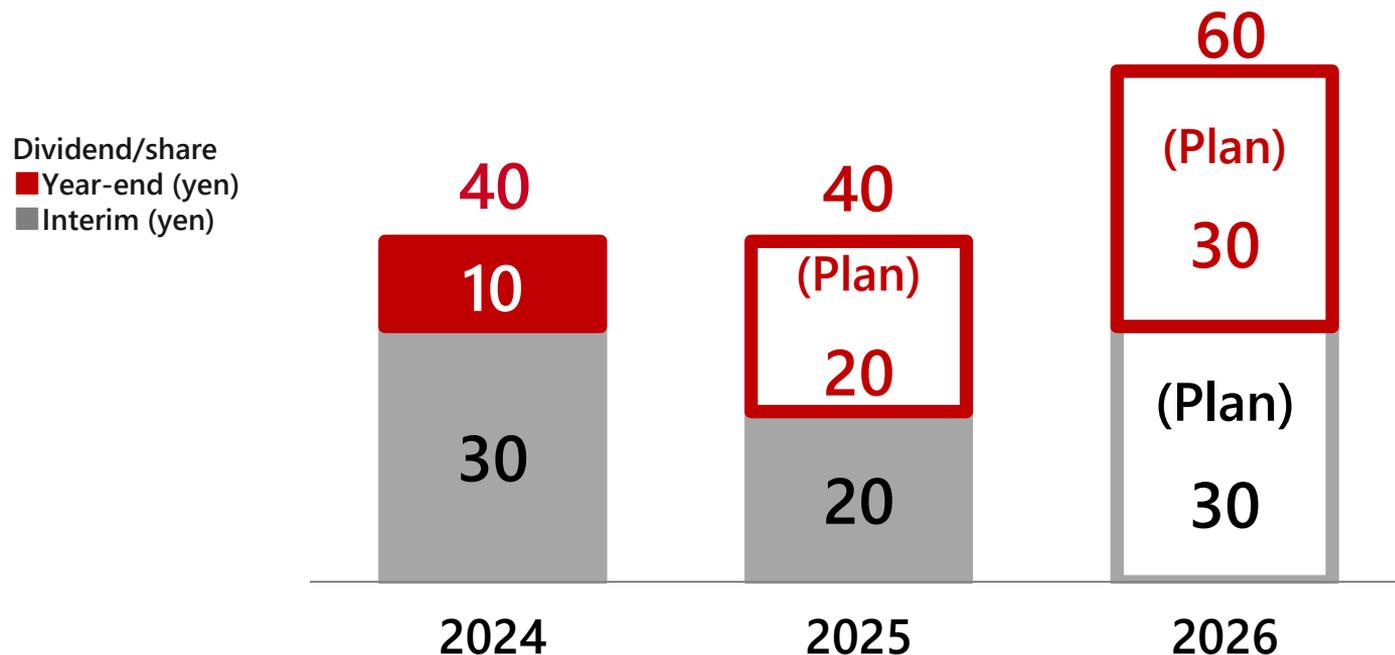
Free Cash Flow*2



*1 Calculated using the statutory effective tax rate for 2024 and 2025. *2 Excludes the acquisition cost of "Dr. Dennis Gross Skincare" (¥48.9 billion in 2024 and approx. ¥17.0 billion in 2026)

