

Shiseido at a Glance

Corporate Profile



Foundation: 1872
 Incorporation: 1927
 Number of group companies: 85
 (excluding Shiseido Co., Ltd. and including nonconsolidated subsidiaries and equity-method affiliates)
 Capital: 64.5 billion yen
 Total Assets: 949.4 billion yen
 Number of Employees: about 46,000
 (for the Shiseido Group)

Registered Head Office

5-5, Ginza 7-chome, Chuo-ku, Tokyo 104-0061, Japan
 Tel: +81-3-3572-5111

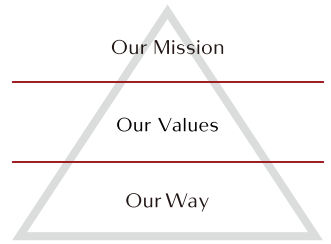
Main Office

6-2, Higashi-shimbashi 1-chome, Minato-ku, Tokyo 105-8310, Japan
 (As of December, 2017)

Our Mission, Values and Way



Our Mission, Values and Way



Our Mission

We cultivate relationships with people
 We appreciate genuine, meaningful values
 We inspire a life of beauty and culture.

Our Values

In Heritage, Excellence
 In Diversity, Strength
 In Innovation, Growth

Medium - and Long- Term Strategy VISION 2020

Targeted outcomes for 2020

Become a company supported and needed by society and consumers worldwide

Be a company...
 · Filled with energy
 · Overflowing with youthfulness
 · Always much talked about
 · That the younger generation adores
 · A multi-cultural company

Numerical Targets for 2020

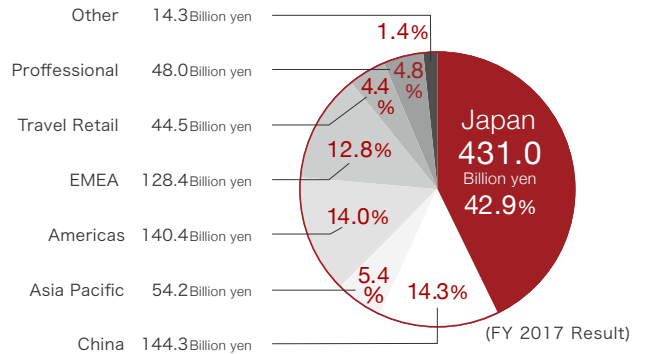
Net sales over ¥1.2 trillion Operating income over ¥120 billion ROE of 14% or more

Overseas Development

Number of countries and regions in which Shiseido group has presence:	about 120	R&D base:	7
		Manufacturing base:	11

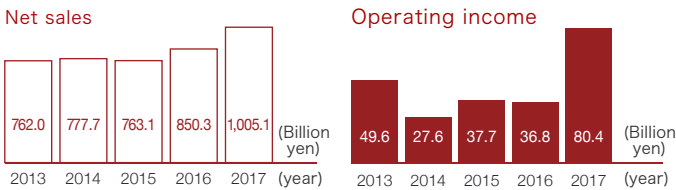
(As of Jun. , 2018)

Sale by Reportable Segment



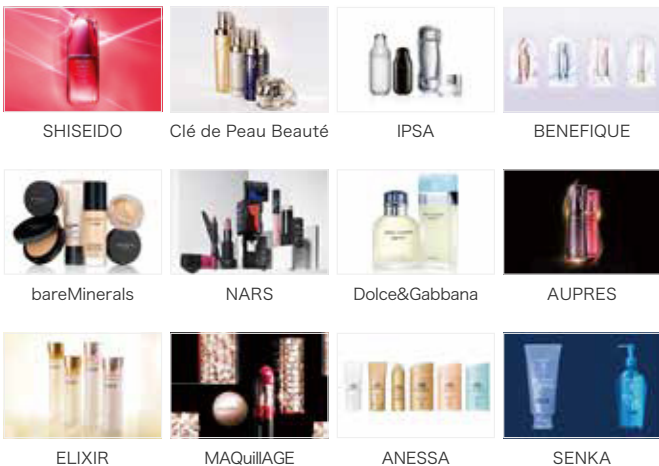
*Travel Retail : Operations of worldwide duty-free stores generally excluding Japan.

Results of Operations



*FY2015 was a transition period comprising 9 months (April - December) for the Company and most of its subsidiaries in Japan and 12 months (January - December) for its subsidiaries overseas. From 2016, all Group companies will operate on a fiscal calendar of January-December.

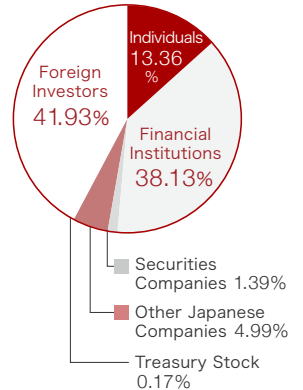
Major Brands / Lines



Stock Data (As of June. 30, 2018)

Number of shares outstanding: 400,000,000
 Number of shareholders: 54,925
 Share units: 100

Composition of Shareholders (by number of shares)



Annual dividends (As of Aug. 8, 2018)

