

(Translation)



November 30, 2023

Name of Company: Shiseido Company, Limited  
Name of Representative: Masahiko Uotani  
Chairman and CEO  
(Representative Director)  
(Code No. 4911; The Prime Market of the Tokyo Stock Exchange)  
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**Presentation by Masahiko Uotani, Chairman and CEO of Shiseido Company Limited  
at Nomura Investment Forum 2023**

On Thursday, November 30, 2023 (JST 17:15), Masahiko Uotani, our Representative Director, Chairman and CEO delivered a presentation titled “Commitment to Regain Growth ~ Build Back Better Shiseido ~” at the Nomura Investment Forum 2023 hosted by Nomura Securities Co.,Ltd. We have made available the presentation materials on our website below.

Material URL: [https://corp.shiseido.com/en/ir/pdf/ir20231130\\_007.pdf](https://corp.shiseido.com/en/ir/pdf/ir20231130_007.pdf)

The details of the presentation will be available on our website at a later date.

<https://corp.shiseido.com/en/ir/library/event/>

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