Enhancing Shareholder Returns

Annual Dividend of ¥60
Backed by Stronger Cash Generation



Towards Sustainable Growth

AI/Digital Strategy

Accelerating AI Utilization

**Value
Creation**

**Operational
Excellence**

**Customer
Experience
and Loyalty**

Sustainable Value Creation

Society : Creating social value through DE&I

Environment : Transforming to circular manufacturing



Connecting Our People with Shiseido JIN's Core Values, Maximizing Strengths

Shiseido JIN
people



Value Creation Capability

- R&D
- Production technology and quality assurance



Value Communication Capability

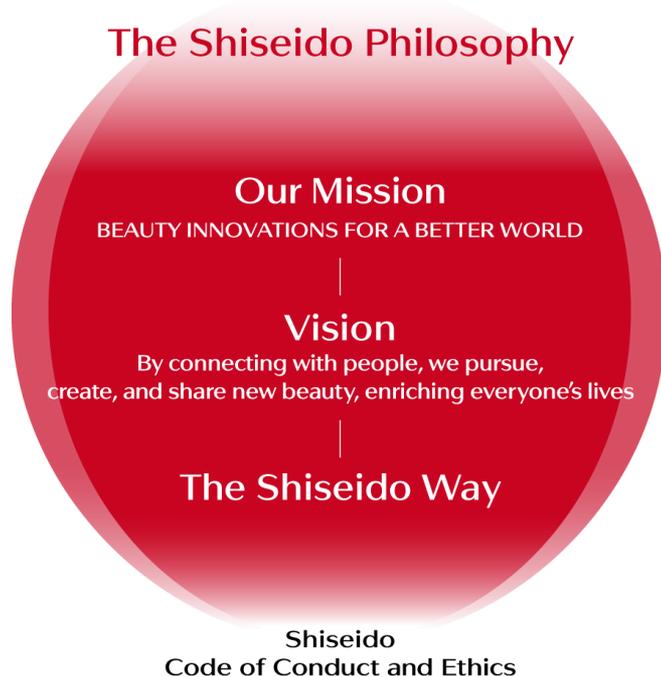
- Creative
- Hospitality experience



**Elevate
Brand Power**

The Shiseido Way

Redefining Shiseido JIN (People) as Value Drivers



The Shiseido Way

Our Foundation

Inspired by nature, attentive to everyone

Our Work

Let the product speak for itself

Our Evolving Style

Keep changing to remain true to ourselves

Our Approach

Appreciate dilemmas while rising to achieve brilliance

Our Belief in Beauty

Richness in everything

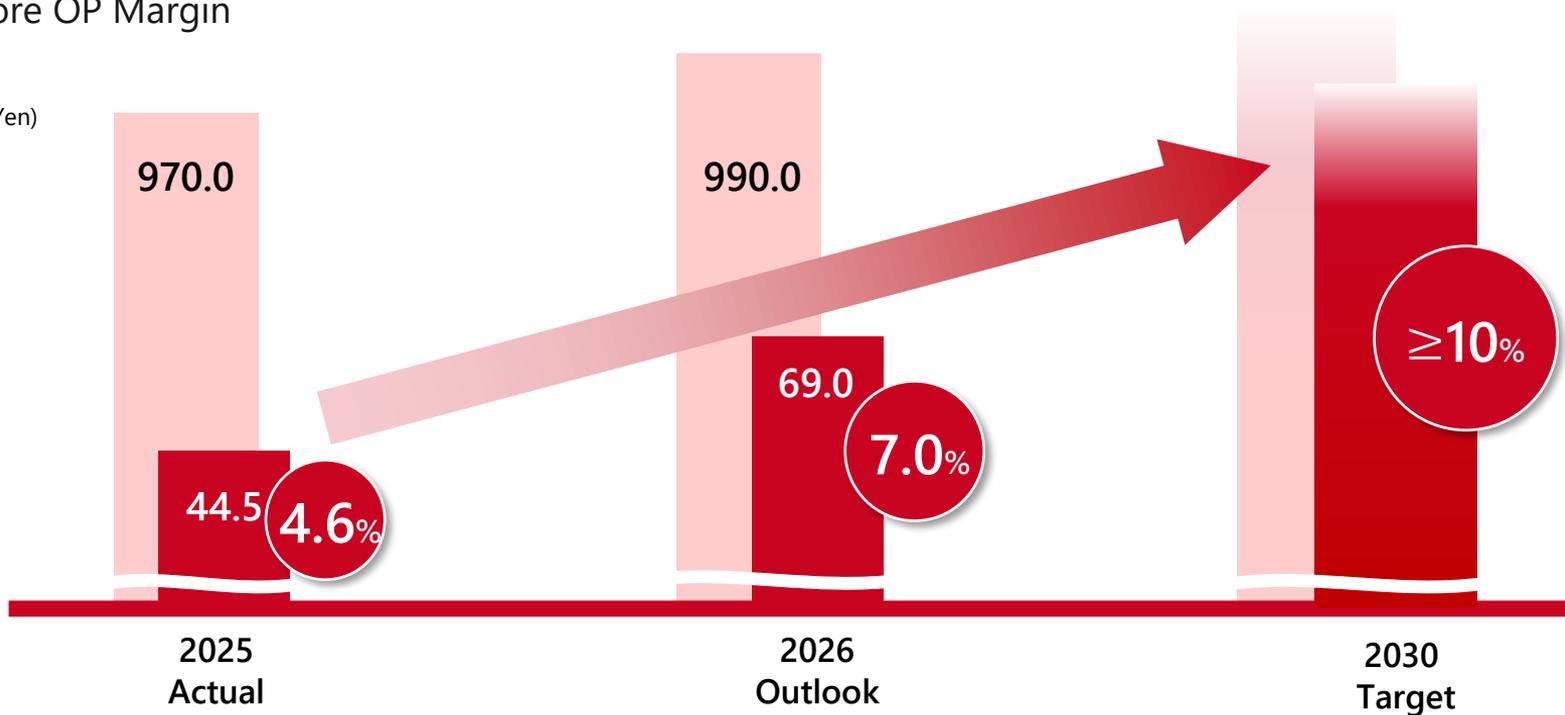
Global Leadership Team



Strive to Achieve Targets for 2026: Unwavering Commitment to Maximizing Corporate Value

- Net Sales
- Core OP
- Core OP Margin

(Billion Yen)



一瞬も一生も美しく

In every moment, in every life
Beauty



SHISEIDO